



# The social value of Carmichael Centre

SROI evaluation of the resident member service 2011 – 2012

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## **List of acronyms used in the report**

CCVG	Carmichael Centre for Voluntary Groups
CE	Community Employment
CSP	Community Services Programme
DCC	Dublin City Council
DECLG	Department of the Environment, Community and Local Government
DSP	Department of Social Protection
HSE	Health Service Executive
ICT	Information and Communications Technology
PRSI	Pay Related Social Insurance
SROI	Social Return On Investment

## **Note on numbers**

Throughout the report there has been a rounding up or down to the nearest whole number, percentage or Euro, except in cases where doing so would have been misleading.

## **Assurance statement**

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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## 1 An introduction to Carmichael Centre

### 1.1 Context

The community and voluntary sector in Ireland plays a key role in responding to social, economic and environmental need. Despite the fact that it attempts to tackle large and complex problems, the sector mainly comprises small groups surviving on very limited resources. Recent figures show that almost two-thirds of Irish nonprofits have fewer than 10 paid staff (with many being run solely by volunteers) and three-quarters have an annual turnover of less than €1 million. Well over half of these nonprofits experienced a decrease in income over the three years prior to the study <sup>1</sup>.

### 1.2 Overview

Carmichael Centre for Voluntary Groups (CCVG) was set up in response to the expressed needs of smaller community and voluntary sector organisations. It was originally established in the late 1980s as the Community Services Project <sup>2</sup>, before being founded as CCVG in 1990. It is the country's first and largest shared services centre for the community and voluntary sector, with a slogan of "*building stronger charities nationwide*".

Its vision is for "*a future where charitable, community and voluntary organisations are empowered and enabled to help all people to have access to the range of supports they need to lead fulfilling lives*" and its mission statement reads: "*Carmichael Centre is a dynamic learning environment which builds stronger charitable, community and voluntary groups nationwide by providing the shared services, targeted training, good practice and governance support they need to build effective and sustainable organisations*".

### 1.3 Structure and resourcing

CCVG is a company limited by guarantee and is registered for charitable tax exemption with the Revenue Commissioners. Its patron is the President of Ireland, Michael D. Higgins (left image). CCVG is also in the process of developing the 'Friends of Carmichael Centre', which is chaired by Senator David Norris (right image).



<sup>1</sup> The Wheel, *A Portrait of Ireland's Nonprofit Sector*, 2012  
[https://www.wheel.ie/sites/default/files/Portrait\\_Of\\_Nonprofit\\_Sector.pdf](https://www.wheel.ie/sites/default/files/Portrait_Of_Nonprofit_Sector.pdf)

<sup>2</sup> The Community Services Project was housed in prefabricated buildings in Christchurch Place, Dublin 8, which were subsequently demolished to make way for the construction of a hotel.

CCVG is funded through a range of statutory and private sources as well as generating revenue through its social enterprise activities. Its main annual fundraiser is a Good Friday concert held in St Patrick's Cathedral, Dublin 8. A voluntary board of nine directors governs the organisation. There are also 12<sup>3</sup> paid core staff, of which four support two<sup>4</sup> government-sponsored employment schemes set up to address unemployment and wider social exclusion: Community Services Programme (CSP) and Community Employment (CE). These provide up to 48 scheme staff at any one time, who work either directly for CCVG or for other local community or voluntary projects.

CCVG has a three-part 'campus' in Dublin's North Inner City (Dublin 7):

- The main premises is Carmichael House (top left image); a listed Victorian building with an adjacent gate lodge and garden, which was the former doctors' residence for four nearby hospitals. It is owned by the Health Service Executive (HSE), but has been restored by CCVG, which operates it under licence.
- Coleraine House (top right image), which is situated a few hundred meters from Carmichael House, is also listed and is the only remaining part of the Georgian Linen Hall complex. It is owned by Dublin City Council (DCC), but has been restored by CCVG, which has a 99-year lease<sup>5</sup> on the property.
- The organisation has recently rented additional space for administration and 'hub' purposes in the Richmond Office Suite (bottom image), which lies adjacent to Carmichael House.



