



**Berkshire Association of Clubs for
Young People (BACYP) Ltd**

Social Return on Investment Evaluation

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Author: Natalie Nicholles

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

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Section 1. Introduction and background

nef consulting was commissioned by Berkshire Association of Clubs for Young People (BACYP) Ltd to evaluate the impact of its activities on a range of stakeholders. Using Social Return on Investment (SROI), we will evidence whether a change in outcomes has occurred for young people and wider stakeholders. This evaluation has been commissioned with a dual objective: to allow BACYP to measure and demonstrate its impact and to help it improve its decision-making in order to ensure activities create the desired outcomes. Evidencing value for money, wider societal impact, and quality of life for young people involved in its activities is critical to BACYP's organisational sustainability.

This report presents the backbone of the SROI methodology in detail – understanding the theory of change and evidencing the outcomes for material stakeholders. It then presents findings and recommendations from the analysis. All assumptions and calculations are presented in the appendices and the reader is encouraged to refer to these whilst reading the report.

Section 2. SROI methodology

This report bases its approach to measurement on a methodology known as Social Return on Investment (SROI), which attaches a financial value to all material outcomes that are identified as resulting from an organisation or programme's activities. This allows a fuller picture of the benefits that flow from the investment of time, money, and other resources, to be presented.

Phase 1. Setting parameters and impact map

Boundaries

- Create the framework for the analysis – what part of the organisation or individual project is to be measured – and prepare background information. In this case, the scope of the analysis is the activities that BACYP delivers.
- Describe how the project or organisation works and decide the time period for measurement.

Stakeholders

- Identify the stakeholders whose costs and benefits – associated with the investment or organisation – are to be measured.
- Prioritise key stakeholders and objectives. Materiality – the accountancy term for ensuring all the areas of performance needed to judge an organisation's performance are captured – is used in the selection of stakeholders and objectives.
- Identify common or overriding objectives.

Stakeholders

Those people or groups who are either affected by or who can affect the activities.

Impact map

- Conduct stakeholder engagement to assist in the creation of an impact map that describes how the organisation/investment affects key stakeholders.

Impact map

Demonstrates how an organisation's inputs and activities are connected to its outputs and how these, in turn, may affect stakeholders' outcomes. Impacts can then be derived from the identified outcomes.

Phase 2: Data collection

Indicators

- Identify appropriate indicators to capture outcomes.

Valuation

- Use findings from stakeholder engagement and existing research to generate proxies to put financial values on outcomes.

Data collection

- Use tried and tested sources to gather the data – required by the impacts laid out in the impact map – for accurate measurement of identified costs and benefits.
- Decide on an appropriate benefit period for each outcome and the extent to which those outcomes drop off over time.

Phase 3: Model and calculate

Model and calculate

- Create a cost-benefit model using gathered data and projections:
 - Calculate the present value of benefits and investment, and the SROI ratio.
 - Account for the displacement, attribution, and deadweight of the organisation/investment under review.

Phase 4: Report

Report

- Consider and present the SROI produced by the organisation/investment.
- Identify how the benefits are divided between stakeholders.
- Identify the key factors that affect the SROI ratio.

The following sections outline how this methodology was applied in the context of BACYP's activities.

Section 3. Berkshire Association of Clubs for Young People (BACYP) Ltd and SROI Scope

BACYP's purpose is to support clubs and projects so they can deliver the best service for young people in Berkshire and give them the best possible start in life. Established in 1949 as the Berkshire Boys Clubs, the association merged with girls clubs in the late 1970s to form the Berkshire Association of Young People. In 1998/1999, Berkshire County Council was broken up into six local unitary authorities: West Berkshire, Reading, Wokingham, Royal Borough of Windsor and Maidenhead, Slough, and Bracknell. Each local area had a dedicated Youth Service to support the work of the local statutory Youth and Community Service. As a result, the work of the voluntary sector, including that of BACYP, was left to develop its own infrastructure and resources. BACYP took this opportunity to grow and formed a company limited by guarantee (BACYP Ltd) with the express intention of bidding for larger-scale national grants to support the work of its local organisations. BACYP is in receipt of Youth Sector Development Fund grant and business support which focuses on its sustainability post-2011. It currently has over 100 affiliated groups to whom it provides a range of direct support services, activities, and training.

BACYP's aim

- To further the development and education of young people through leisure time activities so as to help them grow to full maturity as individuals and members of society and so that their conditions of life may be improved.

BACYP's objectives

- To establish, support, and develop **clubs** for young people.
- To provide a platform for work related to **drugs/alcohol abuse**, crime, and other social issues.
- To work towards the initiation and support of relevant **community projects**.
- To provide **high-quality training**, personal development, and activity programmes through a network of national and local partners.
- To work in partnership with other specialist agencies to improve greater **social inclusion** and financial independence for young people.
- To provide an opportunity for the implementation of **local and national government initiatives** in social development programmes, through the voluntary youth service.
- To afford the opportunity to **commercial organisations** to support the growth of young people in a wide range of sponsored programmes and activities.

BACYP's core services

As a provider of support and direct delivery of services, BACYP delivers its core service across four departments: Activities, Training, Action, and Club support.

1. Activities

The Activities team encourages young people to adopt a healthy lifestyle. It offers a range of competitive and non-competitive events, providing a springboard for young people to experience success through participation in new and challenging activities.

2. Training

BACYP is committed to providing the support necessary for all young people to access good quality, independent, and safe community-based youth clubs. Through a voluntary process, it provides access for all leaders and managers to specific activity and management training, either through bespoke arrangements directly delivered or via a network of partners.

3. Action

The Action team identifies the gaps in community services by understanding how volunteers can respond to the local need and by identifying the requirements essential to creating vibrant and successful community groups. Through national volunteer schemes, BACYP has begun to fill the gaps created by a lack of community investment in the 1980s. The network of 16–25-year-olds is creating tomorrow's community leaders. Volunteers are an integral part of BACYP. Action is more than volunteering; BACYP also encourages young people to take positive action within their own community, to become the next leaders, and to involve others in shaping services for young people.

4. Club support

BACYP affiliates its members to the National Association of Clubs for Young People and UK Youth. It offers support in recruitment, governance signposting to professional advice, and access to funding bodies and insurance brokers. It can also help to start up and support new clubs, providing training for youth leaders, senior members, junior leaders, and management committees.

SROI Scope

As is evident from these activities, the services that BACYP offers are extensive and it is beyond the scope of this evaluation to look at all of these in detail. As a result, this evaluation will focus on the holistic support provided to affiliated members (point 4 above) and the consequent impact this has on wider stakeholders. The following points set out the scope of the evaluation:

- This is an evaluative SROI analysis, as this report will look at activities and changes that have already occurred to understand value for money.
- The evaluation looks at the benefits generated by one year's worth of BACYP investments. The investment period and measurement period for this analysis are 2009-2010.
- Data collection will take place from spring 2010 on a representative, random sample of clubs and will aggregate to the total number of material stakeholders affected by BACYP's activities.

Section 4. Theory of change

Introduction and background

It is common for youth services and programmes to be evaluated in terms of their outputs. Outputs tell us that an activity has taken place, such as the number of people who attend a youth club session, or the number of youth clubs receiving governance support. An SROI analysis goes beyond outputs and focuses on the outcomes, or changes, that occur in the lives of participants as a result of these activities. Essentially it is the story of how BACYP creates change and makes a difference. We call the relationship between investment, activities, outputs, and outcomes the *theory of change*. BACYP's theory of change, formally depicted in the form of an impact map, is presented in this section. It is worth noting that SROI seeks to measure change to the end beneficiary. BACYP's work is often one step removed from the end beneficiary as it works through other organisations to achieve change. The approach taken by this evaluation is to ascertain change for all beneficiaries and then to determine BACYP's role in creating this change, taking into account the delivery model.

Stakeholder engagement and impact map

The process of engaging with stakeholders started with a storyboard workshop¹ undertaken with a selection of stakeholders representing BACYP staff, participating young people, volunteers, and local third sector organisations. The facilitated discussion allowed for an in-depth exploration of how the various activities and actions delivered by youth clubs and BACYP contributed to the achievement of primary and secondary outcomes for the young people, their families, and wider society. Further engagement through the form of questionnaires was used to engage more stakeholders from the harder-to-reach groups such as youth clubs, parents, and the local community.

The material gathered in the storyboard workshop and from the questionnaires forms the basis of an impact map which represents a detailed description of BACYP's underlying theory of change. The impact map formally describes this theory of change in terms of how inputs and activities lead to specific outputs, and then in turn how these lead to initial and eventually long-term outcomes. As such, it underpins the analysis as it is the outcomes described in the last column that are measured and valued in the final SROI model.

A focus on outcomes

Outcomes are complex and often difficult to measure. They can be negative as well as positive. For example, it is often presumed that gaining an accredited qualification will lead to positive change in terms of the confidence and employability of participants. This, however, is not necessarily the case. If a qualification is at an inappropriate level, it may actually erode a participant's confidence. By engaging stakeholders in understanding what changes for them, it is possible to measure and value what matters to them – thus understanding the true impact of BACYP's work.

¹ For a detailed description of the storyboard exercise, please visit <http://www.proveandimprove.org/>

Multi-stakeholder analysis

In performing this analysis, it is important to include the material² outcomes that accrue to all stakeholder groups that are affected by BACYP's work above and beyond affiliated youth clubs. These groups include the families of young people, the wider community, and the state. To understand the theory of change, our approach included:

1. conducting a storyboard³ exercise with a range of BACYP stakeholders; and
2. conducting additional primary research (questionnaires) with hard-to-reach groups.

This section presents BACYP's theory of change determined through the stakeholder engagement process.

Stakeholders

The multistakeholder approach in SROI allows the benefits to all stakeholders to be analysed. Stakeholders are those people or organisations that experience change as a result of the activity. SROI does not assume to know what changes (positive or negative) may have occurred for the stakeholders. Therefore, engaging those affected by BACYP's work is key to understanding true impact.

A social sciences approach to saturation sampling⁴ was adopted to build the theory of change. The stakeholder audit trail in Table 4.1 presents BACYP's stakeholders and how they were engaged for this evaluation.

Table 4.1. Stakeholder audit trail.

Stakeholder	Number engaged and method of engagement
1. Young people as members <ul style="list-style-type: none">▪ 8–16-year-olds▪ 16–25-year-olds	<ul style="list-style-type: none">▪ Thirteen young people aged 8–12 engaged through the storyboard workshop
2. Young people as volunteers <ul style="list-style-type: none">▪ 11–15 year olds▪ 16–25 year olds	<ul style="list-style-type: none">▪ Eight young people aged 15–17 who are volunteers engaged during the storyboard workshop
3. Families and carers of the young people	<ul style="list-style-type: none">▪ Five parents through the storyboard workshop▪ Four parents through questionnaire
4. Employees that deliver BACYP activities and BACYP staff	<ul style="list-style-type: none">▪ Three core BACYP staff▪ Six youth club/BACYP field staff▪ One BACYP trustee All were engaged through the storyboard workshop

Stakeholder	Number engaged and method of
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² Materiality is the accountancy term for ensuring that all the areas of performance needed to judge an organisation's performance are captured.

³ For a detailed description of the storyboard exercise, please visit <http://www.proveandimprove.org/>

⁴ Saturation sampling is where the researcher conducts stakeholder engagement until all the outcomes have been identified, i.e. extra engagement produces no new information.

engagement	
5. Local community (residents and businesses)	▪ Three local community members engaged through questionnaire
6. Local third sector and voluntary organisations	▪ Three youth clubs engaged through questionnaire ▪ Three youth clubs engaged through the storyboard workshop
7. Businesses who take on apprentices	▪ Not engaged
8. Local and national statutory organisations	▪ One Head of Children's Services at a local authority was engaged through the storyboard workshop
9. Funders and potential funders	▪ Not engaged

It is acknowledged that whilst the numbers of stakeholders engaged may appear low for some stakeholder groups, the evaluators are confident that the sample is representative of wider stakeholders and therefore sufficiently robust to identify outcomes.

BACYP's theory of change

The formal representation of a theory of change is represented by an impact map. An impact map is a table that captures how an activity makes a difference in terms of how it uses its resources to provide activities that then lead to particular outputs and outcomes for different stakeholders.⁵ BACYP's activities contribute to creating change for multiple stakeholders and the theory of change for each stakeholder is presented in this section through the impact map.

Composition

In order to understand BACYP's story of change, it is worth noting the following characteristics about the composition of the primary stakeholders (young people as members and young people as volunteers) and the nature of the youth clubs' activities:

- BACYP officially caters for young people aged 8-25 years old, however, 95% of young people who attend the youth clubs are between the ages of 9-13 years old. Admittance of young people up to the age of 25 years old is designed for people with disabilities. As this represents a very small proportion of BACYP's total stakeholders changes to this stakeholder group were deemed immaterial to the analysis and have not been taken forward in the analysis. Therefore, the change that has been assessed is for young people that fall into the 9-13 year old age group only.
- BACYP supports youth clubs to support young people and is known as an infrastructure organisation because it creates change through another entity. In order to understand change, the SROI must focus on beneficiaries. This analysis therefore focuses on change created for young people through the youth clubs. As the clubs are the vehicle through which change is created, they are not taken forward as a

⁵ Nicholls J, Lawlor E, Nietzert E, Goodspeed T (2009) *A Guide to Social Return on Investment* (London: The Cabinet Office).

stakeholder in their own right, because any support provided by BAYCP to the clubs has the ultimate goal of creating change for young people.

- BACYP and its youth clubs have a common philosophy about how young people should 'play' and interact with each other and with adults. There is a strong belief that young people should take responsibility for their play and many of the activities undertaken by the clubs encourage this ownership. Through stakeholder engagement it has been understood that all the clubs undertake activities with their young people to encourage empowerment, responsibility and ownership, which allows this analysis to understand change across the clubs in aggregate.

Understanding outputs

Whilst the focus on outcomes is crucial to understanding change it is also important to understand the scale of the change and this information is provided by the activity's outputs. The outputs are the elements that tell us an activity has taken place and provide an indication of scale e.g. number of people attending a music festival. In the case of BACYP there are two key outputs that tell part of the story created through their work with youth clubs: how long and how frequently young people attend the youth club/volunteer at the youth club. These outputs will allow this analysis to understand the extent to which attendance at the youth clubs have resulted in change (or outcomes) for young people as members and young people as volunteers. Section 5 presents the outputs and their relationship to outcomes in more detail. Only those outcomes marked in purple on the impact map are included in the SROI analysis. The rationale for this is contained in the text following the impact map.

Young people as members

The impact map splits primary and secondary outcomes for young people as members to better identify the changes that these stakeholders experience through their interaction with the clubs and therefore with BACYP. The primary outcomes for the young people have been aggregated into secondary outcomes, which is useful for communication and understanding change and it is this last column in the impact map that is measured in the analysis.

Table 4.2. Impact map for young people as members.

Stakeholders / Beneficiaries	Inputs	Activities/Actions	Outputs	Primary Outcomes	Secondary Outcomes (taken forward in the SROI analysis)
1. Young people as members <ul style="list-style-type: none"> 9-13 year-olds 		BACYP creates: Activities <ul style="list-style-type: none"> Youth-led 'real' participation and activities Range of activities e.g. creative, sportive etc. Opportunities for young people to achieve and have fun in a safe environment Access to provision for rural areas Create an extended family for members Showcase positive young people Qualifications <ul style="list-style-type: none"> Recognition reward accreditation (for members) Accreditation (for volunteers) 	<ul style="list-style-type: none"> Frequency of attendance by young people Length of attendance by young people <p><i>See Section 5 for quantification of outputs.</i></p>	Ownership and responsibility <ul style="list-style-type: none"> Understand the consequences of their decisions Able to manage risk for self and others Engage in pro-social behaviour and have a positive impact on their community Increased likelihood of participation in community activities and volunteering as an adult Friends and contacts gained <ul style="list-style-type: none"> Develop meaningful relationships with other young people and adults Learn about themselves Become role models for other young people Engagement <ul style="list-style-type: none"> Wanting to take part, having a sense of achievement and enjoying themselves Enthusiastic participation in physical activities Skills, knowledge and confidence <ul style="list-style-type: none"> Achieve qualifications and general improved academic achievement Achieve their potential and feel empowered (skills for life) Build self-confidence, learn and develop new skills Increased sense of belonging and worth 	1. Stability and security <ul style="list-style-type: none"> Reduced likelihood of committing crime Better friendships, family relationships and secure home environment 2. Health and well-being <ul style="list-style-type: none"> Improved mental and physical health Improved well-being (e.g. from giving, connecting – see <i>Five Ways to Well-being</i>)⁶ 3. Prospects and aspirations <ul style="list-style-type: none"> Increased confidence in abilities and capacity to make good life decisions Increased and improved employability and earning potential in the long term 4. Long-term outcomes ⁷ <ul style="list-style-type: none"> Less likely to suffer from depression Less likely to have no qualifications Less likely to be in social housing

⁶ Developed by nef's Centre for Well-Being for the UK Government's Foresight Project on Mental Capital. Available at: <http://www.neweconomics.org/projects/five-ways-well-being>

⁷ Dixon M, Margo M *et al* (2006) *Freedom's Orphans* (London: Institute for Public Policy Research).

Youth-led participation and encouraging young people to give feedback to inform delivery were key aspects of the youth club that were highly appreciated by young people. They described how they enjoyed having a 'say' and therefore a stake in the club, which often resulted in a young person maintaining links with a club over time; for example, by becoming an ambassador for volunteering or community participation. Stakeholder engagement also suggested a link between the length and frequency of attendance the passion with which young people spoke about the youth club, indicating a causal relationship between the outputs and outcomes.

The primary outcomes:

- **Ownership and responsibility:** being involved in structured, youth-led activities increases the sense of ownership and responsibility of the young people. This helps them to understand the consequences of their decision-making.
- **Friends and contacts gained:** the social aspect of attending youth clubs was reported on often by young people, both in terms of the relationships they formed with staff and other young people.
- **Engagement:** many young people reported enjoying a sense of achievement, often from running their own activities as per the philosophy of the youth clubs or from taking part in other activities.
- **Skills, knowledge and confidence:** the activities, interaction and culture at the youth clubs contributes to helping young people to better understand themselves and equips them with a sense of belonging as well as a desire to achieve and give back.

The secondary outcomes:

1. **Stability and security** groups together the meaningful friendships that young people described as well as having a positive impact on the community and developing a sense of belonging and self-worth.
2. **Health and well-being** groups together taking part in structured activities (both physical exercise and non-physical exercise), having a sense of achievement, trying new things, and having fun in a safe place. Youth-led participation was described as key to building the self-confidence of young people because they were given responsibility and the opportunity to flourish. This, in turn, helped them to take ownership and make better decisions.
3. **Prospects and aspirations** groups together the increased skills, knowledge, sense of responsibility, and ownership that young people described resulted from their involvement in the design of activities at the youth club. Becoming or being role models for other young people was really important to them and this desire often resulted from the good role models they had in the form of youth club staff, volunteers, and other young people.