<sup>3</sup> One of whom is a paid intern under the JobBridge programme <http://www.jobbridge.ie>

<sup>4</sup> Previously three; the CCVG(A) and CCVG(B) CE schemes merged in July 2012

<sup>5</sup> The lease, which is for a 'peppercorn rent', has been in draft form for many years.

## **1.4 Services and service users**

CCVG has a range of direct beneficiaries <sup>6</sup>:

- c. 47 resident members, who have office space in one of CCVG's two main buildings <sup>7</sup>
- c. 24 postal members, who use Carmichael House as a postal address
- c. 15 associate members, who are neither based at CCVG, nor use it as a postal address, but who receive discounts on CCVG services
- Thousands of other organisations in the community and voluntary sector, which avail of CCVG's broad service offerings.

CCVG makes available to these organisations an extensive menu of services, including: office accommodation; reception; postal service; photocopying; administrative supports; payroll; management accounting; Information and Communications Technology (ICT) support; wifi-enabled conference/meeting facilities; catering; information sessions; training; and customised assistance with organisational development issues <sup>8</sup>. Its latest initiatives include an online 'one-stop-shop' with practical information on running a community or voluntary sector organisation <sup>9</sup>, a mentoring scheme for Chief Executive Officers <sup>10</sup>, and a national shared services centre providing a virtual back office. Furthermore, CCVG acts as a representative voice for small and medium-sized community and voluntary groups, often working collaboratively with other infrastructure bodies such as The Wheel <sup>11</sup>, the Community Sector Employers' Forum <sup>12</sup>, the Advocacy Initiative <sup>13</sup>, and others.



In 2011 CCVG became the first organisation in Ireland to receive the PQASSO quality mark <sup>14</sup>. In 2012, it became one of the first organisations in Ireland to sign up to the Governance Code for community and voluntary organisations <sup>15</sup> and it has recently set up a peer support group for implementing the Code amongst its members.

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<sup>6</sup> Please note that numbers fluctuate.

<sup>7</sup> The resident member service operates at full or almost-full capacity and there are ongoing enquiries about space availability.

<sup>8</sup> Examples: setting up a support group, employing staff for the first time, registering as a company, strategic planning, board development, effective meetings, etc

<sup>9</sup> <http://knowledgenet.carmichaelcentre.ie>

<sup>10</sup> <http://www.carmichaelcentre.ie/sector-supports/mentoring-scheme>

<sup>11</sup> <https://www.wheel.ie>

<sup>12</sup> <http://erb.ie>

<sup>13</sup> <http://www.advocacyinitiative.ie>

<sup>14</sup> <http://www.ces-vol.org.uk/PQASSO/how-to-achieve-pqasso-quality>

<sup>15</sup> <http://www.governancecode.ie>



## **1.5 Resident member service**

This study addresses one aspect of CCVG's work, namely the provision of its resident member service.

The vast majority of resident members are based in Carmichael House, with fewer being accommodated in Coleraine House. Many organisations have their own offices, although room and desk sharing are common for the smallest groups. Carmichael House is open 76 hours per week (Monday to Saturday), but Coleraine House's opening hours are more limited.

Resident members are required to have a CHY number (that is, be registered for charitable tax exemption with the Revenue Commissioners<sup>16</sup>). Residents operate under a licence agreement that entitles them to the use of a specified area within one of the buildings (including equipment, furniture, effects and fittings), as well as communal spaces (reception, toilets, canteen facilities, garden) and a post box. Residency fees include room/desk rental, heat and light, but not DSL<sup>17</sup> broadband access, storage, administrative, cleaning or conferencing services, which are charged separately, albeit at a cheap rate. One named representative of each resident member group is entitled to vote at CCVG's annual general meeting<sup>18</sup>.