Empirical research drawn by the Institute for Public Policy Research (IPPR)⁸ suggests that young people who engage in structured activities in their youth have a number of long-term positive outcomes. The **long-term outcomes** for young people as members are:

⁸ Dixon M, Margo M *et al* (2006) *Freedom's Orphans* p.121 (London: Institute for Public Policy Research).

- Less likely to suffer from depression.
- Less likely to have no qualifications.
- Less likely to be in social housing.

The IPPR research is a longitudinal study where the length and frequency of attendance at youth clubs varies over time. Whilst there is no concrete evidence that young people need to be involved in structured activities for a set length of time, regularity of attendance is highlighted as a deciding factor in the effectiveness of outcomes achieved. Conclusions and policy recommendations by IPPR are consistent with academic research⁹ to suggest that young people should be involved in regular, structured activities of up to a period of twelve months¹⁰. Therefore, this evaluation will assess both the length of attendance and frequency of attendance in order to understand the relationship between these and the amount of outcomes achieved. These form part of BACYP's longer-term outcomes for young people and were taken forward in the analysis.

Young people as volunteers

Empowering and developing young people as volunteers are a key part of how BACYP impacts the lives of young people. Under the age of 11, volunteers will be based locally within the youth club. Over the age of 16, volunteers form part of national volunteer programmes that BACYP supports. The volunteers in the stakeholder engagement fell into the latter category and these will be taken forward in the SROI analysis.

Volunteers tend to have a strong relationship with the community organisation or youth club and it is common for them to have previously attended the club as members before becoming volunteers. The outcomes described by this stakeholder group were similar to those of the members but with greater focus on a strong sense of responsibility, feelings of belonging and future prospects. Whilst this latter element of the theory of change is due, in part, to their age (i.e. on average they are older than the young people as members), the volunteers felt strongly that these outcomes were as a result of their volunteering commitments. The primary outcomes for the young people as volunteers have been aggregated into secondary outcomes, which is useful for communication and understanding change and it is this last column in the impact map that is measured in the analysis.

⁹ Feinstein et al (2005) *Leisure contexts in adolescence and their effects on adult outcomes* London: Centre for Research on the Wider Benefits of Learning

¹⁰ Dixon M, Margo M et al (2006) *Freedom's Orphans* p.174 (London: Institute for Public Policy Research).

Table 4.3. Impact map for young people as volunteers.

Stakeholders / Beneficiaries	Inputs	Activities/Actions	Outputs	Primary Outcomes	Secondary Outcomes (taken forward in the SROI analysis)
2. Young people as volunteers <ul style="list-style-type: none"> ▪ 13–16-year-olds ▪ 16–25-year-olds 		Volunteering <ul style="list-style-type: none"> ▪ Creation of volunteering opportunities through the club or other organisations ▪ Capacity building for volunteers ▪ Consultation with young people about volunteering 	<ul style="list-style-type: none"> ▪ Frequency of attendance by young people ▪ Length of attendance by young people <p><i>See Section 5 for quantification of outputs.</i></p>	Ownership and responsibility <ul style="list-style-type: none"> ▪ Engage in pro-social behaviour and have a positive impact on their community ▪ Increased likelihood of participation in community activities and volunteering as an adult Friends and contacts gained <ul style="list-style-type: none"> ▪ Develop meaningful relationships with other young people and adults ▪ Become role models for other young people Engagement <ul style="list-style-type: none"> ▪ Wanting to take part, having a sense of achievement and enjoying themselves ▪ Enthusiastic participation in physical activities Skills, knowledge and confidence <ul style="list-style-type: none"> ▪ Build self-confidence, learn and develop new skills ▪ Increased sense of belonging and worth 	5. Prospects and aspirations <ul style="list-style-type: none"> ▪ Increased confidence in abilities and capacity to make good decisions about the future ▪ Increased and improved employability and earning potential 6. Health and well-being <ul style="list-style-type: none"> ▪ Improved mental and physical health ▪ Improved well-being (e.g. from giving, connecting – see <i>FiveWays to Well-being</i>)¹¹ 7. Long-term outcomes ¹² <ul style="list-style-type: none"> ▪ Less likely to suffer from depression ▪ Less likely to have no qualifications ▪ Less likely to be in social housing

¹¹ Developed by nef's Centre for Well-Being for the UK Government's Foresight Project on Mental Capital. Available at: <http://www.neweconomics.org/projects/five-ways-well-being>

¹² Dixon M, Margo M *et al* (2006) *Freedom's Orphans* (London: Institute for Public Policy Research).

The primary outcomes:

- **Ownership and responsibility:** young people reported having a better understanding of their local community and wanting to give back through their voluntary work, as well as feeling responsible for creating structured and fun activities for the other members of the clubs.
- **Friends and contacts gained:** a strong desire to become role models for younger youth club members was reported during the stakeholder engagement. This appeared to be linked to the role models the volunteers had in the youth club staff as well as previous role models prior to volunteering.
- **Engagement:** taking part in the structured, youth-led activities was appreciated and many volunteers reporting enjoying running these activities.
- **Skills, knowledge and confidence:** the volunteers reported feeling more confident about themselves and therefore making better decisions about their future.

The secondary outcomes:

1. **Health and well-being:** the young people as volunteers described the very strong friendships they had with other volunteers and adults and the enjoyment they received from making people happy. The youth club is an extended 'family' that provides long-term support to the young people. This can result in a sense of belonging at the youth club, at home, and in the community. Having good role models in the youth club staff and then acting as role models to other young people was described as important to them.
2. **Prospects and aspirations:** the well-being changes that result from responsibility and opportunities provided young people as volunteers with increased confidence in their own abilities. This will help them to achieve their aspirations and goals by making better decisions and having greater clarity about what they would like to achieve in the future. Some stakeholders expressed a desire to continue to volunteer as an adult.

As with outcomes for young people as member, empirical research by IPPR¹³ suggests that young people who engage in structured activities in their youth have a number of long-term positive outcomes.

3. The **long-term outcomes** for young people as members are:
 - Less likely to suffer from depression.
 - Less likely to have no qualifications.
 - Less likely to be in social housing.

The IPPR research is a longitudinal study where the length and frequency of attendance at youth clubs varies over time. Whilst there is no concrete evidence that young people need to be involved in structured activities for a set length of time, regularity of attendance is highlighted as a deciding factor in the effectiveness of outcomes achieved. Conclusions and policy recommendations by IPPR are consistent with academic research¹⁴ to suggest that

¹³ Dixon M, Margo M *et al* (2006) *Freedom's Orphans* (London: Institute for Public Policy Research).

¹⁴ Feinstein *et al* (2005) *Leisure contexts in adolescence and their effects on adult outcomes* London: Centre for Research on the Wider Benefits of Learning

young people should be involved in regular, structured activities of up to a period of twelve months¹⁵. Therefore, this evaluation will assess both the length of attendance and frequency of attendance in order to understand the relationship between these and the amount of outcomes achieved. These form part of BACYP's longer-term outcomes for young people as volunteers and were taken forward in the analysis.

No significant negative outcomes reported by stakeholders during the stakeholder engagement. Some young people as members reported feeling anxious and nervous prior to joining the youth club but said that these feelings were short-lived and disappeared quickly when they joined.

Families/carers of young people (of members and of volunteers)

The theory of change (Table 4.3) suggests that the outcomes of young people have knock-on effects for their families. Although each family situation is unique, the stakeholder engagement suggests that a more harmonious home life is evidenced by the following outcomes for parents:

1. **Better family relationships:** building meaningful relationships with other young people, having good role models, taking responsibility, and having a sense of belonging result in a more harmonious home life.
2. **Improved family well-being:** the stakeholder engagement identified that families and carers increasingly trust the young person and this, in turn, can lead to a higher level of family well-being.

Employees that deliver BACYP's work

The employees that deliver the support and activities offered by BACYP derive a high level of satisfaction from their work. They reported that they feel as if they are making a difference; they are empowered and motivated and believe that they are acting as agents for social change. Many stakeholders reported taking pride in being able to provide high-quality youth provision and contributing to the sustainability of youth club organisations (Table 4.4)

Local community (residents and businesses)

The theory of change for the local community (Table 4.5) as a result of youth clubs suggested an increased trust in young people and improved perceptions of young people as a result of volunteering. The stakeholders also emphasised the importance of local community support in achieving the sustainability of youth clubs and youth provision. Outcomes for this stakeholder were about improved social cohesion, safer communities, stronger communities, and a stronger local workforce (where the community reaps the benefits of youth volunteering, for example).

Local third sector and voluntary organisations

The impact that BACYP has on youth clubs and other third sector and voluntary organisations is key to the overall change it created for the stakeholders identified in its theory of change. Stakeholders reported that the support provided by BACYP benefits them in a number of ways from increasing their capacity to meet the needs of young people to

¹⁵ Dixon M, Margo M *et al* (2006) *Freedom's Orphans* p.174 (London: Institute for Public Policy Research).

providing a 'bigger voice' for smaller clubs and organisations. The outcomes for this stakeholder are important insofar that this stakeholder then creates change for others, i.e. young people. The outcomes identified in the theory of change (Table 4.6) are about having a wider impact (through a wider reach) and increasing the effectiveness of service delivery, ultimately providing a better service for young people. Outcomes for the youth clubs happen on the way to outcomes for young people and these are presented below:

- Increased skills and capacity to meet needs of young people
- Increased brand awareness of BACYP, and referral options for clients
- Having needs represented by a 'bigger voice' for smaller clubs – raising their profile
- Workforce development of voluntary sector

Businesses who take on apprentices

BACYP runs placements and apprentice schemes for young people. The programme, however, is new and it was decided that it would not be appropriate to engage with the stakeholders. As a result, the outcomes for this stakeholder are forecasted and relate to a more efficient workforce (Table 4.7).

Table 4.3: Impact map for families/carers.

Stakeholders / Beneficiaries	Inputs	Activities/Actions	Outputs	Primary Outcomes	Secondary Outcomes (taken forward in the SROI analysis)
3. Families and carers of the young people (members and volunteers)	Time and support	[See above for activities relating to provision of services and support of youth clubs]	<ul style="list-style-type: none"> Frequency & length of attendance of family member (young person) at youth club Frequency & length of attendance of family member (young person) at volunteer placement 	Positive outcomes for young person <ul style="list-style-type: none"> Purpose for the young person and the family Increased in trust of young person 	8. Stability and security <ul style="list-style-type: none"> Better family relationships Improved family well-being

Table 4.4: Impact map for employees.

Stakeholders / Beneficiaries	Inputs	Activities/Actions	Outputs	Primary Outcomes	Secondary Outcomes (taken forward in the SROI analysis)
4. Employees that deliver BACYP activities and BACYP staff	Time and resources	<i>Manage youth clubs and deliver activities for young people</i> <ul style="list-style-type: none"> Promote positive image of young people – dispelling the negative (marketing/campaigning) High-quality youth provision Deliver training for volunteers <i>Invest in staff development</i> <ul style="list-style-type: none"> 360 review staff appraisals Quality mark Training e.g. diversity awareness 	<ul style="list-style-type: none"> Number of enthusiastic, committed and high performing, high-quality staff Number of staff development opportunities 	Skills, knowledge , experience and confidence <ul style="list-style-type: none"> Empowered and motivated Feeling that they are contributing to the sustainability of youth club organisations Satisfaction as agents for social change Pride in being able to provide a high quality of youth provision 	9. Job satisfaction <ul style="list-style-type: none"> Improved sense of well-being at work Job security Feeling they are making a difference

Table 4.5. Impact map for local community.

Stakeholders / Beneficiaries	Inputs	Activities/Actions	Outputs	Primary Outcomes	Secondary Outcomes
5. Local community (residents and businesses)	N/A	<ul style="list-style-type: none"> Youth clubs maintained within the local community. <p>[For detailed activities of youth clubs see Young People above]</p>	<ul style="list-style-type: none"> Number of residents aware of youth club and young people Number of youth clubs in local community 	<p>Change in attitudes</p> <ul style="list-style-type: none"> Increase in trust of young people Improved perceptions and attitudes towards young people through youth volunteering <p>Community asset maintained</p> <ul style="list-style-type: none"> Sustainability of clubs through support from the local community 	<p>10. Community safety and cohesion</p> <ul style="list-style-type: none"> Strong and safer communities Improved social cohesion <p>11. Local economy</p> <ul style="list-style-type: none"> Stronger local workforce

Table 4.6. Impact map for local third sector and voluntary organisations.

Stakeholders / Beneficiaries	Inputs	Activities/Actions	Outputs	Primary Outcomes	Secondary Outcomes
6. Local third sector and voluntary organisations (including youth clubs)	Time	<ul style="list-style-type: none"> Workforce development of voluntary sector Capacity-building 	<ul style="list-style-type: none"> Number of organisations receive signposting and support Number of organisations sharing information and disseminating good practices 	<p>Improved capacity</p> <ul style="list-style-type: none"> Increased skills and capacity to meet needs of young people Increased brand awareness of BACYP, and referral options for clients Having needs represented by a 'bigger voice' for smaller clubs – raising their profile Workforce development of voluntary sector 	<p>BACYP's support to youth clubs helps to create change for young people. Therefore, these are the outcomes for young people and young people as volunteers.</p>

Table 4.7. Impact map for business with apprentices.

Stakeholders / Beneficiaries	Inputs	Activities/Actions	Outputs	Primary Outcomes	Secondary Outcomes (taken forward in the SROI analysis)
7. Businesses who take on apprentices	Time	<ul style="list-style-type: none"> Placements and apprentice schemes 	<ul style="list-style-type: none"> Number of businesses who support for young apprentices 	Quality workforce <ul style="list-style-type: none"> Committed employees, Lower staff turnover and absenteeism 	12. Efficient workforce <ul style="list-style-type: none"> Recruitment and HR costs saved

Table 4.8. Impact map for local and national statutory organisations.

Stakeholders / Beneficiaries	Inputs	Activities/Actions	Outputs	Primary Outcomes	Secondary Outcomes (taken forward in the SROI analysis)
8. Local and national statutory organisations (as a proxy for wider society)	Funding	See Young People activities	<ul style="list-style-type: none"> Number of youth clubs sustained and thriving 	Positive outcomes for youth club participants in the long-term¹⁶ <ul style="list-style-type: none"> Mental health Skills, knowledge, qualifications and experience Stability and security, especially in terms of housing 	13. Benefits to wider society (represented by) <ul style="list-style-type: none"> Economic benefits from reduced use of mental health services Economic benefits from lost taxation on income Economic benefits from reduced use of social housing

¹⁶ Dixon M, Margo M *et al* (2006) *Freedom's Orphans* (London: Institute for Public Policy Research).

Local and national statutory organisations (used as a proxy for wider society and the state)

BACYP has an impact on the wider society and the state in a number of ways (Table 4.8). These were determined by drawing on empirical longitudinal research from the Institute for Public Policy Research (ippr). Its study, *Freedom's Orphans* (2006), found that young people that engaged in structured youth activities at age 16 were:

- 3% less likely to be depressed at age 30;
- 3% less likely to be in social housing at age 30; and
- 2% less likely to have no qualifications at age 30.

The study finds these benefits for young people that engaged in structured activities at age 16, relative to those who didn't. It is worth noting that youth clubs which didn't offer structured activities were actually associated with worse outcomes for young people. In this analysis we make the assumption that both youth club members and volunteers in the BACYP example engage in structured activities.

The study is based on longitudinal data collection and analysis from the 1970 British Cohort Study. The study contained over 12 000 boys and girls who were born in one week in April 1970 in England, Scotland, and Wales and, for whom; data was collected between 1970 and 2004. It is worth noting that the longitudinal nature of the study means that there have been a number of significant social changes since then that will influence outcomes for young people today. Therefore, a very conservative approach has been taken to estimating change and modelling the benefits. These benefits are deemed as extremely long-term and have only been modelled when young people are nearing 30 years of age. Given the nature of the cohort study, it is assumed that the young people served by BACYP today are not dissimilar to the demographic of those young people in the ippr study.

Long-term outcomes for state:

- Economic benefits from reduced use of mental health services.
- Economic benefits from lost taxation on income.
- Economic benefits from reduced use of social housing.

Funders and potential funders

BACYP's work is not designed to create change or value to its funders, but instead to the aforementioned stakeholders and young people in particular. This analysis, however, acknowledges that funders of youth provision may derive a benefit in the form of an improved ability to influence the sector (Table 4.9).

Table 4.9. Impact map for funders and potential funders.

Stakeholders / Beneficiaries	Inputs	Activities/Actions	Outputs	Primary Outcomes	Secondary Outcomes (taken forward in the SROI analysis)
9. Funders and potential funders	Funding	Financial support of BACYP's activities	<ul style="list-style-type: none"> ▪ Number of high-quality youth provision services delivered through BACYP 	Positive outcomes for stakeholders	16. Wider reach <ul style="list-style-type: none"> ▪ Improved ability to influence the sector

Materiality

Materiality in SROI is used to determine what information and evidence must be included in the accounts to give a true and fair picture, such that readers can draw reasonable conclusions about impact.¹⁷ Table 4.9 presents the rationale of including or excluding BACYP's stakeholders in the analysis according to the principle of materiality.

No material outcomes are expected to occur for excluded stakeholders.

Table 4.9. Material stakeholders.

Stakeholder	Materiality	Rationale
1. Young people as members	Included	Key stakeholder that experiences significant change.
2. Young people as volunteers	Included	Key stakeholder that experiences significant change.
3. Families and carers of the young people	Included	Key stakeholder that experiences significant change.
4. Employees that deliver BACYP activities and BACYP staff	Included	Often staff are not considered material in SROI analyses because they are neither primary nor secondary beneficiaries of the organisation's work. Stakeholder engagement, however, suggested that BACYP staff derive benefits beyond the purely financial; stakeholder engagement has suggested that there may be significant well-being benefits. The extent to which these well-being benefits are substantial and/or are displaced will be determined later. At this stage, the stakeholder is taken forward in the analysis.
5. Local community (residents and businesses)	Excluded	There are some benefits to community. However, the size of these benefits compared to the overall impact is likely to be small and it is not within the resources of this evaluation to measure these. This stakeholder is not taken forward in the analysis.
6. Local third sector and voluntary organisations	Included	Changes for this stakeholder are only important in so far as they create change for their end beneficiary. This analysis is taking account of the end beneficiary so all material outcomes will be captured.
7. Businesses who take on apprentices	Excluded	The project that creates significant benefit to this stakeholder is in its inception and therefore the stakeholder is not taken forward in the analysis.
8. Local and national	Included	There are likely to be a number of economic

¹⁷ Nicholls J, Lawlor E, Nietzert E, Goodspeed T (2009) *A Guide to Social Return on Investment* (London: The Cabinet Office) p.97.

Stakeholder	Materiality	Rationale
statutory organisations		savings that arise indirectly through BACYP's work to this stakeholder. These will benefit the taxpayer and therefore this stakeholder is a proxy of wider society. This stakeholder is taken forward in the analysis.
9. Funders and potential funders	Excluded	Whilst their input is key to BACYP's work, this stakeholder does not derive any benefit from BACYP activities and is therefore not taken forward in analysis.

Table 4.10 presents the outcomes that will be measured in the analysis after accounting for materiality.

Table 4.10. Outcomes to be measured.

Stakeholder	Outcomes	
	IMMEDIATE	LONGER TERM – AT 30 YRS OLD
Young people as members	<ul style="list-style-type: none"> • Stability and security • Health and well-being • Prospects and aspirations 	<ul style="list-style-type: none"> • Less likely to suffer from depression • Less likely to have no qualifications • Less likely to be in social housing
Young people as volunteers	<ul style="list-style-type: none"> • Health and well-being • Prospects and aspirations 	<ul style="list-style-type: none"> • Less likely to suffer from depression • Less likely to have no qualifications • Less likely to be in social housing
Families and carers of the young people	<ul style="list-style-type: none"> • Stability and security 	
Employees that deliver BACYP's activities and BACYP staff	<ul style="list-style-type: none"> • Job satisfaction 	
Wider society and the state	<ul style="list-style-type: none"> • Economic benefits from reduced use of mental health services • Economic benefits from lost taxation on income • Economic benefits from reduced use of social housing 	

Section 5. Evidencing outcomes and giving them a value

The previous section identified the outcomes that result from BACYP's work. This section focuses on how these were evidenced and measured in order to understand the *extent* to which change has occurred.

Outcomes indicators

The occurrence of outcomes is often difficult to demonstrate; for example, health and well-being are often subjective and intangible. Indicators are a way to demonstrate that an outcome has taken place. The use of outcome indicators to understand what changes for a stakeholder is consistent with the principles of SROI and the guidance on SROI published by the Cabinet Office.¹⁸

While it is acknowledged that distance-travelled indicators are the most effective (and best practice) approach to understanding both binary change and magnitude of change, it was not possible to use this approach in this evaluation owing to the nature and timescales of the analysis. The following approach has, therefore, been adopted: using a selection of objective and subjective indicators to tell us about change, we performed a statistical analysis on the data produced by those indicators, looking at the relationship between the indicators and two independent variables – length and frequency of attendance at youth clubs. This provided us with information about whether a significant change had taken place for the stakeholders. The following steps involved ascertaining a magnitude of change by applying our findings to average movements on a 5-point scale. Details of the approach and a worked example are presented later in this section.

The indicators were selected through consultation with BACYP stakeholders and were piloted with all the surveyed stakeholder groups prior to commencing the data collection. A full list of indicators used to 'evidence' the occurrence of outcomes to the stakeholders is presented in Appendix 1.

Outcomes data collection

In any analysis, once indicators have been established, it is necessary to collect data to establish the extent to which outcomes have occurred. In the absence of existing outcomes data, primary research must be conducted. For this analysis, a selection of questionnaires and surveys were employed to gather primary data. Appendix 2 presents the questionnaires and Table 5.1 presents the approaches employed to collect outcomes data.

¹⁸ Nicholls J, Lawlor E, Nietzert E, Goodspeed T (2009) *A Guide to Social Return on Investment* (London: The Cabinet Office) p.9.

Table 5.1. Data collection approach.

Stakeholder	Mode	Method	Approach	Timeline
Youth people as members	Outcomes data questionnaire	Survey monkey ¹⁹	During one evening session, members to be invited to complete questionnaire	May 2010 – July 2010
Young people as volunteers	Outcomes data questionnaire	Survey monkey ²⁰	During one evening session, volunteers to be invited to complete questionnaire	May 2010 – July 2010
Families/parents and carers	Outcomes data questionnaire	Paper questionnaire with pre-paid envelopes	Young people to hand-deliver questionnaire and family/carer invited to send back to the BACYP in a pre-paid envelope	May 2010 – July 2010
BACYP employees	Well-being at Work survey	Online survey	Employees to take online questionnaire	June 2010
Local third sector and voluntary organisations (Youth clubs)	Outcomes data questionnaire	Survey monkey	Two to three youth club workers to complete questionnaire as a team	May 2010 – July 2010

BACYP's affiliated clubs differ in size and geography. In order to achieve a representative, non-biased sample the clubs have been ordered into small, medium, and large clubs. Size and geography are not the criteria that necessarily effect the achievement of outcomes by different clubs. The breakdown was employed to randomly select clubs from which to collect primary data. The sample represents one-third of these affiliated clubs, presented by geography in Table 5.2.

¹⁹ Online survey service www.surveymonkey.com

²⁰ Ibid.

Table 5.2. Number of clubs in sample.

	Small	Medium	Large
Reading	1	1	1
West Berks	3	3	3
Slough	1	1	1
RBWM	2	2	2
Bracknell	1	1	1
Wokingham	2	2	2

In order to maintain randomised selection, **all** young people as members and volunteers were invited to complete the questionnaires on a mid-week evening. The evening was selected at random for all clubs.

Outcome incidence– how much change occurred for stakeholders?

Understanding what changes is the second principle of SROI and crucial to ascertaining the effectiveness of a programme or activity. Outcomes alone tell us about effectiveness, and therefore the value for money of an intervention. This section explains how the amount of change occurring for each stakeholder was understood.

Data collection performed over a 3-month period and covering a 12-month period yielded the following sample construction:

- 185 young people as members
- 50 young people as volunteers
- 62 parents/carers of young people (as members)
- 21 youth clubs
- 32 BACYP employees

This sample forms the basis of this analysis. The findings will illustrate the type of results expected **if** this sample were extrapolated to all of BACYP's stakeholders.

Young people as members, as volunteers and parent/carers

In the absence of distance-travelled indicators to understand change for young people as members and young people as volunteers and parents/carers, change was instead ascertained through the identification of statistically significant relationships between the indicators (used to evidence the identified outcomes) and the independent variables of length of attendance and frequency of attendance at youth clubs. The questionnaires used to gather the data were a mixture of self-reported indicators and observed indicators, for example, parents/carers were asked about change they observed in their young person and

young people were asked about their family relationships (see Appendix 1 for outcome indicators used).

The relationships tell us the extent to which change occurs for stakeholders according to how long and how often young people as members and/or volunteers have been attending youth clubs. The following three steps explain how the outcome incidence, i.e. the amount of change, was calculated per stakeholder using this approach. Reference to young people in this section is defined as young people as members or young people as volunteers.

1. Total population

The number of young people that fell into the different categories of length and frequency variables was calculated; for example, the number of young people attending for 0–3 months, 4–6 months or once a week, twice a week.

Figure 5.1 and Table 5.3 present the measure of **length of input** for young people as members. This data was also calculated for length of volunteering and length of youth club attendance for young people as members as observed and reported by parents/carers.

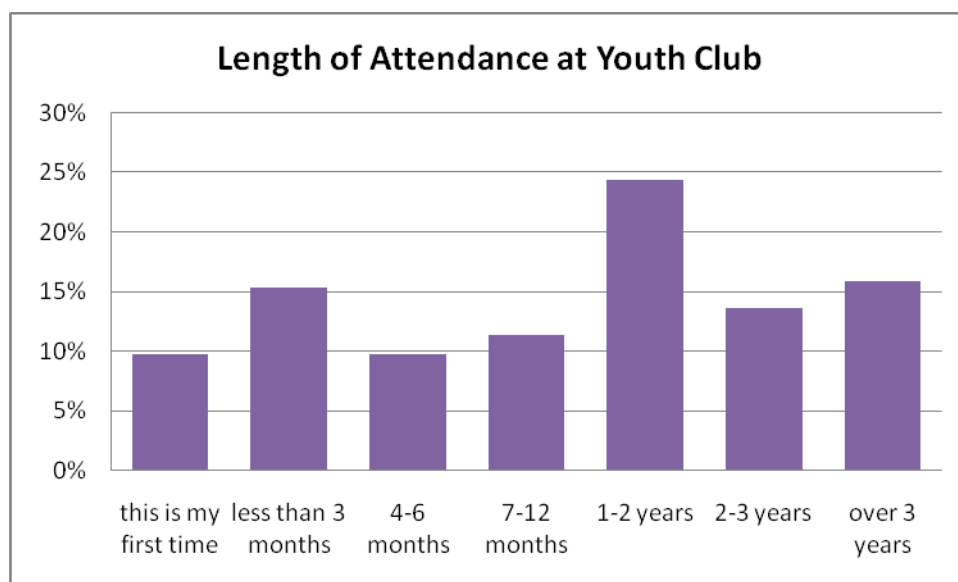


Figure 5.1. Graphical illustration of length of input variable for young people as members

As illustrated by the data, there is a relatively even split between the number of young people who have been attending the youth club for less than 12 months (46%) and between 13 months to 3 years (54%). The data was calculated by converting years into months, therefore avoiding double counting of those that fell between categories.

Table 5.3. Length of input variable for young people as members.

Length of Attendance	Valid Percent	No. categories
This is my first time	10%	0
Less than 3 months	15%	1
4–6 months	10%	2
7–12 months	11%	3
1–2 years	24%	4
2–3 years	14%	5
More than 3 years	16%	6
Total	100%	

Figure 5.2 presents the measure of **frequency of input** for young people as members. This data was also calculated for the frequency of volunteering and frequency of youth club attendance for young people as members as observed and reported by parents/carers.

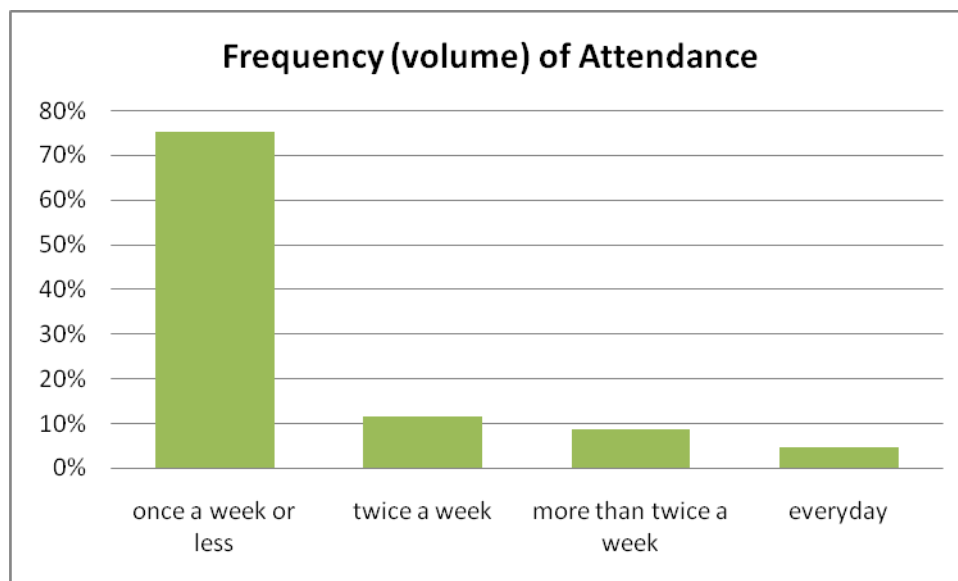


Figure 5.2. Graphical illustration of volume of input variable for young people as members.

The data illustrates a strong trend towards young people attending on a weekly basis, with only 26% of respondents attending more than once a week. When verified with the stakeholders within BACYP, this was confirmed as a known trend.

Table 5.4 presents the frequency of attendance figures converted into total number of youth club visits. It is these categories (of the independent variables) that were taken forward in the analysis.

Table 5.4. Frequency of input variable for young people as members.






Category no.	Categories of frequency of attendance		Valid Percent
0	0 visits	e.g. once per week or less and it is my first time	38%
1	1–24 visits	e.g. twice per week	23%
2	25–100 visits	e.g. once p/week for 1–2 years	21%
3	101–250 visits	e.g. visits more than twice a week for 7–12 months	12%
4	250 plus visits	e.g. twice a week for over 3 years <u>or</u> every day for 1–2 years	6%
Total			100%

2. Magnitude of change

Once the number of stakeholders that fell into each category (of attendance) was calculated, we looked to understand whether a relationship between the indicator scores and the independent variables existed. For example, did young people who attend youth clubs more frequently experience greater outcomes than those who attend less frequently? All the indicators were tested for statistical significance against the independent variables. Fourteen statistically significant relationships were identified (across all the indicators for the three stakeholder groups, young people as members, young people as volunteers, parents/carers). See Appendix 4 for an explanation of each relationship.

Figure 5.3 presents an interpretation of a statistically significant relationship between an indicator and an independent variable. One of the indicators used for measuring the well-being for young people as members was a self-reported happiness score on the happiness scale:

1. *Here is a picture of some faces. The two smiling faces, number 5, is if you are really happy with life (including school, friends and at home). Two sad faces, 1, is if you are really not very happy with life. Circle the number that best fits how you feel at the moment.*

1	2	3	4	5
				

Respondents scored where they felt they were on the 5-point scale. The results from all of the respondents were then aggregated and analysed in relation to the independent variables. For this indicator, no statistically significant relationship was identified with the variable of length of attendance, i.e. young people didn't report that they were happier or unhappier according to how long they had attended the youth club. However, a statistically significant relationship was identified between the happiness scale scores and the frequency of attendance at a youth club.

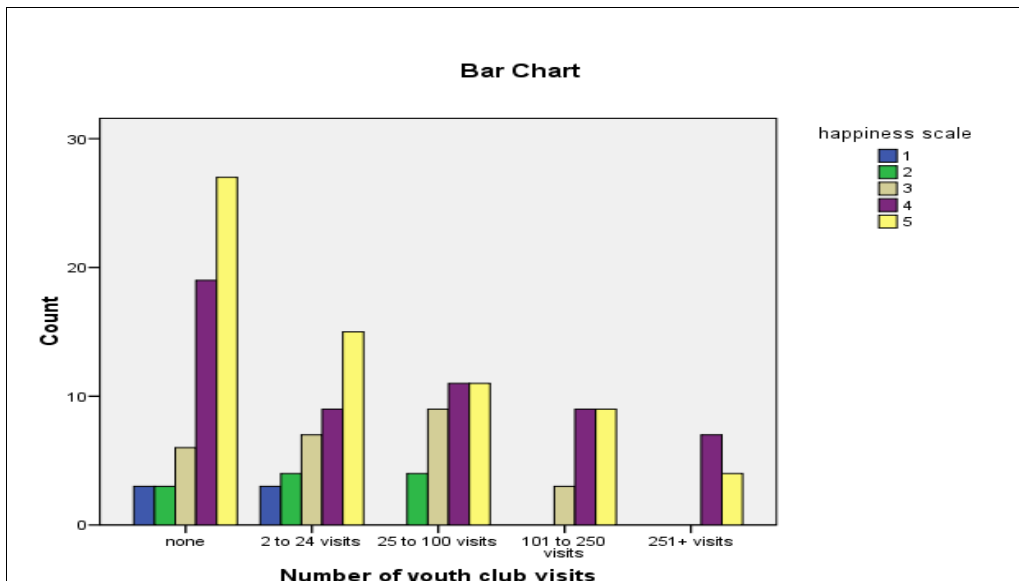


Figure 5.3. Happiness scale indicator and frequency of attendance results for young people as members.

Figure 5.3 presents how respondents scored on the happiness scale in relation to their frequency of attendance (calculated by total number of youth club visits for their given attendance period). While higher scores on the happiness scale (4s and 5s) are present for those young people who attend the clubs at all frequencies, there is an absence of low scores (1s and 2s) among the higher frequency categories. This result suggests that a higher number of youth club visits is associated with a higher average reported score (on the happiness scale).

Once a statistically significant relationship was identified between an indicator and an independent variable, the strength of that relationship was calculated. In the case of the happiness scale, the difference between the lowest category of youth club visits (zero) and the next category (1 to 24) was 13%, i.e. moving up one category in terms of frequency of attendance improved the indicator score by 13%.

To finally arrive at a quantity (magnitude) of change, we applied the % movement in the indicator score between categories (e.g. 13%) with the average mean score for each of the fourteen statistically significant indicators. By matching the strength of the relationship, denoted by the % of movement per category, and the mean score per indicator, we were able to ascertain a magnitude of change for each category.

Table 5.5 presents an illustration of this calculation using the happiness score indicator for the well-being outcome of young people as members.

Table 5.5. Outcome incidence for happiness score 185 young people as members.

Change per category	Average mean score of indicator	Categories (from Table 5.4)	No. people per category	Total increase per category	Movement in score mean score	Outcome incidence (units of change)
13%	4.01	0	70.3	0%	0.0	0.0
		1	42.55	13%	0.5	21.3
		2	38.85	26%	1.0	38.9
		3	22.2	39%	1.6	35.5
		4	11.1	52%	2.1	23.3

3. Outcome incidence

Table 5.5 demonstrates the data and steps required to ascertain outcome incidence in terms of magnitude of change.

A summary of the full calculation of magnitude of change, for example, the highest category of visits (4) follows, and involves the following key pieces of data:

- 13% change in category – the strength of the indicator/independent variable relationship.
- 4.01 – average mean score for indicator (for young people as members).
- 11.1 – no. of young people who attend a youth club every day (6% of the 185 respondents in sample) – category 4 on frequency of attendance in Table 5.4.

Calculation 1: **Total population:**

How many people experience change? $6\% \times 185 = 11.1$ people

Calculation 2: **Magnitude of change:**

a. How much is the total amount of change for those stakeholders in the highest category? $13\% \times 4 = 52\%$

b. What is the movement in the average mean score, to get a magnitude of change? $4.01 \times 52\% = 2.1$ movement from the mean score. This movement of 2.1 is the average magnitude of change experience by one young person who attends youth clubs every day.

Calculation 3: **Outcome incidence:**

What is the outcome incidence for this indicator?

$2.1 \times 11.1 = 23.3$ units of change for the 11.1 stakeholders in this category

Within the SROI model, these steps are repeated for each category, each stakeholder, and each outcome. Where there was more than one indicator per outcome, the outcome incidence was averaged according to the number of categories to avoid double-counting.

Time periods

When applying an SROI analysis the time period of the investment has direct correlation with the time period of the change, e.g. one year's worth of investment is used to understand one year's worth of accrued benefits.

Young people as members

- This analysis models the outcomes achieved from one year's worth of BAYCP investments, even though change occurs during different time periods for young people as members. A one year benefit and investment period is reasonable because the average length of attendance of young people as members is 16 months. Within this 16 months some young people will have experienced change earlier (i.e. within 12 months) and some will have experienced change later (i.e. after 12 months). As the data collection was not precise enough to know exactly how long young people had been attending the youth clubs, a one year benefit period is appropriate to evaluate change.

Young people as volunteers

- Certain outcomes only occur when young people have been volunteering for 12 months or over. These outcomes are therefore only claimed for those volunteers with a length of attendance of 12 months or more.

Financial proxies

Financial approximations of value are required to value the things that matter to stakeholders and are one of the seven principles of SROI.²¹ Using this approach to understanding what changes, proxies were applied to value the magnitude of change, denoted by the average movement from the mean. All proxies were divided equally between the number of categories in the independent variable, taking account of behaviour change having already been accounted for by the percentage movement between categories (again, to avoid double-counting).

For example, the proxy selected to represent well-being for young people as members was the cost attending a holiday play centre in Berkshire for one month.

Cost of holiday play centre for one month: £200.00

This proxy was then divided equally between the five categories of the variable. It is divided equally because stakeholder engagement did not indicate that young people valued outcomes differently depending on their length or frequency of attendance at youth clubs.