It is CCVG's firm belief that by co-locating and by pooling resources, resident members can save time, reduce costs, upskill, and thereby focus on delivering quality services to their beneficiaries. CCVG strives for a strong and engaged community of resident members and is heartened when organisations develop to the extent that they outgrow CCVG. Indeed, CCVG's role as an incubator was highlighted as part of its twenty-first anniversary celebrations during 2011<sup>19</sup>. A glance at the list of the organisations that left CCVG at any time during those 21 years shows that well over two-thirds are still in existence, with many of these having flourished<sup>20</sup>.

A recent consultant's review of CCVG stresses the benefits of shared services generally and the CCVG shared services model in particular. It states<sup>21</sup>:

*"... Carmichael Centre for Voluntary Groups continues to provide a very valuable model and service to its members and to civic society. Furthermore, the service that is provided is a cost effective model, which delivers value for money with regard to the vast majority of what is provided by the Centre. The demand for shared services, from a national and international governmental policy perspective, has never been stronger. This is particularly due to the climate of austerity that prevails at present. In this context, shared services are being seen as a vehicle for improved quality, improved governance, lean management, efficiency and value for money. The Carmichael Centre is in a very strong position to capitalise on this increased demand, particularly due to its longevity and experience in delivering shared services."*

The Wolfe report thus asserts that there is significant social value generated by CCVG. However, it does not provide sufficient evidence to prove this, which this evaluation aims to rectify.

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<sup>16</sup> <http://www.revenue.ie/en/business/charities.html>

<sup>17</sup> Digital Subscriber Line

<sup>18</sup> Voting by proxy is allowed.

<sup>19</sup> *CCVG 1990 - 2011*

[http://www.carmichaelcentre.ie/sites/default/files/Carmichael%20Centre%2021%20Years%20Booklet%20Content\\_0.pdf](http://www.carmichaelcentre.ie/sites/default/files/Carmichael%20Centre%2021%20Years%20Booklet%20Content_0.pdf)

<sup>20</sup> For example: Age and Opportunity <http://olderinireland.ie>; DEBRA Ireland <https://debraireland.org>; Irish Deaf Society <http://www.irishdeafociety.ie>; Spina Bifida Hydrocephalus Ireland <http://www.sbhi.ie>; The Wheel <http://www.wheel.ie>; Threshold <http://www.threshold.ie>; and Voluntary Service Overseas Ireland <http://www.vso.ie>

<sup>21</sup> Joe Wolfe and Associates, *Report of the Review of CCVG*, 2012, p. 4



## **2. The Social Return On Investment approach**

### **2.1 An alternative framework**

All activities create or destroy value. Up until recently, capturing and accounting for that value was often an incomplete process, which prioritised financial transactions and easy-to-measure outputs over a more complete and more nuanced understanding of all change emanating from the actions taken by organisations. Social Return On Investment (SROI) is a framework for measuring social, economic and environmental value, and accounting for this value. In so doing, it considers intended, unintended, positive and negative outcomes from the perspective of different stakeholders. SROI analyses can be predictive and/or evaluative. This analysis is an evaluation.

### **2.2 The principles of SROI**

There are seven principles that underpin SROI:

- Principle 1: Involve stakeholders
- Principle 2: Understand what changes
- Principle 3: Value the things that matter
- Principle 4: Only include what is material
- Principle 5: Do not over-claim
- Principle 6: Be transparent
- Principle 7: Verify the result.

In each of the sections that follow, it will be indicated which of these principles were addressed at each stage of the process, with specific reference to materiality at the end of each relevant section (grey text boxes).

### **2.3 The stages of an SROI analysis**

Carrying out an SROI analysis involves six stages:

- Stage 1: Establishing the scope and identifying key stakeholders
- Stage 2: Mapping outcomes
- Stage 3: Evidencing and valuing outcomes
- Stage 4: Establishing impact
- Stage 5: Calculating the SROI
- Stage 6: Reporting, using and embedding.

Each of these is considered in turn in the following sections.

### **2.4 The Impact Map**

It is a requirement that each SROI report that is submitted for assurance includes an Impact Map that summarises the material aspects of the full SROI analysis. This can be found in Appendix 1 and will be referred to throughout. However, the Impact Map on its own does not tell the entire story of the change that is created and the implications of that change. It is important, therefore, that the Impact Map is read alongside the full text.

### 3. Establishing the scope and identifying key stakeholders

#### 3.1 The scope of the SROI analysis

The board of directors of CCVG agreed that the primary purpose of the evaluation was to ascertain, as objectively as possible, what social value is generated by CCVG's resident member service, in order to build a strong case for maintaining current external funding and sourcing additional future funding. A secondary purpose was to learn what is, and what is not, working well with the resident member service, in order that improvements can be made where necessary. Such learning is indicated in orange text boxes throughout the report.

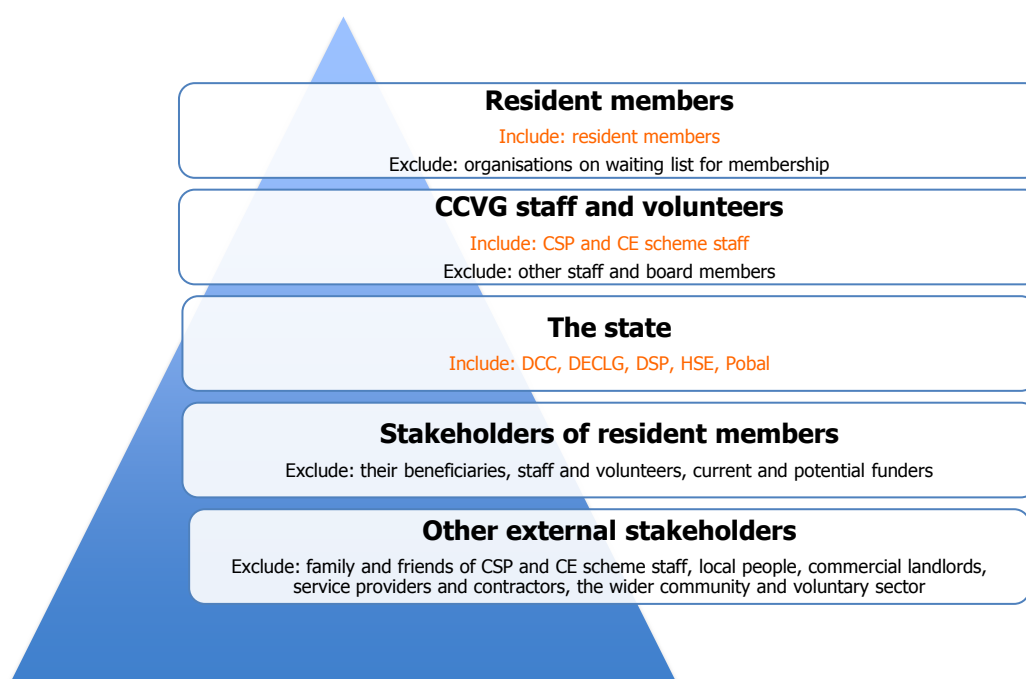
The period under review is January 2011 – December 2012, which represented a time of flux for the organisation, especially in terms of changes in its senior management team.

The scope remained unchanged during the course of the evaluation process.

#### 3.2 Stakeholder mapping

Any SROI analysis should be fully informed by stakeholders. The range of people CCVG potentially exerts some level of influence on is very broad. It was neither feasible nor desirable to engage with all of these individuals and organisations as part of the evaluation. Instead, it was important to ascertain who the key stakeholders were, that is; those who changed most directly and most significantly as a result of CCVG providing its resident member service. To this end, a stakeholder mapping exercise was undertaken. Full details are provided in Appendix 2. A summary is found below; as a broad rule, the further one moves away from the top of the triangle, the weaker the influence of CCVG's resident member service.