Proxy per category: $£200.00 / 5 = £40.00$

Finally, the proxy per category was multiplied by the unit of change to give a total value of that change for that stakeholder group in that category.

²¹ Nicholls J, Lawlor E, Nietzert E, Goodspeed T (2009) *A Guide to Social Return on Investment* (London: The Cabinet Office) p.9.

23.3 units of change x £40.00 = £932.40 worth of value to the young person

In summary, out of sample of 185 young people as members, 11.1 attend a youth club every day and experience, on average, 52% more change than those who only attend once a week. This translates into an average movement of 2.1 from the mean happiness score, representing an amount of change those young people will experience. This can be communicated using financial proxies. In this example, the total value to these young people from attending a youth club and being happier the more often they do, is £932.40. This is only for one of the categories, applying proxies will occur for each category.

Appendix 5 presents all the financial proxies used in this analysis.

Once the outcome incidence has been calculated, it is necessary to ascertain the impact that BACYP has made, i.e. how many of the outcomes achieved can BACYP realistically claim credit for? Working with the same example, this is explained in the following section.

BACYP's employees

It was strongly felt by BACYP's employees that working for the organisation had a significant impact on their well-being. In many analyses, the benefits to employees from an intervention are usually displaced, because it can be argued that they can get employment elsewhere and receive the same benefits. Whilst this applies to economic benefits (in terms of remuneration), displacement does not automatically apply when looking at well-being and job satisfaction.

In order to understand how much job satisfaction BACYP's employees gained from their employment, **nef's** Well-being@Work tool was used with 32 out of 40 employees. The Well-being@Work tool draws on the Centre for Well-being's work, at **nef** (the new economics foundation), on the UK government Foresight Review of Mental Capital and Well-Being.²² Based on a national survey in 2008, well-being in the workplace in the UK has been benchmarked, thus allowing comparison against a national average scoring system.

The results of BACYP's Well-being@Work survey are presented in Figure 5.4.

²² Thompson S, Marks N (2008) *Measuring well-being in policy: Issues and applications*. A report presented to the UK Government Foresight Project on Mental Capital and Well-being (London: **nef**).

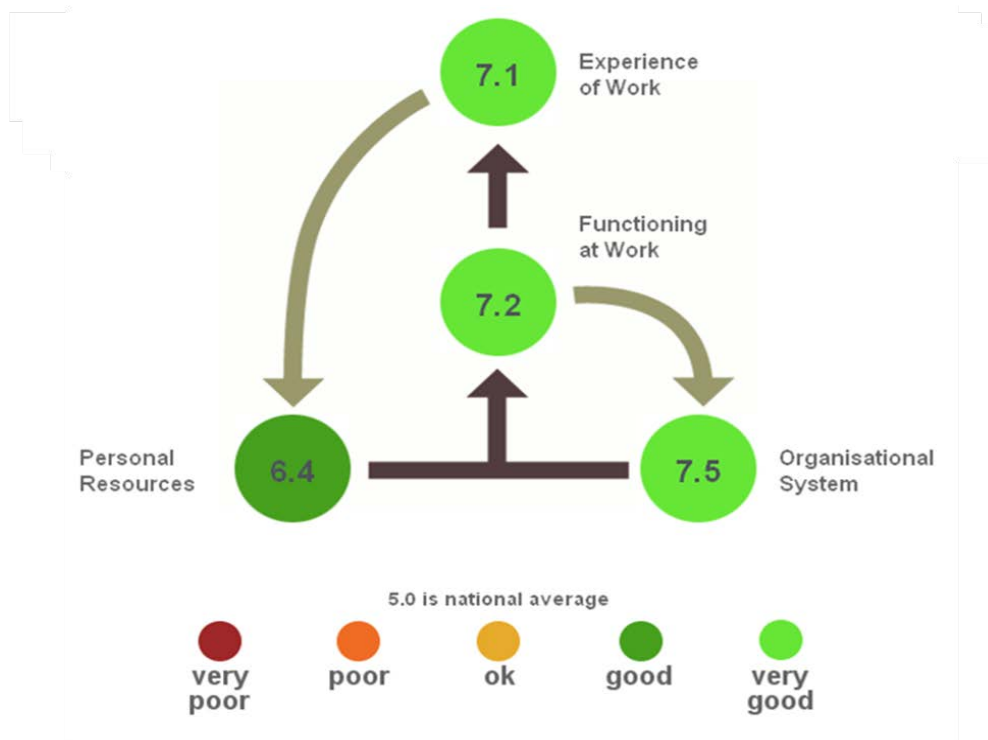


Figure 5.4. BACYP Well-being@Work survey results.

The national average well-being at work score in the UK is 5.0. As is illustrated in Figure 5.4, BACYP's scores are significantly higher than average in the four domains of the model. Taking the overall experience of work domain as the indicator of job satisfaction and well-being at work, the average movement from the benchmark is 2.1 therefore indicating an average magnitude of change of 2.1 for the 32 employees that completed the survey.

Appendix 3 presents how each outcome incidence has been calculated per stakeholder per outcome. These include those where statistical analysis was not employed, i.e. BACYP employees, long-term benefits for young people as members and volunteers, and the state.

Section 6. Understanding impact

SROI methodology makes an important distinction between *outcomes achieved* and *impact*. It defines impact as the difference between the outcome for participants and taking into account what would have happened anyway (deadweight), the contribution of others (attribution), whether a benefit has simply been moved from one place to another (displacement), and the length of time over which outcomes last (benefit period and drop-off). An appreciation of all of these elements is critical to conducting robust cost-benefit analyses.

This section explains the approach to these elements of the methodology by working through the previous example.

Deadweight

Deadweight is an appreciation of what would have occurred anyway, in terms of achievement of outcomes, in the absence of the intervention/activity.

This information is usually based on secondary data sources and all assumptions are presented in Appendix 6, per outcome, per stakeholder.

Using our worked example of young people as members and their well-being outcome as indicated by the happiness score, let us explore how deadweight has been applied.

- Outcome incidence 23.3 units of change
- To what extent would that amount of change have happened anyway, i.e. in the absence of attendance at the youth club?
- No direct benchmark for non-youth club attendees, therefore take similar age group. Empirical evidence shows that young people do not feel that there is enough to do locally²³ and that well-being outcomes are highly linked to structured activities.²⁴ Based on this research, deadweight has been assumed to be 35%. This represents a benchmark of young people who would have experienced well-being outcomes in the absence of youth clubs.
- Outcome incidence after deadweight is 35% of 23.3 = 15.2 units of change. The amount of well-being that would have occurred anyway is 8.15 units and we do not claim credit for this but instead remove it from our outcome incidence.

Attribution – working through partners

The concept of attribution in SROI is an ‘assessment of how much of the outcome was caused by the contribution of other organisations or people’.²⁵ A highly subjective element of

²³ Calder A, Cope R (2004) *Reaching the Hardest to Reach* (London: The Prince's Trust).

²⁴ Dixon M, Margo M *et al* (2006) *Freedom's Orphans* (London: Institute for Public Policy Research).

²⁵ Nicholls J, Lawlor E, Nietzert E, Goodspeed T (2009) *A Guide to Social Return on Investment* (London: The Cabinet Office).

evaluation, credit is usually claimed in its entirety or completely omitted. In organisations engaged in direct delivery, understanding the amount of credit for outcomes can be relatively straightforward through engaging with beneficiaries and wider stakeholders. It becomes more complex when organisations work in partnership with others to create change to beneficiaries who may be far removed from the partner. One of the key principles of SROI is about not over-claiming and this section will explain how this has been applied to this analysis.

BACYP's purpose is to support clubs and projects to create change for young people. It currently has over 100 affiliated groups to whom it provides a range of direct support services, activities and training.

In order to ascertain BACYP's level of attribution it was necessary to understand its relationship with its partners, i.e. the youth clubs. Figure 6.1 presents the approach taken to ascertaining attribution for BACYP.

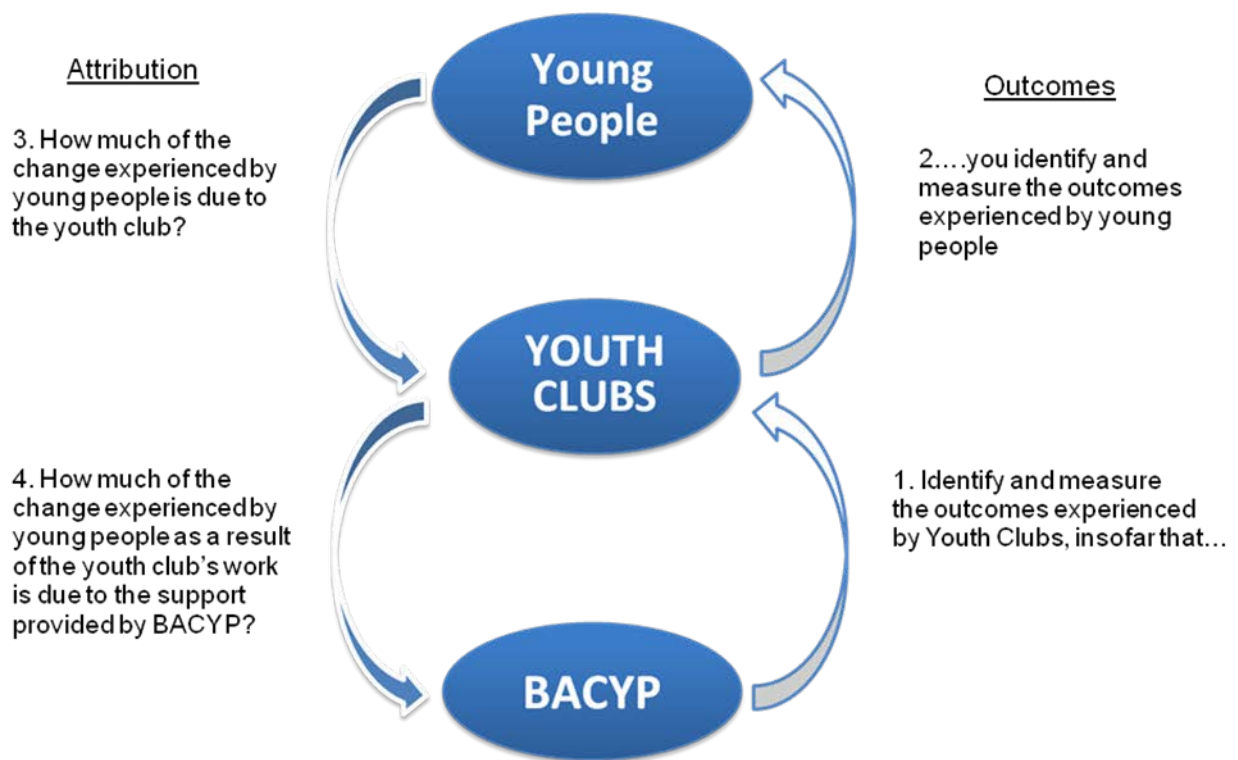


Figure 6.1. Understanding attribution for BACYP.

On the right of Figure 6.1, we understand outcomes through the work that BACYP does with youth clubs and in turn the work that youth clubs do with young people. To the left of Figure 6.1, we understand how much credit young people give to youth clubs for outcomes achieved and then how much, in turn, youth clubs give to BACYP. It is important that we understand attribution in this way because we are concerned with effectiveness and creating change in people's lives. The focus must therefore be on the end beneficiary and work backwards towards the partners.

During the primary data collection two areas of questioning was used:

1. Parents/carers were asked about their outcomes for their young person and the amount of credit they would give to the youth club for positive or negative changes.
2. Youth clubs about their relationship with BACYP and the amount of credit they would give for the impact they have on young people.

These numbers were verified through secondary research to conclude the following two levels of attribution:

1. From the young person to the youth club: 60%
2. From the youth club to BACYP: 35%

Using our worked example of young people as members and their well-being outcome as indicated by the happiness score, let us explain how attribution has been applied.

- Outcome incidence 15.2 units of change after deadweight.
- How much of that 15.2 unit of change can BACYP claim credit for? Who else what involved in creating that change for the 11.1 young people as members?
- First level of attribution to the youth club which means we must give 60% of the credit to the youth club = 6.06 units of change.
- Second level of attribution is to BACYP which means that we retain 35% of the remaining credit = 2.12 units of change.

The amount of change that BACYP can robustly claim for the well-being outcome for this stakeholder category, after deadweight and attribution, is 2.12 units.

Appendix 7 presents the detail for all attribution calculations by outcome, by stakeholder.

Displacement

This is an appreciation of how much of the outcomes have displaced other outcomes. In other words, has a net benefit been created?

This evaluation has analysed that no displacement is present in BACYP's theory of change and therefore does not feature in the calculations. See Appendix 8 for an explanation.

Benefit period and drop-off

It is acknowledged that outcomes are not static, but instead dynamic and occur at different points in people's lives and have different durations. SROI takes into account that benefits may last beyond the period of the intervention and, as such, takes account for this in the modelling of outcomes over time. This is known as the *benefit period*. Furthermore, SROI acknowledges that outcomes may deteriorate over time and this is also taken into consideration and is known as *drop-off*.

The benefit period and drop-off rates applied to the outcomes for BACYP's stakeholders vary according to their theory of change. The total value of one year's intervention has been modelled over a 20-year period and this is due to the longer-term outcomes occurring 5–10 years after the intervention.

Appendices 9 and 10 present the benefit period, drop-off rates and rationale for each outcome, per stakeholder.

Section 7. Findings

This section presents an analysis of the results from the representative sample **if** it were applied to all of BACYP's stakeholders. Extrapolation of our sample findings helps demonstrate what change may look like across all stakeholders.

Representative sample

185 Young people as members
50 Young People as volunteers
62 Families/Carers
21 Youth Clubs
32 BACYP employees



All stakeholders

10,000 Young people as members
1500 Young people as volunteers
10,000 Families & Carers
40 BACYP employees

As has previously been mentioned, Appendices 5–10 explain the calculations and rationale used for the technical aspects of the evaluation: deadweight, attribution, benefit period, drop-off, and selection of financial approximations (referred to as proxies). It is recommended that the reader refer to these assumptions to gain a full understanding of the robustness of this analysis.

Top-line results for social value created are presented below, followed by a breakdown of social value by stakeholder group.

Top-line findings

Benefits

If we were to extrapolate the findings over all of BACYP's stakeholders, the total added value to all stakeholders, produced over a 20-year period and attributable to BACYP is £3,308,061. A breakdown of this figure per stakeholder is presented in Table 7.1.

Table 7.1. Breakdown of total value by stakeholder.

Stakeholder	Value of benefits
Young people as members	£1,868,751
Young people as volunteers	£581,855
Parents/carers	£32,574
BACYP employees	£432,800
State (wider society)	£205,182
All stakeholders	£3,121,163

The majority of the value (60%) is created for the young people as members, in line with expectations and BACYP's key aim. Young people as volunteers are the second largest beneficiary, accounting for 19% of the value whilst BACYP employees account for 14% of the value. The state is the fourth largest beneficiary with 6% of the value. Parents/carers account for 1% of the total value produced. In terms of beneficiaries, these results are not unexpected as youth interventions are principally designed to create added value to young people, with benefits produced for other stakeholders being positive externalities.

Investment

Just as the calculation of the benefits arising from BACYP's activities takes into account the wider social and economic elements, so must the calculation of the investment. This evaluation seeks to understand about how BACYP spends its money, not the youth clubs or other stakeholders such as parents and families. Therefore, the time of volunteers to BACYP is included in our investment calculation but the time of the volunteers from the youth clubs is not due to the fact that they are not BACYP's input. We take account of their role through in creating change through the two levels of attribution discussed in Section 6.

SROI analyses investments and benefits across the triple bottom line. It therefore accounts for both financial and non-financial investments employed to bring about change. In this analysis, the non-financial inputs are comprised of time donated by a number of volunteer positions: an administrative volunteer, those on the management committee, and those on the Board and special advisors. Appendix 11 presents how the non-financial inputs are calculated for each stakeholder.

The total investment required to deliver BACYP's work over a 12-month period is £1,246,871. This figure comprises both financial investment and non-financial investment, as presented by Figure 7.2.

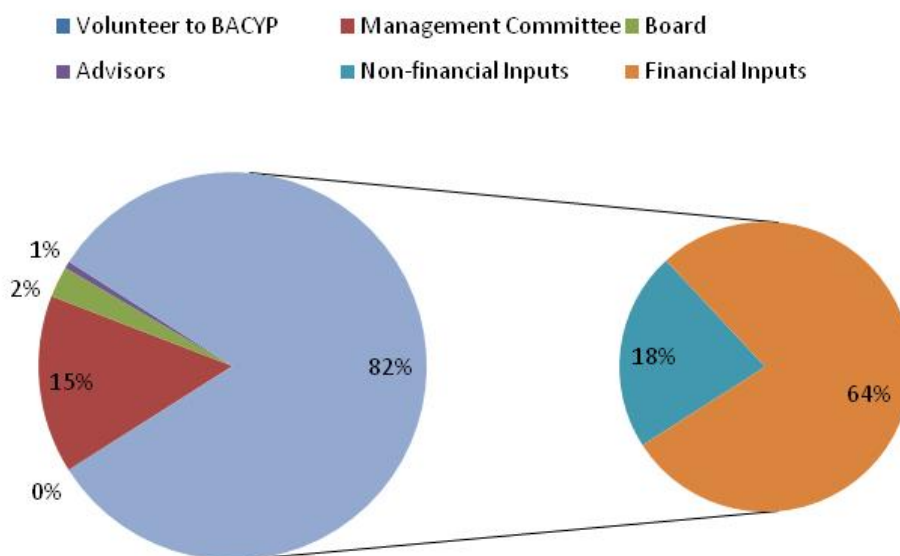


Figure 7.2. BACYP investment in 12 months.

SROI ratio

Bringing the total benefits extrapolated to all stakeholders and the total investment over 12 months together, and placing them in net present value terms, the social return on investment ratio for BACYP is **1:2.50**. This means that for every £1 invested in BACYP's activities, £2.50 of social and economic value is created for beneficiaries.

This is a positive return on investment. It is worth noting that a strong air of conservatism has been employed throughout this analysis, adding to the credibility and to the robustness of the results.

Findings by stakeholder

Whilst the ratio is indicative of the cost effectiveness of BACYP's work and incites discussion, it is only one metric against which decisions should be made. Undertaking an SROI and therefore challenging assumptions and making an organisation open to scrutiny is a valuable process in and of itself. This section of the report presents an in-depth analysis of the value produced by stakeholder.

Young people as members

The principal beneficiary group, with 61% of the total value, are the young people who attend the youth clubs that BACYP supports. Table 7.2 presents the breakdown of value per outcome in the long term and short term. Figure 7.3 presents the proportion of value per outcome.

Table 7.2. Value per outcome for young people as members.

	Young people as members	Value of benefits
ST	Stability & Security	£14,722
	Health & Well-being	£53,805
	Prospects & Aspirations	£1,251,112
LT	Depression	£21,618
	Qualifications	£328,055
	Housing	£199,438
	Total Value	£2,417,861

As is indicated by Figure 7.3, the majority of the value to the young people as members takes the form of increased prospects and aspirations for the future. The indicators for this outcome produced a particularly strong statistical relationship to the total annual number (frequency) of visits by members. Our model estimated that young people's confidence rose by 25% per 'frequency of visits' category.

The extent to which young people try new activities also showed some degree of statistical significance, as did scores on the happiness scale and the extent to which young people

partook in group activities. However, these indicators had less significant relationships with the independent variables, only indicating some change associated with length or volume of attendance.

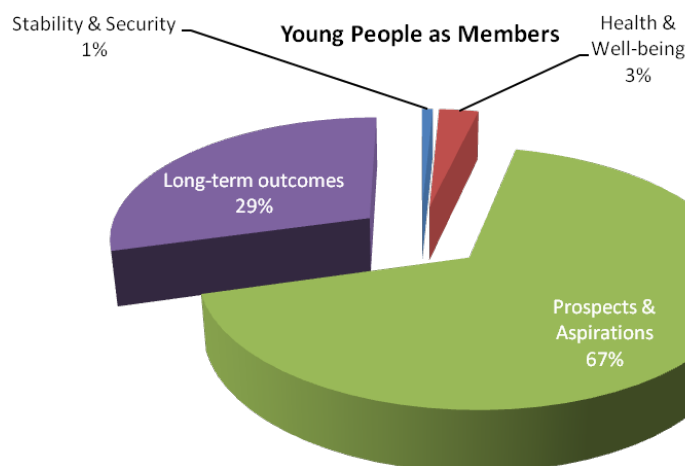


Figure 7.3. Proportion of value per outcome for young people as members.

The long-term outcomes account for 29% of the value for young people as members, placing on to the balance sheet the longer-term benefit associated with structured activities during young people’s formative years.

Young people as volunteers

The second most significant beneficiary are the volunteers who are on the **v** volunteering programme,²⁶ delivered by BACYP. These young people, aged 16–25, undertake a range of community volunteering placements and some of these are within youth clubs. Table 7.3 presents the breakdown of value per outcome in the long term and the short term. Figure 7.4 presents the proportion of value per outcome.

The health and well-being indicator – the extent to which young people learn new skills – demonstrated a strong statistical relationship with the length of attendance variable. It produced an increase of 33% per category of number of visits. It is also interesting to note that the extent to which volunteers want to be a role model for others produced a strong relationship to the length of attendance variable only **after** 12 months of attendance at a volunteer placement.

The outcome ‘prospects and aspirations’ produced the strongest statistical relationship for young people as volunteers. Young people reported they were significantly more likely to get involved in decisions about their placement (170% per category of frequency of visits), the more they attended the placement once the 12 month threshold had been exceeded.

²⁶ **v** inspired at <http://vinspired.com/>

Table 7.3. Value per outcome for young people as volunteers.

Young people as volunteers		Value of benefits
ST	Health & Well-being	£182,296
	Prospects & Aspirations	£301,733
LT	Depression	£3,851
	Qualifications	£58,444
	Housing	£63,792
Total Value		£610,117

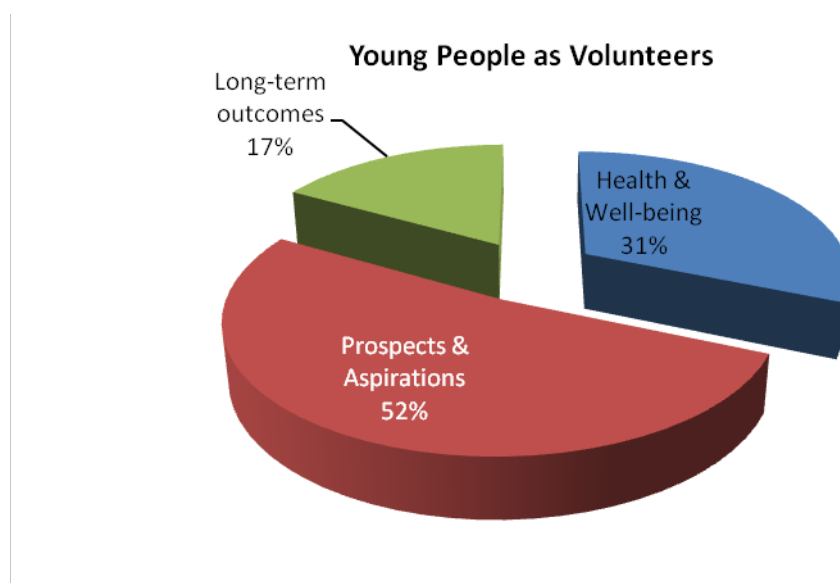


Figure 7.4. Proportion of value per outcome for young people as volunteers.

These findings suggest that certain outcomes from volunteering are only effective once the volunteer has exceeded 12 months of a placement; i.e the young person experiences a significantly greater amount of change when they are involved in long-term volunteering that lasts for more than 12 months.

Families and carers

Benefits to families and carers are a positive, unintended consequence (externality) of BACYP's work, as they are not the intended beneficiaries of the programme. The outcome for this stakeholder group is around improved security and stability in the home and has a total value of £32,574.

There is a moderately significant relationship between the extent to which families do activities together and the length of attendance at a youth club, as reported by young people as members. Furthermore, the data indicated a moderately significant relationship between a positive change in behaviour of the young person, as reported by the parents, and the volume of attendance.

These findings are in line with expectations, with improvements broadly occurring, the more often, and the longer, the young person attends a youth club.

BACYP employees

Accounting for 14% of the total value, BACYP employees benefit from working at the organisation in terms of higher job satisfaction than the national average. Placed on the 'balance sheet' this represents over £430,000 of social value. The economic value accruing to this stakeholder was not modelled, on the assumption that it would be displaced 100%. The same rationale does not apply to well-being benefits, i.e. it is not because one person achieves job satisfaction that they are stopping someone else from achieving it.

State

Used as a proxy for wider society, the 'state' benefits from the outcomes experienced by the aforementioned stakeholders. Drawing on *Freedom's Orphans* (2006:ippr) these benefits are principally economic and projected in to the long-term from the perspective of both the young people as members and the young people as volunteers. Table 7.4 and Figure 7.5 present the value to the state broken down by stakeholder and by outcome.

Table 7.4. Value to the state by stakeholder and by outcome.

<i>State (wider society)</i>		<i>Value of benefits</i>
Lt: Mbrs	Reduced use of mental health services	£53,143
	Reduced used of social housing	£98,171
	Reduction in lost taxation revenues associated with no qualifications	£22,842
LT: Vols	Reduced use of mental health services	£9,468
	Reduced used of social housing	£17,489
	Reduction in lost taxation revenues associated with no qualifications	£4,069
<i>Total Value</i>		£205,182

Data from the primary research conducted was insufficient to model short-term gains for the state. The ippr study made a strong link between structured activities and benefits for young people, that later translate into benefits for wider society. Although this research is taken from a different decade, it has merits in that it is a 12-year (longitudinal) study, which is why it has been used in this analysis alongside conservative assumptions.

State (wider society)



Figure 7.5. Value to the state by stakeholder and by outcome.

In accordance with the SROI principles on transparency and verification, stakeholders have been systematically consulted on the methodology and findings. The model and report has also undergone external verification from an accredited SROI practitioner. Alongside the conservative approach taken throughout the evaluation, it is for these reasons that we are confident that this evaluation is a robust representation of the type of outcomes BACYP creates for its stakeholders.

Sensitivity analysis

Extensive sensitivity analysis on the model yielded the following findings (Table 7.5).

Table 7.5. Sensitivity analysis.

Variable	Activity	Change in ratio
Outcome incidence	Halved all incidences for all stakeholders	drop of 16.01 %
	Increase number of stakeholders engaged by 20%	drop of 0.13%
	Decrease number of stakeholders engaged by 20%	increase of 0.13%
Attribution	Halved attribution to Youth Clubs	drop of 20.44%
	Halved attribution to BACYP (from 35% to 17.5%)	drop of 43.46%
	Halved attribution from BACYP employees to BACYP (halved from 70% to 35%)	drop of 6.54%
Deadweight	YP as members health & well-being outcomes (from 35% to 50%)	drop of 0.38%
	YP as members prospects & aspirations (from 30% to 70%)	drop of 21.61%

	YP as volunteers prospects & aspirations (from 25% to 50%)	drop of 3.04%
Proxies	YP as members prospects & aspirations (halved proxy value)	drop of 18.91%
	YP as volunteers health & well-being (halved proxy)	drop of 2.76%
	YP as members & volunteers less likely to be in social housing (halved proxy)	drop of 5.84%
	YP as members & volunteers less likely to have no qualifications (halved)	drop of 6.38%
Drop-off	YP members & YP volunteers (increased drop off from 20% to 40% annually)	drop of 19.44%

- Changes to the number of stakeholders engaged showed little sensitivity in the model. The margin of error for this evaluation is 7.14%, indicating that we are 95% confident that the results achieved fall within a range of 7.14% above and below the magnitude of change reported.
- Changes in attribution were the most sensitive assumption in the model, yielding movements in the ratio of 20–40%. Although we are confident in the attribution calculations used in our base case, this could be an area for further, longitudinal research.
- The model also demonstrated ratio movement in the deadweight of young people as members for the outcome of prospects and aspirations. However, the deadweight was more than doubled indicating that the model is not very sensitive to this element.

The sensitivity analysis has demonstrated that the model does not have a high degree of sensitivity although further research into the more subjective areas, such as attribution, would be recommended.

Section 8. Recommendations

Alongside the social return on investment of BACYP's activities, this analysis highlights two key findings:

1. Youth club experience is extremely valuable if young people are engaged in structured activities as opposed to 'having somewhere to go'. The findings from the primary data are also corroborated by the Freedom's Orphans study (2006: ippr).
2. For young people as volunteers, most of the outcomes and therefore the value occurred only after 12 months' attendance. This is consistent with some thinking in the volunteering sector about when volunteering is at its most effective for both the volunteer and the recipient.

It is worth noting that the benefits attributed to BACYP are likely to be greater than currently reported, as it was beyond the scope of this study to measure impact on the local community, short-term outcomes for the state, and the extent to which other voluntary organisations were better able to meet the needs of their stakeholders as a result of BACYP's support.

There are a number of approaches to using this information to inform decision-making, from operational improvements to advocating for changes in policy. This report makes a number of evaluative recommendations and encourages the reader to seek how this analysis can not only prove the difference that BACYP makes, but also improve it.

- Data collection
 - The methodology employed to understand change was extremely effective for this analysis but contains a degree of complexity that can be challenging to a non-statistician. This report strongly recommends that BACYP creates a long-term, distanced-travelled evaluation system to monitor the impact of its work.
 - Outcomes for the local community were not included in this analysis and this report recommends monitoring this in the future.
 - As with all analyses, this evaluation has taken a representative sample and illustrated the impact if that sample were to be scaled up to all stakeholders with whom BACYP engages. It would be beneficial to BACYP to continue to conduct monitoring and evaluation on a representative sample in order to monitor change over time.
- Decision-making
 - Through stakeholder engagement it was assumed that BACYP supports clubs that are engaged in structured activities for young people. This report recommends BACYP using these findings to encourage this approach to youth club work and sharing the findings with wider stakeholders.

- BACYP may also use the findings, and its position, to engage organisations about the length and nature of their volunteering programmes. Longer-term volunteering (over 12 months) created the greatest value for young people as volunteers and it would be worth sharing these findings with others.
- Dissemination
 - It is important that the findings are reviewed by BACYP's stakeholders and the information acted up to inform future decision making.
 - This report has been presented to the senior management team and governance board at BACYP. It is expected that the findings will influence BACYP's data collection and support interaction with commissioners.
 - The Executive Summary has been circulated to the youth clubs for young people to read.

Appendix 1. Outcome indicators

These are the range of potential indicators that will tell us about the change occurring for these stakeholders from BACYP's activities.

Stakeholder	Outcome	Indicator
Young people (YP) as members	Stability and security	Number of and extent to which YP report that there are good role models at youth club
		Number of and extent to which YP want to be a good role model
		Number of and extent to which YP get on with parents in the past two weeks
		Number of YP who have someone to talk to
		Number of parents who have observed change in behaviour and extent to which this is due to youth club
		Number of parents who trust their child to make good decisions
	Health and well-being	Number of and extent to which YP take part in group activities
		Number of and extent to which YP try new things (see 5 ways to well-being)
		Number of and extent to which YP take part in physical activities
		Happiness scale score
	Prospects and aspirations	Where YP would like to be in five years' time
		Level of confidence of achieving prospects

Stakeholder	Outcome	Indicator
Young people (YP) as volunteers	Health and well-being	<p>Number of and extent to which YP want to be a role model to others (Giving – <i>Five Ways to Well-being</i>)²⁷</p> <p>Number of and extent to which YP feel they have learnt or developed new skills</p> <p>Number of and extent to which YP take part in physical activities</p> <p>Number of YP who have someone to talk to (see <i>Five Ways to Well-being</i>)²⁸</p>
	Prospects and aspirations	<p>Number of YP who want to volunteer as an adult</p> <p>Number of and extent to which YP feel they make a difference through volunteering</p> <p>Number of and frequency of YP getting involved with decisions about placement</p> <p>Number of YP who achieved a qualification through volunteering</p> <p>Number of and extent to which YP feel trusted by adults</p> <p>Number of and extent to which YP feel positive about their future</p> <p>Where YP would like to be in five years' time</p> <p>Level of confidence of achieving prospects</p>
Families/carers of young people	Stability and security	<p>Number of parents who have observed change in behaviour and extent to which this is due to youth club</p> <p>Number of parents who trust their child to make good decisions</p>
Employees that deliver BACYPs work	Job satisfaction	Well-Being at Work survey questions (Appendix 2).
Local third sector and voluntary organisations	Wider impact and more effective delivery of services	Number of clubs and extent to which they feel more able to meet the needs of local young people since 1 April 2009

²⁷ Developed by nef's Centre for Well-Being for the UK Government's Foresight Project on Mental Capital <http://www.neweconomics.org/projects/five-ways-well-being>

²⁸ Ibid.

Appendix 2. Questionnaires

The questionnaires used to collect data are presented in this appendix. They are:

- Young person as members (see pdf document)
- Young person as volunteer (see pdf document)
- Youth club (see pdf document)
- Parent/carer

Parent/carer questionnaire

This questionnaire aims to find out more about the parents/carers of the young people who are involved with youth clubs. We would like to ask you about your thoughts and feelings about life with your young person generally and your perceptions of the youth club.

The questions have been compiled by **nef** (the new economics foundation) who has been asked by the Berkshire Association of Clubs for Young People (BACYP) Ltd to find out about the experiences of parents/carers of young people who attend youth clubs.

You do not have to complete the survey, but it is very important that we get as many answers from parents/carers as possible. This will help us to properly understand the views and experiences of people who are involved. Youth club members will also fill out questionnaires but these will not be linked with your questionnaire.

We will not show your answers to anyone else. It should take you only about 5–10 minutes to complete this questionnaire. If you need help, please contact the youth club leader.

Thank you very much for helping us by taking part.

BASIC QUESTIONS

3. How long has your child or young person been attending the youth club? Please tick one box.

Less than 3 months

4–6 months

7–12 months

2 years

2-3 years

Over 3 years

4. How often does your child or young person attend the youth club? Please tick one box.

Once a week or less []	Twice a week []	More than twice a week []	Every day []
QUESTIONS ABOUT YOUR CHILD OR YOUNG PERSON			
<p>5. Have you noticed any changes in their behaviour in general since they have been attending the youth club?</p> <p>Yes [] No [] Not sure []</p> <p style="text-align: center;">If yes, answer question 4. If no, go to question 7.</p>			
<p>6. If yes, to what extent do you think that these changes are directly due to the youth club? Please tick one box.</p> <p>Not at all [] Not very much [] A fair amount [] A great deal []</p>			
<p>7. Of the changes in behaviour, are they:</p> <p>Mainly positive [] Mainly negative [] A mixture of positive and negative []</p>			
<p>8. Of the positive or negative changes in your child or young person's behaviour in general, please tick the boxes to indicate the types of changes that you have observed.</p>			
Happier []	Less happy []	More confident []	Less confident []
More independent []	Less independent []	More helpful []	Less helpful []
Greater sense of responsibility []	Reduced sense of responsibility []	Other, please state _____ []	Other, please state _____ []
<p>Please read the following statement and select how much you agree or disagree with:</p> <p>9. 'I trust my child or young person to make good decisions.'</p>			

Strongly agree	Agree	Disagree	Strongly disagree	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. How often do you do activities together as a family?				
Most of the time	Often	Sometimes	Hardly ever	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Appendix 3. Outcome incidence calculations

The following table presents details of how each outcome incidence was calculated for each stakeholder. It also gives an appreciation of the strength of the statistical relationship, the indicators used per outcome and the source of the indicator

Stakeholder		Outcomes	Survey Origin & Indicator(s) used	Statistical result: test, variable, strength of relationship	Amount of change per category
Young people as members	IMMEDIATE	Stability & Security	<i>Parent/Carer survey</i> Number of parents who have observed a positive change in behaviour	Test: X2 Variable: Length Moderately strong	7% increase in notice able changes in behaviour with each increment in frequency of attendance category
		Health & Well-being	<i>All taken from Young People as Members survey</i> Number of and extent to which YP take part in group activities	Test: ANOVA Variable: Volume Moderately strong relationship	9% increase in group participation per increment in categorised total number of youth club visits
			Number of and extent to which YP try new things (Keep learning -5 ways to well-being)	Test: ANOVA Variable: Volume Very strong	20% increase in trying new things per increment in categorised total number of youth club visits
			Happiness scale score	Test: ANOVA Variable: Volume Moderately strong	13% increase in mean score on happiness scale per increment in categorised number of total youth club visits
		Prospects & Aspirations	<i>Young People as Members</i> Level of confidence of achieving prospects	Test: NP Variable: Volume Very strong	25% increase in high level of confidence in achieving 5-year prospects per increment in categorised total number of youth club visits
Young people as volunteers	IMMEDIATE	Health & Well-being	<i>All taken from Young Person as Volunteer survey</i> Number of and extent to which YP want to be a role model to others (<i>Giving – Five Ways to Well-being</i>)	Test: X2 Variable: Length > 12 months Very strong	25% increase in desire to become a role model with each increment in length of time volunteered once one-year threshold exceeded
			Number of YP who feel they make a difference to my local community through volunteering	Test: X2 Variable: Length Moderately strong	15% increase in perception of making a difference to the local community with each increment in length of time volunteered

			Number of and extent to which YP feel they have learnt or developed new skills (keep learning - <i>Five Ways to Well-being</i>)	Test: X2 Variable: Length Very strong	33% increase in acquisition of new skills per increment in length of time volunteered
		Prospects & Aspirations	Number of and extent to which YP want to be a role model to others (<i>Giving – Five Ways to Well-being</i>)	Test: X2 Variable: Length > 12 months Very strong	25% increase in desire to become a role model with each increment in length of time volunteered once one-year threshold exceeded
			Number of YP who want to volunteer as an adult	Test: Lamda Variable: Length Moderately strong	7% increase in readiness to become adult volunteer notice able changes in behaviour with each increment in length of time volunteered
			Number of and frequency of YP getting involved with decisions about placement	Test: X2 Variable: Length > 12 months Very strong	170% increase in chance of young person being involved in decisions about activities available per increment in length of time volunteered once 12-month category exceeded
Young people as Members and Young People as volunteers	LONG TERM	Less likely to suffer from depression	Average rate of depression for men and women 12.5% ²⁹ x reduction for youth clubs 3% ³⁰	0.37% stakeholders avoiding depression that would have required treatment	
		Less likely to be in social housing	Proportion of population without any qualifications (aged 30-39) 8% ³¹ x reduction for youth clubs 2% ³²	0.16% of stakeholders avoiding having no qualifications	
		Less likely to have no qualifications	Proportion of population accessing social housing 17% ³³ x reduction for youth clubs 3% ³⁴	0.51% of stakeholders avoiding social housing	
Parents/Carers		Stability & Security	<i>Young Person as Member survey</i> YP reporting frequency of activities done together, with your	Test: NP Variable: Length > 12 months	10% increase in proportion of young people participating in family activities per increment in length of time attended youth club once 12 months

²⁹ Average rate of depression for men and women. Source: Office of National Statistics. Assume definition is clinical because numbers are quite low. Available at: <http://www.statistics.gov.uk/CCI/nugget.asp?ID=1333&Pos=6&ColRank=2&Rank=528>

³⁰ Dixon M, Margo M *et al* (2006) *Freedom's Orphans* (London: Institute for Public Policy Research).