#### CCVG RESIDENT MEMBER SERVICE



The key stakeholders are therefore (see columns 1 and 2 of the Impact Map in Appendix 1):

- Resident members, as represented by those who govern/manage the organisations<sup>22</sup>
- CSP and CE scheme staff that support the resident member service<sup>23</sup>
- The state, as represented by the statutory funders of the resident member service.

### **3.3 Stakeholder engagement strategy**

As soon as it had been decided who the key stakeholders were, a strategy was drawn up for their involvement. A balance had to be struck between giving all stakeholders opportunities to have their voices heard, whilst ensuring they were neither harangued, nor forced to participate in the process. The availability of resources to undertake the evaluation also had to be taken into consideration. A three-round process was agreed with the CEO, as detailed below:

#### **3.3.1 First round consultation**

This stage would concentrate on the following aspects of the SROI analysis:

- Identifying additional stakeholders, if any
- Identifying inputs
- Valuing inputs
- Clarifying outputs
- Describing outcomes
- Developing outcome indicators
- Seeking information on deadweight, displacement and attribution.

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<sup>22</sup> Resident at any time during 2011 – 2012 (this will therefore include members who joined during that period and who left during that period); the full list can be found in Appendix 3

<sup>23</sup> Working at any time during 2011 – 2012 (this will therefore include members who joined during that period and who left during that period)

Stakeholder	Total	Methodology	Response
Resident members	52	Using a randomised list, groups contacted in order to organise one-to-one interviews (face-to-face or telephone/Skype at interviewees' choice), continuing until saturation point reached. Use of interview template to guide interviews <sup>24</sup> ; detailed written notes maintained for analysis.	Face-to-face interviews: 8 Telephone/Skype interviews: 7 <i>Rate = 29%</i> <sup>25</sup>
CSP and CE scheme staff and supervisors	59 <sup>26</sup> and 4 supervisors	One focus group for a systematic sample of scheme staff, supplemented by one focus group for all supervisors. Use of guides <sup>27 28</sup> to inform focus group discussions; detailed written notes maintained for analysis.	Scheme staff focus group: 8 Supervisor focus group: 3 <i>Rates = 14% and 75%</i>
The state	5 <sup>29</sup>	One-to-one interviews with statutory funders (face-to-face or telephone at interviewee's choice). Use of interview template to guide interviews <sup>30</sup> ; detailed written notes maintained for analysis.	Telephone interviews: 4 <i>Rate = 80%</i>

### 3.3.2 Second round consultation

This stage would concentrate on the following aspects of the SROI analysis:

- Verifying theories of change
- Further developing outcome indicators
- Collecting outcomes data
- Establishing how long outcomes last
- Putting a value on the outcomes.

<sup>24</sup> See Appendix 4

<sup>25</sup> See Appendix 5 for further details

<sup>26</sup> 13 CSP and 46 CE – this latter figure excludes 11 CE scheme staff members who worked for organisations outside CCVG and were therefore not contributing to the resident member service (although they were used for comparative purposes elsewhere – see section 5.3.1).

<sup>27</sup> See Appendix 6

<sup>28</sup> See Appendix 7

<sup>29</sup> CCVG does not have a contact person at DCC for this purpose; a situation which it is currently attempting to rectify. Assumptions have been made that as a public body providing CCVG with a building, its response would be similar to that of the HSE.

<sup>30</sup> See Appendix 8

Stakeholder	Numbers	Methodology	Response
Resident members	52	Online questionnaire <sup>31</sup> incentivised by a prize draw for training and consultancy support, and issuing of two reminders	18 questionnaires <sup>32</sup> <i>Rate = 35%</i> <sup>33</sup>
CSP and CE scheme staff <sup>34</sup>	59	Hard copy questionnaire <sup>35</sup> incentivised by a prize draw for a supermarket voucher, and encouragement by supervisors	31 questionnaires <i>Rate = 53%</i> <sup>36</sup>
The state	5	Follow-up email to statutory funders with key questions <sup>37</sup> , including issuing of one reminder and supplemented by telephone call if necessary	3 responses <i>Rate = 60%</i>

### 3.3.3 Third round consultation

This stage would concentrate on the following aspects of the SROI analysis:

- Reporting to stakeholders.

Stakeholder <sup>38</sup>	Methodology	Response <sup>39</sup>
Resident members	Opportunity for all those who participated in the process in any way to review the final draft report. Email sent (or letter for those without email addresses) with a deadline for comment. Errors corrected and reasonable comments incorporated.	1 out of 28 <i>Rate = 4%</i>
CCVG board and staff (scheme and core staff)		7 out of 51 <i>Rate = 18%</i>
The state		3 out of 4 <i>Rate = 75%</i>

<sup>31</sup> Using SurveyMonkey tool <http://www.surveymonkey.com> - see Appendix 9

<sup>32</sup> Of which 15 were completed in full and three were partially completed

<sup>33</sup> This sample was deemed sufficiently high in order to extrapolate results to the entire population.

<sup>34</sup> It was decided to exclude the supervisors at this stage. Whilst they are an integral part of the employment schemes and had previously provided invaluable contextual information, the benefits that accrue from their employment could be gained elsewhere (see Appendix 2).

<sup>35</sup> See Appendix 10

<sup>36</sup> This sample was deemed sufficiently high in order to extrapolate results to the entire population.

<sup>37</sup> See Appendix 11

<sup>38</sup> The numbers in this column are not 'doubled-up'; for example, those resident members who also sit on the CCVG board of directors are only counted as resident members.

<sup>39</sup> Those who did make contact in the main provided minimal feedback.

### **3.4 SROI principles considered at this stage**

- Principle 1: Involve stakeholders
- Principle 2: Understand what changes
- Principle 4: Only include what is material
- Principle 6: Be transparent

#### **A note on materiality**

At this stage, it was concluded that the following stakeholders initially identified were no longer relevant to the analysis (see chapter text and Appendix 2 for full details):

Organisations on the waiting list for CCVG residential membership  
CSP and CE scheme supervisors  
Other CCVG staff  
CCVG board of directors  
Beneficiaries of the resident members  
Staff and volunteers of the resident members  
Funders of the resident members  
Friends and family members of the CSP and CE staff  
People living in the locality of CCVG but not using the centre  
Commercial landlords, service providers and contractors  
The wider community and voluntary sector



## 4. Mapping outcomes

### 4.1 An introduction to mapping outcomes

This section describes the inputs and outputs of the CCVG resident member service. It also describes the theory of change for each of the three key stakeholders (see columns 3 – 6 of the Impact Map in Appendix 1). Each stakeholder is considered in turn.

### 4.2 Resident members

#### 4.2.1 Inputs

CCVG provided the following data on inputs for the years 2011 and 2012:

Residents	Investment	Amount
All	Fees for accommodation	€461,013
All	Fees for services	€286,579
		<b>SUBTOTAL: €747,592</b>
Some	Services provided by CCVG but not charged for <sup>40</sup>	(€8,700)
		<b>TOTAL: €738,892</b>

Views on CCVG costs varied. Some residents considered them to be very reasonable in comparison with commercial rates, whilst others felt that they were somewhat more expensive than commercial equivalents but that, on balance, the benefits of being based at CCVG outweighed that disadvantage.

CCVG residents may also contribute their time by attending events (both CCVG's own events and those organised by other CCVG members) and taking part in initiatives such as this evaluation. Four of those interviewed during the first consultation round had also contributed to the CCVG governance function by acting as voluntary directors on the board. However, they found it impossible to separate out the value to CCVG and that to themselves and/or to their organisations of such involvement. It was not considered material and has therefore not been valued.