³¹ The Poverty Site (2010) Working age adults without qualifications. Available at: <http://www.poverty.org.uk/59/index.shtml>

³² Dixon *et al* (2006) *op. cit.*

³³ Communities and Local Government (2009) *Housing in England 2007-2008*. Available at:

<http://www.communities.gov.uk/publications/corporate/statistics/housingengland200708>

³⁴ Dixon M, Margo M *et al* (2006) *Freedom's Orphans* (London: Institute for Public Policy Research).

			family/carers?	Moderately strong	exceeded
			<i>Parent/Carer survey</i> Number of parents who have observed change in behaviour and extent to which this is due to youth club	Test: X2 Variable: Length Moderately strong	7% increase in notice able changes in behaviour with each increment in frequency of attendance category
BACYP employees		Job Satisfaction/Well-being at Work	Well-being@Work Survey	National average: 5 BACYP score: 7.1 32 employees	2.1 movement above average
State (a proxy for wider society)	LONGER TERM	Depression	Average rate of depression for men and women 12.5% ³⁵ x reduction for youth clubs 3% ³⁶	Stakeholders are 3% less likely to suffer from depression aged 30 if attended a youth club Therefore, 0.37% stakeholders avoiding depression that would have required treatment	
		Education	Proportion of population without any qualifications (aged 30–39) 8% ³⁷ x reduction for youth clubs 2% ³⁸	Stakeholders are 2% less likely to have not achieved qualifications aged 30 if attended a youth club Therefore, 0.16% of stakeholders avoiding having no qualifications	
		Social Housing	Proportion of population accessing social housing 17% ³⁹ x reduction for youth clubs 3% ⁴⁰	Stakeholders are 3% less likely not to be in social housing aged 30 if attended a youth club Therefore, 0.51% of stakeholders avoiding social housing	

The value of this impact is modelled for both the young people as members, volunteers and the state.

³⁵ Average rate of depression for men and women. Assume definition is clinical because numbers are quite low. Office of National Statistics. Available at: <http://www.statistics.gov.uk/CCI/nugget.asp?ID=1333&Pos=6&ColRank=2&Rank=528>

³⁶ Dixon *et al* (2006) *op. cit.*

³⁷ The Poverty Site (2010) Working age adults without qualifications. Available at: <http://www.poverty.org.uk/59/index.shtml>

³⁸ Dixon *et al* (2006) *op. cit.*

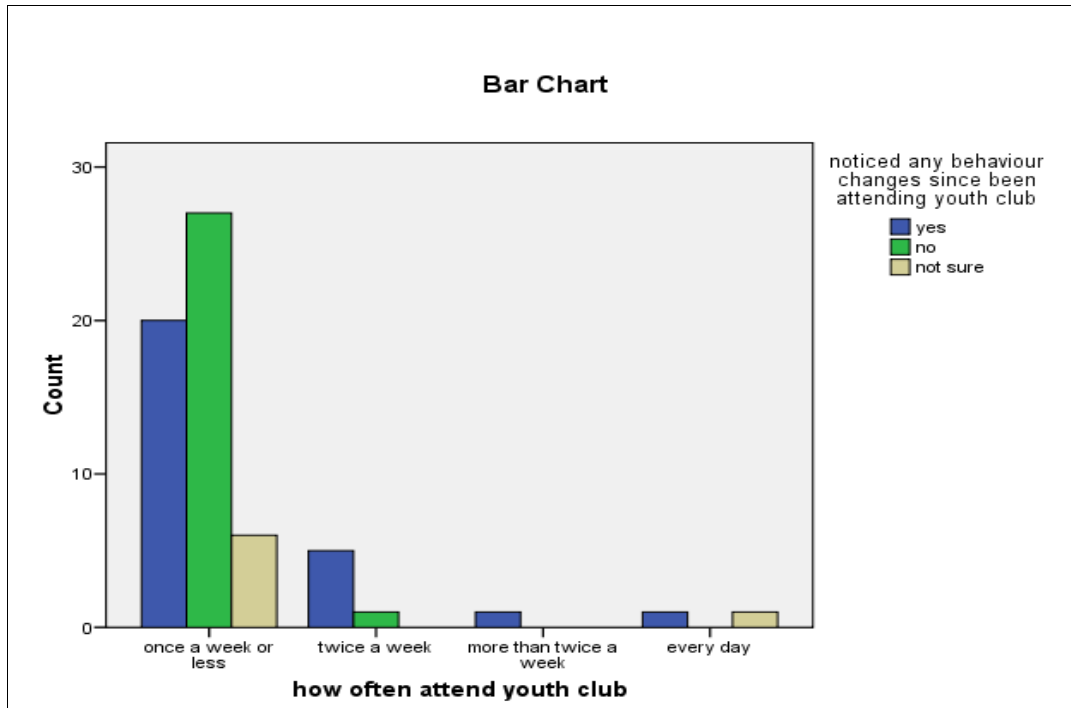
³⁹ Communities and Local Government (2009) *op. cit.*

⁴⁰ Dixon *et al* (2006) *op. cit.*

Appendix 4. Statistical relationships

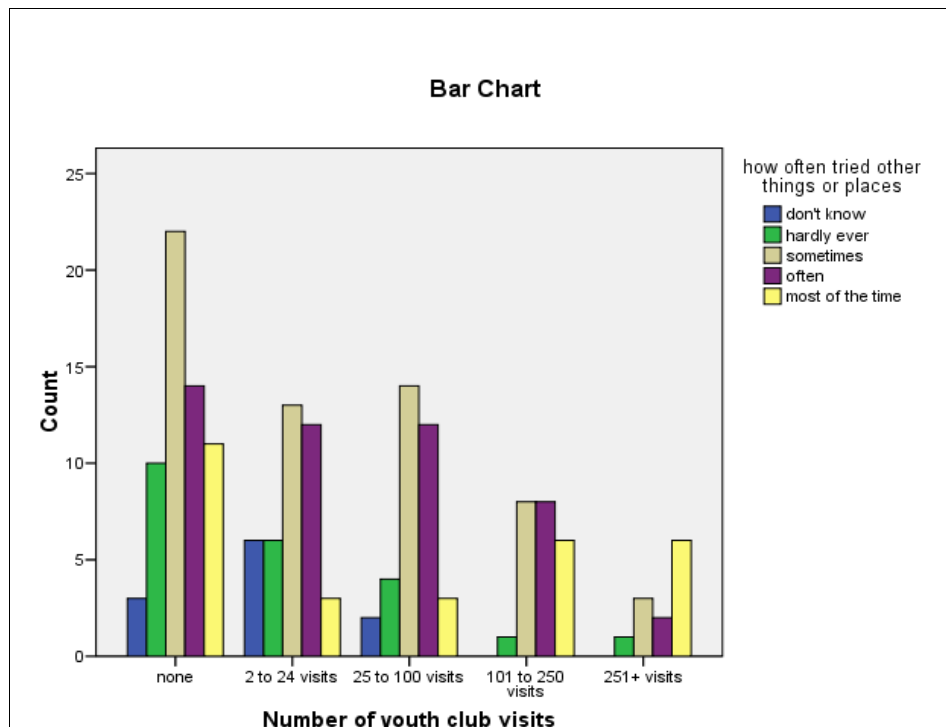
Each of the 14 statistical relationships are presented and explained.

1. *Has parent noticed any behaviour changes since young person started attending youth club?*



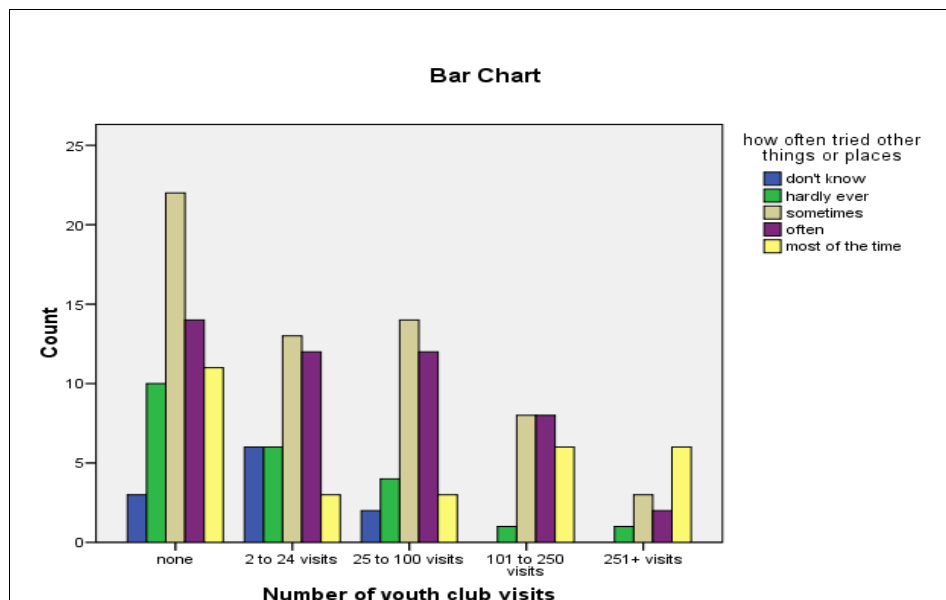
Interpretation of above chart: More frequent attendance at youth club is shown to have moderate association with whether parent/carer has noticed a change in behaviour of young person.

2. Does young person take part in group activities?



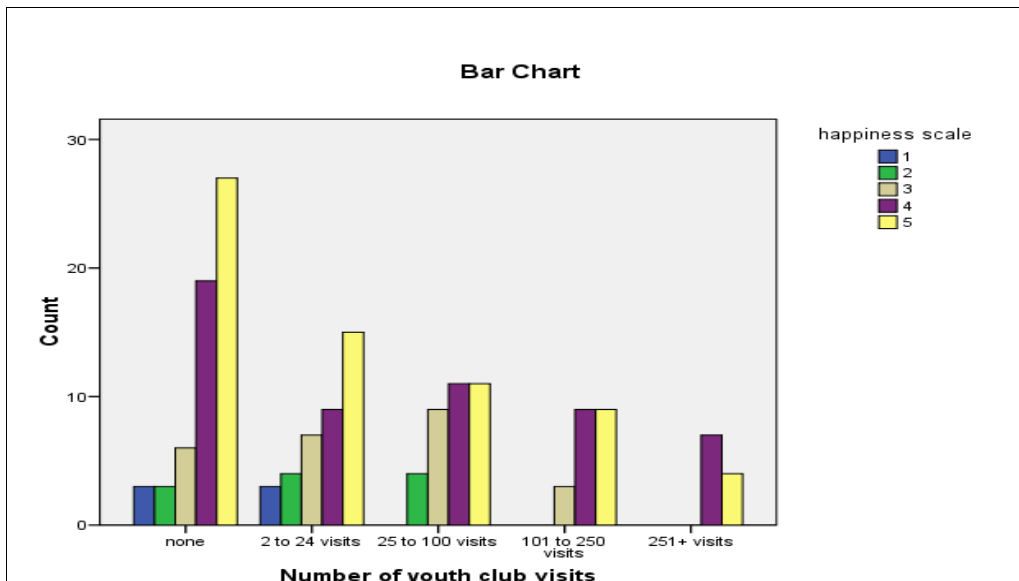
Interpretation of above chart: Higher number of youth club attendances is associated with a higher proportion of young people reporting higher frequency of participation in group activities.

3. How often does young person try other things?



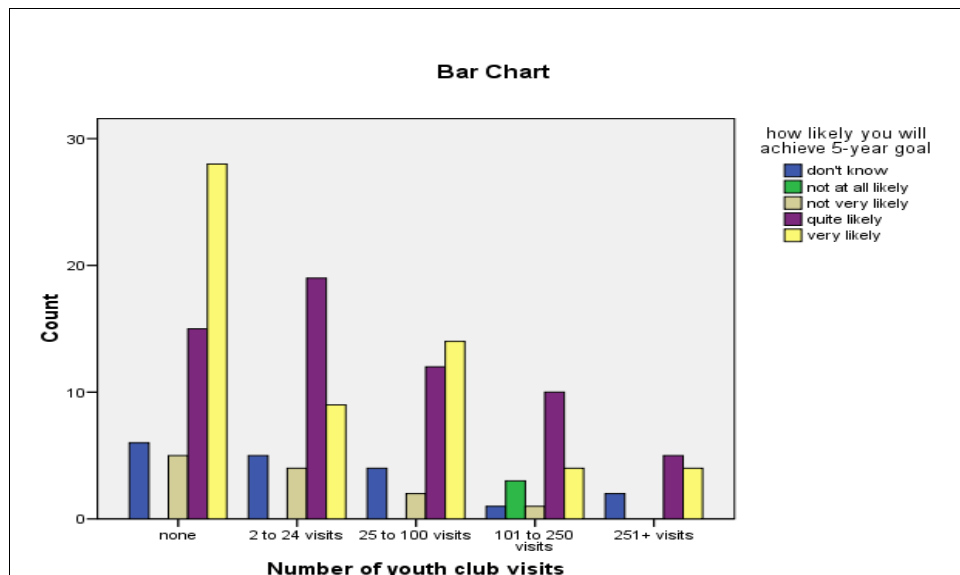
Interpretation of above chart: Higher number of youth club attendances quite strongly associated with higher proportion of young people reporting that they more frequently try other things or places.

4. Score on happiness scale



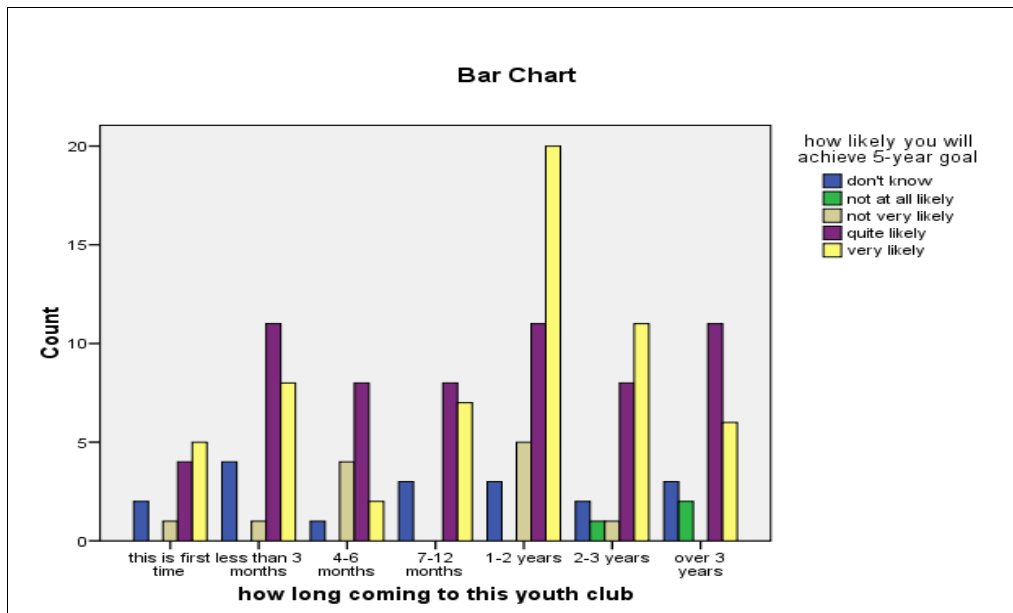
Interpretation of above chart: Higher number of youth club visits is associated with an increase in the proportion of young people reporting higher scores on happiness scale.

5. Level of confidence in achieving prospects



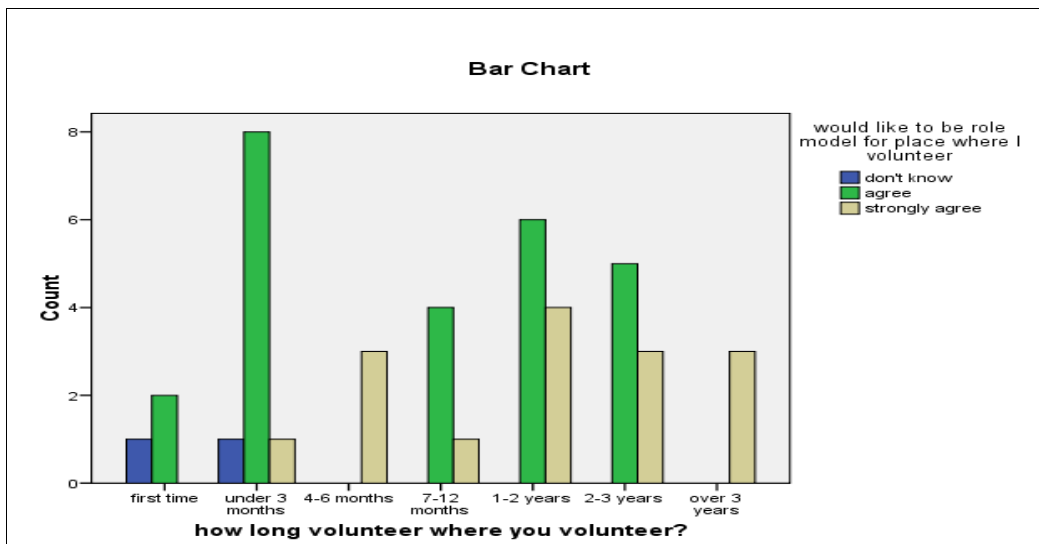
Interpretation of above chart: Higher number of youth club visits is strongly associated with an increase in the proportion of young people reporting higher likelihood of achieving 5-year prospects.

6. Likelihood of achieving 5-year prospects



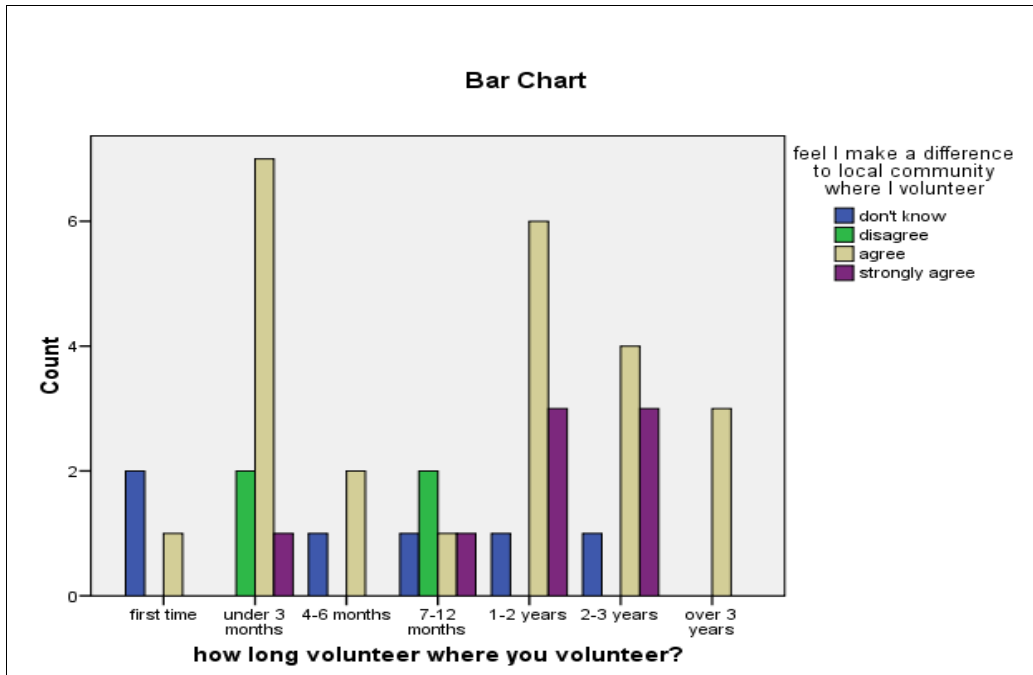
Interpretation of above chart: Longer length of time attending youth club is associated with a higher proportion of young people reporting higher likelihood of achieving 5-year prospects.

7. Would like to be role model



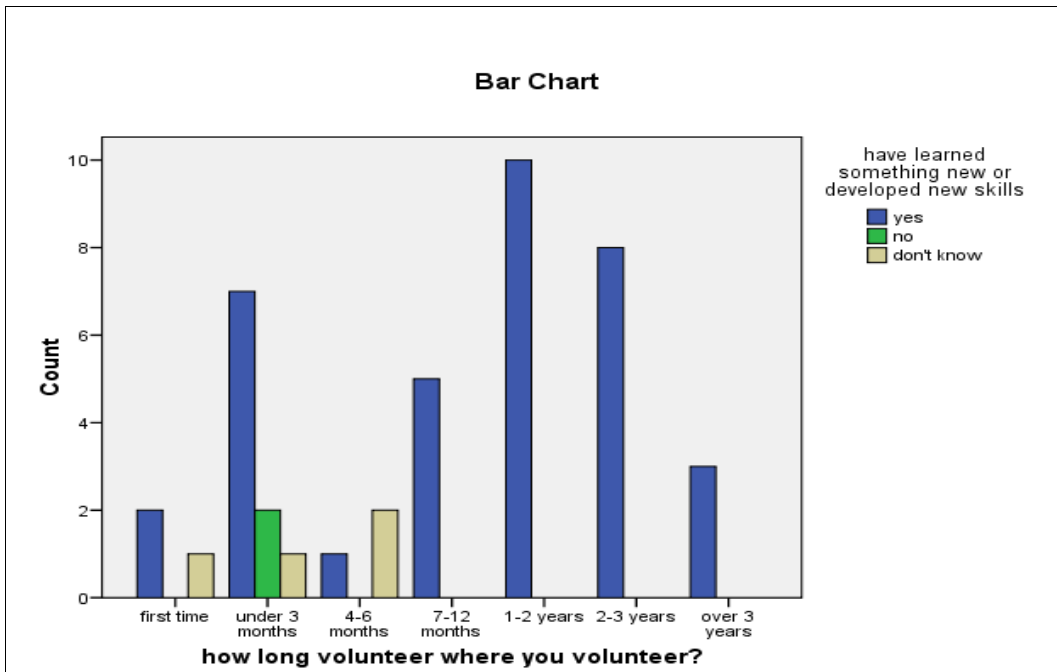
Interpretation of above chart: Longer length of time volunteering is strongly associated with a higher proportion of young people agreeing they would like to be a role model for the place where they volunteer.

8. Make a difference through volunteering



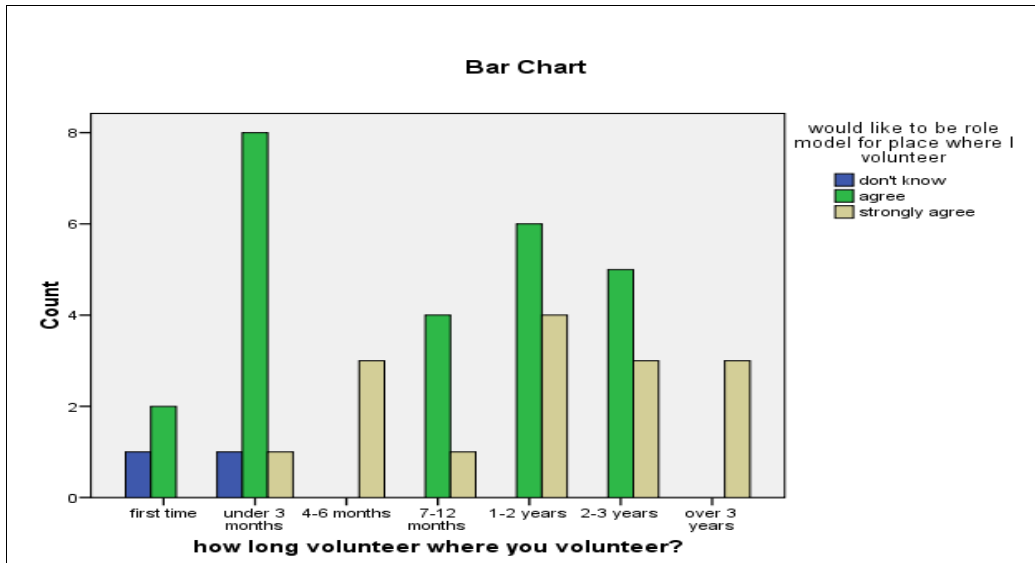
Interpretation of above chart: Longer length of time volunteering is associated with a higher proportion of young people agreeing they feel they make a difference to their local community.

9. Have learned new skills



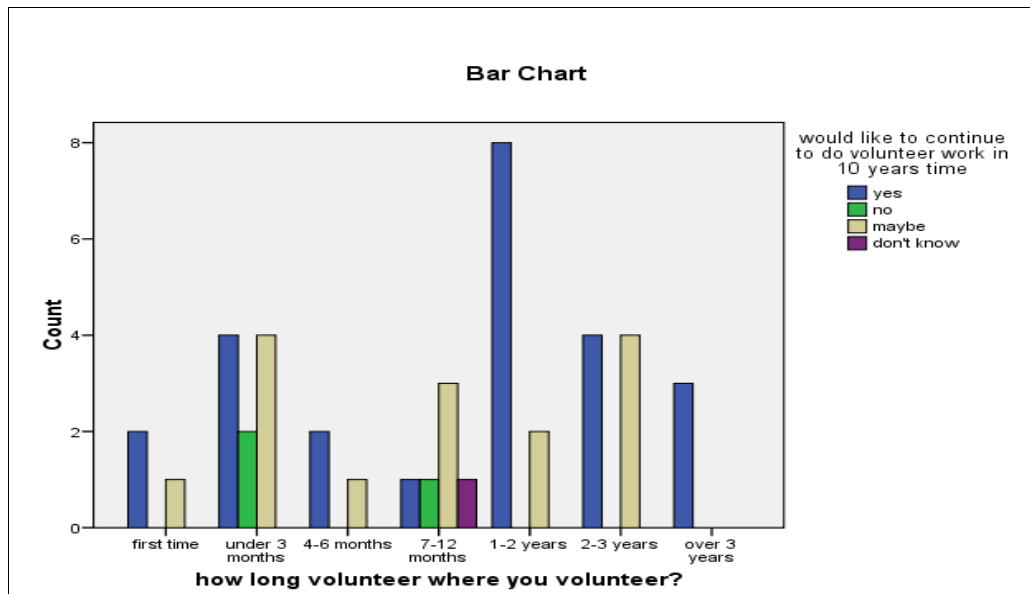
Interpretation of above chart: Longer length of time volunteering is strongly associated with a higher proportion of young people reporting they have learned something new or developed new skills.

10. Want to be role model



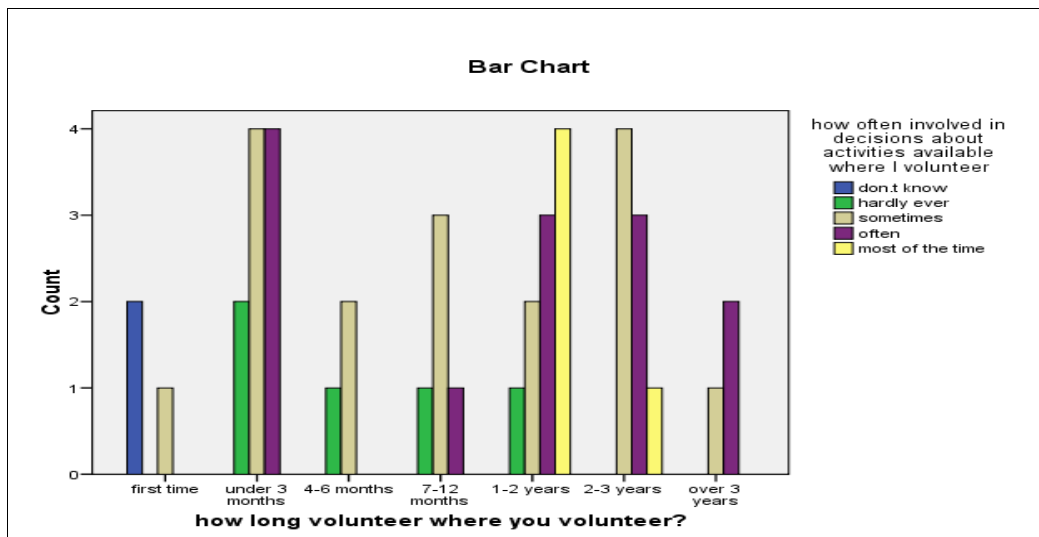
Interpretation of above chart: Longer length of time volunteering is strongly associated with a higher proportion of young people strongly agreeing they would like to be a role model for place where they volunteer.

11. Would like to continue to volunteer as adult



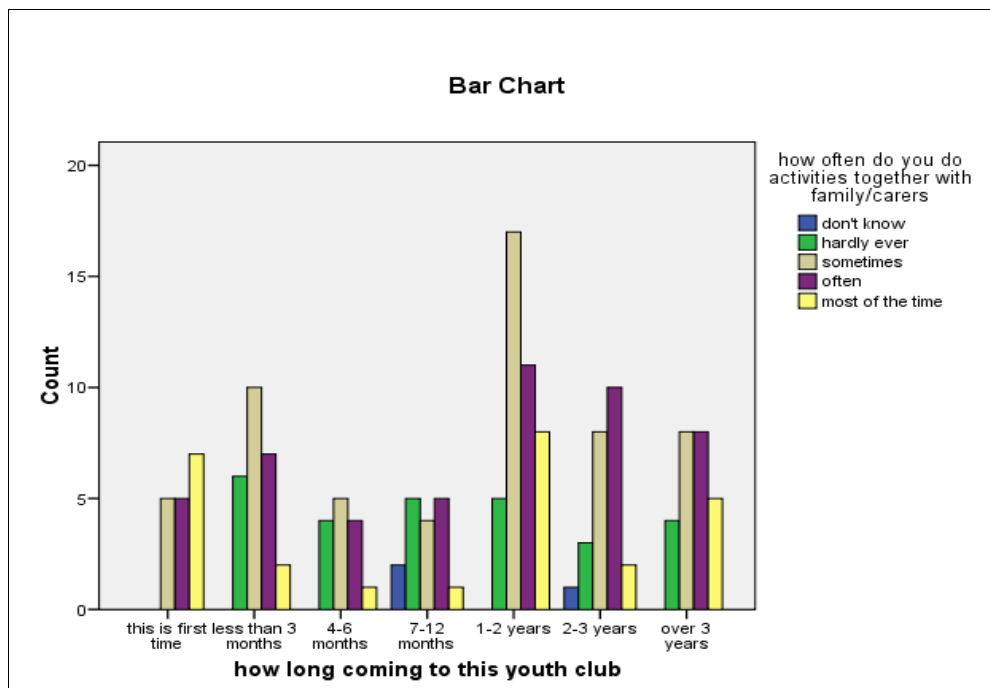
Interpretation of above chart: Longer length of time volunteering is associated with a higher proportion of young people reporting they would like to continue to do volunteer work as adults.

12. Involvement in placement decisions



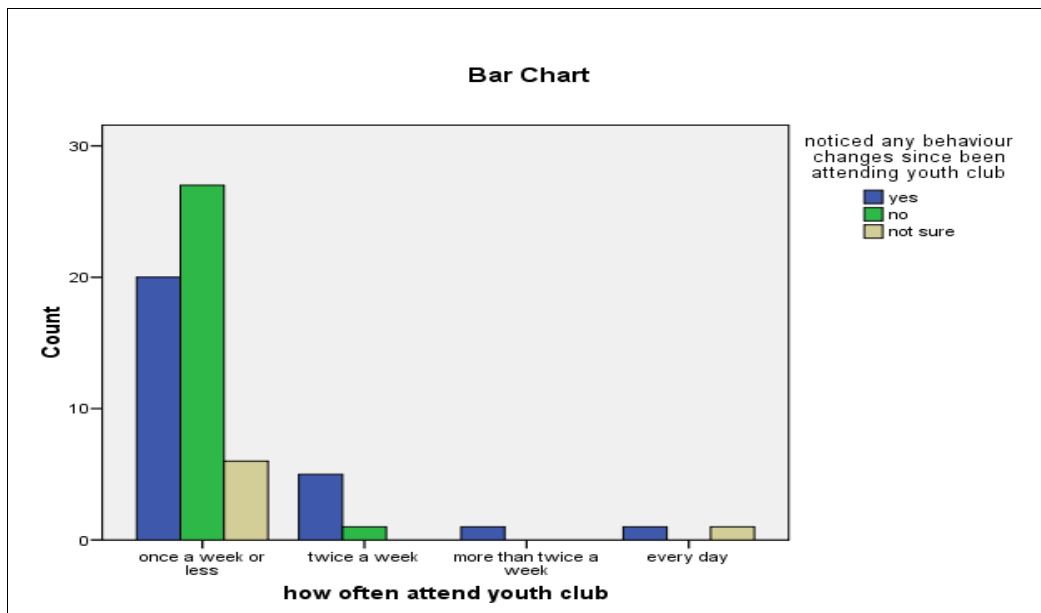
Interpretation of above chart: Longer length of time volunteering is strongly associated with a higher proportion of young people reporting they are often or most of the time involved in decisions about activities available in place where they volunteer.

13. Doing activities with parents/carers



Interpretation of above chart: Longer length of time attending youth clubs associated with a higher proportion of young people reporting they often or most of the time do activities with their family or carers.

14. Parents identify changes in behaviour following youth club attendance



Interpretation of above chart: More frequent attendance at youth clubs weakly associated with higher proportion of parents/carers reporting an observed change in young person's behaviour.

Appendix 5. Financial proxies

In order to place outcomes for material stakeholders on to the balance sheet, SROI understands the value of the change created by BACYP by assigning monetary values to things that do not have a market price using financial approximations: 'proxies'.

Stakeholder		Outcome	Proxy Description	Whole proxy number & Proxy per category	Proxy Rationale
Young people as members	IMMEDIATE	Stability & Security	Cost of family counselling per session based on 6 sessions annually ⁴¹	£45 per session £270 per year £38.57 per category	This represents a market-traded good to help people achieve better family relationships and a stable family life. The proxy is equally divided on a seven-point scale for length variable.
		Health & Well-being	Cost of month's week's attendance at a holiday play scheme in Berkshire ⁴²	£50 per week £200 per month £40 per category	This represents a market-traded good for young people to do and try new things, which is a measure of well-being. ⁴³ The proxy is equally divided on a five-point scale for volume variable.
		Prospects & Aspirations	Difference in salary for someone achieving 5 GCSE A - C compared to non achievement of GCSEs ⁴⁴	£2261 per year £452.20 per category	This represents the well-being affects of achieving goals. This is not an economic outcome for the young people as members, but rather a representation of their well-being changes using a monetary value. The proxy is equally divided on a five-point scale for volume variable.

*The outcomes for these stakeholders carry different proxies because the young people as members and the young people as volunteers valued them differently. The outcomes carry the same title, but mean different things to the young people concerned. As is explained in the theory of change, for young people as members this outcome is about making better decisions and helping them to understand the type of person they would like to be in the future e.g. perhaps becoming a role model for others. For young people as volunteers, it is much more about their future life choices and achieving those based on their experiences volunteering. It is important to apply different proxies to represent what the outcomes means to the stakeholder and to be clear that two stakeholder groups may not value change in the same way.

⁴¹ Relate - the relationship people (2010) Available at: <http://www.relate.org.uk/faqs/f-213/index.html>

⁴² Family Information Services (2010) *Out of school services*. Available at: http://www.familyresourcecentreuk.org/projects_detail.asp?id=4&cat_id=54&article_id=163

⁴³ This was strongly felt at the stakeholder engagement and is supported by nef's *Five Ways to Well-being* work.

⁴⁴ Learning and Skills Council (2007) *Young people set for £2000 GCSE bounty*. Available at: <http://readingroom.lsc.gov.uk/lsc/National/nat-pressrelease-gcsebounty-aug07.pdf>

Stakeholder		Outcome	Proxy Description	Whole proxy number & Proxy per category	Proxy Rationale
Young people as volunteers	IMMEDIATE	Health & Well-being	Cost of a part-time volunteer placement that lasts 12 months ⁴⁵	£1500 per year £214.29 per category	This is the cost of hosting a volunteer and is used as a proxy of the time they give to volunteering at their placement. The proxy is equally divided on a seven-point scale for length variable.
		*Prospects & Aspirations	Cost of a self-esteem course for young people. ⁴⁶ Assume two sessions are required per year.	£215 cost per delegate to attend a course of two sessions per year £36 per category	This represents a market-traded good for aiming for improved prospects and aspirations. The proxy is equally divided on a seven-point scale for length variable.
Young people as members	LONGER TERM	Less likely to suffer from depression	Cost to employers of absenteeism due to mental health issues per year. Calculated by cost to employers £120 x average number of days lost to mental ill health, 2.8 days. ⁴⁷	£336 per person annually	This represents the value of your mental health and quality of life. This cost to the employer is being used as a conservative proxy for the cost to the individual in terms of decreased quality of life.
And		Less likely to be in social housing	Average cost of mortgage repayments in the UK. Calculated by % of disposable income spent on mortgage repayments (28%) ⁴⁸ x average earnings of 22–29-year-olds after tax. ⁴⁹	£3,699.24 average annual mortgage payment per person	This represents the value of owning your own home, i.e. not being in social housing.
Young people as volunteers		Less likely to have no qualifications	Average difference between net annual earnings with and without qualifications ⁵⁰ .	£7,168 per person per year	This represents the value of achieving qualifications in terms of earnings. This is a conservative estimate because it is based on the lowest level of qualifications required i.e. minimum GCSE/vocational qualifications. We assume that the gap will remain at this level throughout early adulthood.

⁴⁵ v inspired, Tiger De Souza August 2010

⁴⁶ Young people in focus (2010) Available at: http://www.studyofadolescence.org.uk/courses/tailormade_training/yp_identity_selfesteem.html

⁴⁷ SCMH (2007) *Policy Paper 8: Mental Health at work, developing the business case* (London: Sainsbury's Centre for Mental Health).

⁴⁸ Halifax, June 2010

⁴⁹ ONS ASHE 2009

⁵⁰ Difference between Elementary occupations and Skilled occupations minus tax and National Insurance. Source: ONS ASHE Table 20.7a Annual pay - Gross (£) - For all employee jobsa: United Kingdom, 2010

Stakeholder		Outcome	Proxy Description	Whole proxy number & Proxy per category	Proxy Rationale
Parents/Carers		Stability & Security	35% of working population who work from home ⁵¹ x cost of working from home (nef calculation of set-up costs to work from home).	£2000 set-up costs to work from home £285.71 per length category £333.33 per volume category	This represents an assumption that people working from home may do so for childcare reasons and may also have better family relationships as a result. The proxy is an average of the two variables used to understand the indicators.
BACYP employees		Job Satisfaction/Well-being at Work	Value of life satisfaction relating to employment, compared to unemployment ⁵²	£8300 for movement between 5 and 7.1 on Well-being@Work scale	This represents the value of the movement between 5 (national average) and 7.1 (BACYP score) on the well-being at work scale. This has been calculated using a conservative estimate of 50% of the value of employment compared to unemployment and then modelling the movement on a five-point scale.
State (a proxy for wider society)	LONGER TERM	Depression	Cost of Cognitive Behavioral Therapy per session ⁵³ @ £59 per session Assumption of 14 sessions per year required.	£59 cost of CBT per session £826.00 cost per individual to the state	This represents the cost of treating depression through CBT or SSRI (Prozac, etc.). As we are working with a low estimate we are erring on the side of caution and being conservative with the proxy.
Young people as members and volunteers		Social Housing	Unit cost of social housing per individual.	£3320 unit cost of social housing per dwelling ⁵⁴ £1106.70 cost per individual of social housing to the state	Assume an average of three individuals live per dwelling of social housing to arrive at cost per individual, as there is no research on average number of people per dwelling. Use unit cost of social housing to get a cost per individual.
		Qualifications	Cost of annual tax revenue lost on average wage.	£820.57 lost tax revenue burden to the state per person	This is the difference between taxation on the average gross national wage and taxation on a 10% reduction due to lack of qualifications. ⁵⁵

⁵¹ DTI's Second Flexible Working Employee Survey (2005).

⁵² Powdthavee N (2007) *Putting a price tag on Friends, relatives and Neighbours: using Surveys of Life Satisfaction to value social relationships* (London: IOD) p.16.

⁵³ PSSRU (2009).

⁵⁴ Hills J (2007) *Ends and Means: the Future Role of Social Housing in England*. (London: CASE). Available at:

http://eprints.lse.ac.uk/5568/1/Ends_and_Means_The_future_roles_of_social_housing_in_England_1.pdf

⁵⁵ Prince's Trust estimate of a 10% reduction in earnings over life time due to lack of qualifications (this factors in the chance on unemployment). Available at:

<http://www.princes-trust.org.uk/PDF/Princes%20Trust%20Research%20Cost%20of%20Exclusion%20apr07.pdf>

Appendix 6. Deadweight calculations

This is an assessment of the amount of change that would have happened anyway, in the absence of the youth club and therefore BACYP.

Stakeholder		Outcome	Deadweight Description	Deadweight number	Deadweight Rationale
Young People as members	IMMEDIATE	Stability & Security	Empirical evidence shows that a certain number of non-youth club attendees demonstrate resilience ⁵⁶ .	61%	This represents a benchmark of young people experiencing outcomes relating to stability and security in the absence of a youth club, i.e. they would have achieved this outcome anyway.
		Health & Well-being	No direct benchmark for non-youth club attendees, take age group. Empirical evidence shows that young people do not feel that there is enough to do locally ⁵⁷ and that well-being outcomes are highly linked to structured activities ⁵⁸ . nef has calculated deadweight.	35%	This represents a benchmark of young people who would have experienced well-being outcomes in the absence of youth clubs. As the empirical evidence demonstrates a) a perceived lack of local activities and b) a strong link to youth clubs for structured activities and well-being, we have estimated a conservative deadweight.
		Prospects & Aspirations	No direct benchmark for non-youth club attendees, take age group. Empirical evidence reporting proportion of young people who believe that they will achieve their aspirations in 5 years' time (17%) ⁵⁹ . Other empirical research on higher age group reports higher level of aspiration, nef takes conservative estimate.	30%	This represents a benchmark of the proportion of young people who are likely to have experienced levels of prospects and aspirations anyway, based on empirical research for the age group and nef's survey of young people.

⁵⁶ nfpSynergy (2007) *Typical Young People: A study of what young people really are like today*. Commissioned by the Scout Association. Available at: http://www.nfpsynergy.net/includes/documents/cm_docs/2008/t/typical_young_people.pdf

⁵⁷ Calder A, Cope R (2004) *Reaching the hardest to reach* (London: The Prince's Trust).

⁵⁸ Dixon M, Margo M *et al* (2006) *Freedom's Orphans* (London: Institute for Public Policy Research).

⁵⁹ The site org (2006) *Decide your destiny*. Available at: <http://www.thesite.org/community/beheard/surveyresults/decideyourdestiny> 200 respondents 16–18-year-olds.

Young people as volunteers	IMMEDIATE	Health & Well-being	No direct benchmark for volunteers, take age group. Empirical evidence suggests that 16–25-year-olds have a high level of confidence. ⁶⁰	74%	This represents a benchmark of the proportion of young people, aged 16–25, who would be experiencing high level of well-being anyway.
		Prospects & Aspirations	No direct benchmark for volunteers, take age group. Empirical evidence suggests low levels of aspirations among this age group. ⁶¹ nef estimates 25% deadweight, taking into consideration levels of confidence as well as this empirical evidence.	25%	This benchmark represents the proportion of young people who volunteer that would have experienced positive outcomes relating to prospects and aspirations in the absence of the youth club.
Young people as members and Young people as volunteers	LONGER TERM	Less likely to suffer from depression Less likely to be in social housing Less likely to have no qualifications	Deadweight to youth clubs is accounted for in IPPR study outcome incidence because it is a cohort comparison.		
Parents/carers		Stability & Security	No direct benchmark, use deadweight for young people as members	61%	This benchmark represents the proportion parents/carers who would have experienced a change in stability and security anyway. As there is no direct benchmark with which to measure this, we have taken the deadweight from young people as members.
BACYP employees		Job Satisfaction/Well-being at Work	Analysis of WB@W results on a sliding scale towards the average.	50%	This benchmark is taken from the UK average of Well-being at work and represents that there is 60% chance of employees experiencing these outcomes anyway.

⁶⁰ The Youth Index (2010) Available at: http://www.princes-trust.org.uk/pdf/Youth_Index_2010.pdf

⁶¹ The site org (2006) Decide your destiny. Available at: <http://www.thesite.org/community/beheard/surveyresults/decideyourdestiny> 200 respondents 16–18-year-olds.

State (a proxy for wider society) Young people as members and volunteers	LONGER TERM	Depression	Deadweight to youth clubs is accounted for in IPPR study outcome incidence because it is a cohort comparison.
		Social Housing	
		Qualifications	

Analysis is on BACYP and the change that it creates through partners. By taking an understanding of deadweight and two levels of attribution we understand the amount of change that would have happened anyway for the young people and the credit given to the youth club and then to BACYP; therefore two levels of deadweight are not required.

Appendix 7. Attribution calculations

This is an assessment of how much of the outcome was caused by the contribution of other organisations or people. We assess the proportion of credit that BACYP can take for the change that has occurred, by taking account of other players involved. Due to fact that BACYP works through youth clubs, we must take account of the role of the latter in creating change. Therefore, we have two levels of attribution: one to the youth club and one to BACYP.

Stakeholder		Outcome	Attribution to Youth Club (if applicable)	Rationale	Attribution to BACYP	Rationale
Young people as members	IMMEDIATE	Stability & Security	60%	Findings from parent/carer survey reported 89% credit to youth club for positive outcomes in young people. Empirical research demonstrates that youth clubs account for 20–34% of credit for positive outcomes for young people who attend youth clubs. ⁶² We have taken a conservative estimate of 60%.	35%	BACYP creates change through enabling youth clubs to create positive outcomes for young people. Youth club survey administered by nef reported that youth clubs attributed 35% of their success with young people to BACYP.
		Health & Well-being				
		Prospects & Aspirations				
Young people as volunteers	IMMEDIATE	Health & Well-being	60%	Findings from parent/carer survey reported 89% credit to youth club for positive outcomes in young people. Empirical research demonstrates that youth clubs account for 20–34% of credit for positive outcomes for young people who attend youth clubs. ⁶³ We have taken a conservative estimate of 60%.	35%	BACYP creates change through enabling youth clubs to create positive outcomes for young people. Youth club survey administered by nef reported that youth clubs attributed 35% of their success with young people to BACYP.
		Prospects & Aspirations				

⁶² nfpSynergy (2007) *Typical Young People: A study of what young people really are like today*. Commissioned by the Scout Association. Available at: http://www.nfpsynergy.net/includes/documents/cm_docs/2008/t/typical_young_people.pdf

⁶³ Ibid.

Young people as members and Young people as volunteers	LONGER TERM	Less likely to suffer from depression	Attribution to youth clubs is accounted for in IPPR study outcome incidence because it is a cohort comparison. Attribution to BACYP is 35%, same rationale as for young people as members and young people as volunteers.			
		Less likely to be in social housing				
		Less likely to have no qualifications				
Parents/carers		Stability & security	0%	Findings from parent/carer survey reported 89% credit to youth club for positive outcomes in young people. Empirical research demonstrates that youth clubs account for 20–34% of credit for positive outcomes for young people who attend youth clubs. ⁶⁴ We have taken a conservative estimate of 60%.	35%	BACYP creates change through enabling youth clubs to create positive outcomes for young people. Youth club survey administered by nef reported that youth clubs attributed 35% of their success with young people to BACYP.
BACYP employees		Job satisfaction/well-being at Work	n/a	n/a	70%	nef assumption based on analysis of WB@W scores. Management system scored 8.1 out of 10, organisation system scored 7.5 and good organisation scored 8.7. This illustrates quite a high level of credit to BACYP for employee outcomes.
State (a proxy for wider society) Young people as members and volunteers	LONGER TERM	Depression	Attribution to youth clubs is accounted for in IPPR study outcome incidence because it is a cohort comparison. Attribution to BACYP is 35%, same rationale as for young people as members and young people as volunteers.			
		Social housing				
		Qualifications				

⁶⁴ nfpSynergy (2007) *Typical Young People: A study of what young people really are like today*. Commissioned by the Scout Association. Available at: http://www.nfpsynergy.net/includes/documents/cm_docs/2008/t/typical_young_people.pdf

Appendix 8. Displacement calculations

This is an assessment of how much of the change is a net benefit (i.e. a new change) or simply the movement of change from one place to another. In employment, if one individual gets a job then they are stopping someone else from getting a job – the benefit is displaced.

Displacement would occur if the financial benefit for employees were included alongside the well-being benefits of working for BACYP. However, the financial benefit would have been 100% displaced and therefore has not been included in the analysis.

No other areas of displacement were identified for BACYP in this analysis.

Appendix 9. Benefit period calculations

The length of time that a change lasts and the benefits associated with that change. This may be influenced by the duration of the activity or by other changes that occur. The benefit periods vary according to the outcomes and the final modelling is performed over a 20-year period.

Stakeholder		Outcome	Benefit Period description	Length	Benefit Period Rationale
Young people as members	IMMEDIATE	Stability & security	Based on primary research, nef assumes the benefit period.	3 years	This represents the length of time that the outcomes are likely to last without reverting back. Empirical evidence suggests that structured activities over the long term are best suited to long-term outcomes. In order to err on the side of caution we select this benefit period to account for young people attending youth clubs infrequently as members.
		Health & well-being			
		Prospects & aspirations			
Young people as volunteers	IMMEDIATE	Health & well-being	Based on primary research, nef assumes the benefit period.	3 years	This represents the length of time that the outcomes are likely to last without reverting back. Empirical evidence suggests that structured activities over the long term are best suited to long-term outcomes. In order to err on the side of caution we select this benefit period to account for young people attending youth clubs infrequently as members.
		Prospects & aspirations			
Young people as members and	LONGER TERM	Less likely to suffer from depression	Taking a median age of 15 yrs for young people as members and 20 for young people as volunteers, we estimate the benefit periods for these outcomes.	Young people as members: 10 years, from age 15 to age 25	Empirical research by IPPR shows that outcomes last until adulthood. By taking the median ages of the stakeholders we are able to model the likely length of the outcomes associated with attending youth clubs in their teenage years.
	Less likely to be in social housing	Young people as volunteers: 5 years, from age 20 to age 25.			

Young people as volunteers		Less likely to have no qualifications			
Parents/carers		Stability & security	Based on primary research on benefit period and outcomes for young people.	3 years	Similar rationale to immediate outcomes for young people: this is a conservative estimate to account for varying levels of attendance at youth clubs and therefore varying level of outcome achieved.
BACYP employees		Job satisfaction/well-being at Work	Average length of service of UK employees. ⁶⁵	5.5 years	National data reports the average length of service to be 5.5 years. Therefore, this analysis assumes that the outcomes will last at least 5.5 years for the employees of BACYP.
State (a proxy for wider society) Young people as members and volunteers	LONGER TERM	Depression	Taking a median age of 15 yrs for young people as members and 20 for young people as volunteers, we estimate the benefit periods for these outcomes.	Young people as members: 10 years, from age 15 to age 25	Empirical research by IPPR shows that outcomes last until adulthood. By taking the median ages of the stakeholders we are able to model the likely length of the outcomes associated with attending youth clubs in their teenage years.
Social housing		Young people as volunteers: 5 years, from age 20 to age 25.			
Qualifications					

Owing to the fact that young people maintain relationships with youth clubs over time, other stakeholders were able to provide information on change over time. This information allowed drop off rates to be deduced.

⁶⁵ ONS (2002) Length of service of employees, 2002: Social Trends 33 ONS. Available at: <http://www.statistics.gov.uk/StatBase/ssdataset.asp?vlnk=6284&Pos=3&ColRank=2&Rank=208>

Appendix 10. Drop-off calculations

The length of the time that the change lasts is taken into consideration by the Benefit Period. Over this period, the amount of change occurring is likely to decrease and will be influenced by other factors, which decreases the attribution an organisation can take for the change over time. Drop-off predicts the amount by which change decreases over time in order to understand the impact BACYP has on the change that it creates.

Stakeholder		Outcome	Drop-off description	Drop-off	Drop-off Rationale
Young people as members	IMMEDIATE	Stability & security	Based on primary research, nef estimates drop-off.	20% annual drop-off	This represents both outcome drop-off (the rate at which outcomes will be reverted back to) and attribution drop-off (the amount of credit BACYP can take over time).
		Health & well-being			
		Prospects & aspirations			
Young people as volunteers	IMMEDIATE	Health & well-being	Based on primary research, nef estimates drop-off.	20% annual drop-off	This represents both outcome drop-off (the rate at which outcomes will be reverted back to) and attribution drop-off (the amount of credit BAYCP can take over time).
		Prospects & aspirations			
Young people as members and	LONGER TERM	Less likely to suffer from depression Less likely to be in social housing	Based on primary research, nef estimates drop-off.	5% annual drop-off	The IPPR study indicates that outcomes maintain for a long time after the youth club. Therefore, we have selected a small drop-off rate to account for high levels of maintenance as young people enter adulthood.

Young people as volunteers		Less likely to have no qualifications			
Parents/carers		Stability & security	Based on primary research, nef estimates drop-off..	20% annual drop-off	This represents both outcome drop-off (the rate at which outcomes will be reverted back to) and attribution drop-off (the amount of credit BACYP can take over time).
BACYP employees		Job satisfaction/well-being at Work	Based on primary research, nef estimates drop-off.	10% annual drop-off	This represents both outcome drop-off (the rate at which outcomes will be reverted back to) and attribution drop-off (the amount of credit BAYCP can take over time).
State (a proxy for wider society) Young people as members and volunteers	LONGER TERM	Depression	Based on primary research, nef estimates drop-off.	5% annual drop-off	The IPPR study indicates that outcomes maintain for a long time after the youth club. Therefore, we have selected a small drop-off rate to account for high levels of maintenance as young people enter adulthood.
Social housing					
Qualifications					

Owing to the fact that young people have attended youth clubs for up to three years, stakeholders were able to provide information on change over time. This information allowed drop off rates to be deduced.

Appendix 11. Investment calculations

Financial Expenditure

2009/2010 BACYP Expenditure was £971,307.

Non-financial Expenditure

	Time (hrs per week)	Total hrs p/person p/annum	Total people per annum	Cost	Total input	Source	
Volunteer to BACYP	3	120	1	9.79	£1,175	Table 6.5a Hourly pay - Gross (£) - For all employee jobs a: United Kingdom, 2009 18-21 yr olds ONS ASHE 2009 Median	
Mgt Committee	2	84	210	12.81	£225,968	Table 6.5a Hourly pay - Gross (£) - For all employee jobs a: United Kingdom, 2009 30-39 yr olds ONS ASHE 2009 Median	
Board	1	384	8	12.81	£39,352	Table 6.5a Hourly pay - Gross (£) - For all employee job sa: United Kingdom, 2009 30-39 yr olds ONS ASHE 2009 Median	
Special Advisors/VPs		38	19	12.56	£9,068	Table 6.5a Hourly pay - Gross (£) - For all employee jobs a: United Kingdom, 2009 40-49 yr olds ONS ASHE 2009 Median	
			TOTAL		£275,564		
Total Financial		£971,307				Total benefits	£3,308,061
Total Non-Financial		£275,564				Total inputs	£1,246,871
Total Inputs		£1,246,871				SROI Ratio	£2.65

END