Some organisations explained that getting involved with CCVG was not always possible due to restrictions on their time availability and due to the potential conflict with their own organisational priorities, especially in terms of fundraising. However, another resident felt that CCVG did not place enough emphasis on the need for a quid pro quo and that more prominence could be given to the mutual benefits of CCVG and its resident members.

#### 4.2.2 Outputs

Not all residents avail of all the services that CCVG offers. One reason appears to be that some are not completely aware of the full range of available services. One interviewee commented that CCVG could do far more to "sell its wares". However, residents all used office space, reception, common areas, the cleaning and maintenance service, and training and consultancy. Images of these are provided overleaf, together with a table showing the number of groups using the various services during the period under evaluation <sup>41</sup>.

<sup>40</sup> CCVG calculated that residents benefited from this level of free training and consultancy during 2011 - 2012.

<sup>41</sup> Accessing this data proved challenging due to the way records were kept.

Service	Numbers using service
Office space	52
Reception	52
Common areas	52
Cleaning and maintenance service <sup>42</sup>	52
Training and consultancy service <sup>43</sup>	52
Photocopiers	39
ICT support	38
Room hire	34
Postal service	32
Catering service (for groups)	29
Storage	24
Catering service (for individuals) <sup>44</sup>	17
Payroll and accountancy service	14
CE worker	12
Administrative support	3



<sup>42</sup> Including clear-outs, cleans, furniture assembly, refurbishment, etc

<sup>43</sup> Ad hoc advice, free seminars, training courses, consultancy, mentoring, coaching, KnowledgeNET, etc

<sup>44</sup> Less than one-third = conservative estimate



Views on the location of CCVG varied considerably, with some residents being very satisfied and others less so. Some felt CCVG's public transport links were excellent, but others did not. There were also concerns that the location was neither sufficiently central, nor well-known, nor safe. The surrounding roads, which feature many one-way systems, were mentioned as being potentially off-putting for visitors. The lack of (affordable) parking in the area was also referred to on a number of occasions. Realistically, however, such external issues are difficult for CCVG to address.

The physical fabric of the buildings was generally considered to be good, especially in light of their advanced age. There have been a number of high quality office upgrades. CCVG also reorganised space in the buildings in recent times. This created efficiencies, but was done without adequate consultation of resident members and caused upset.

Although there is a good range of meeting rooms, there can be pressure on room bookings, particularly on Saturdays. Furthermore, the largest room available is not big enough for certain events, which residents must therefore hold elsewhere.

Several residents pointed out that their operating hours were constrained by CCVG. The restricted opening hours of Coleraine House can be particularly problematic. Accommodation fees in the two houses are the same. Coleraine House residents who need to hold evening or Saturday meetings do so in Carmichael House, but are required to pay additional room hire fees there. The management of CCVG usually accommodates those residents who ask for Coleraine House to be opened for longer hours on an occasional basis, but does not widely advertise the availability of this service due to staffing issues. This situation has been described as "*unfair*".

There is a definite potential to improve and broaden the menu of services that CCVG provides to its resident members. Whilst the high standard of the training offered by CCVG was commended, some concerns were expressed about service reliability in other areas, such as catering and cleaning. The need for absolute professionalism at reception was stressed in particular<sup>45</sup>. The importance of ongoing training of CSP and CE scheme staff was mentioned on numerous occasions.

There is undoubtedly tension between residents' demands for professional services – and CCVG's attempts to meet those demands<sup>46</sup> – and the reality of community-based employment support schemes, which comprise shift work, offer low pay and engage people with additional support needs such as low literacy or poor English, etc.

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<sup>45</sup> This includes answering the main telephone line.

<sup>46</sup> Which was referred to as CCVG's "*increasingly corporate ethos*"

## **Learning**

Make the space work harder (open Coleraine House up more; maximise room bookings; facilitate more shared desks; possibly offer free meeting space in return for desk sharing)

Upgrade the service offering (ensure greater consistency in service provision; modernise toilets; network all residents to printers that are presently only used for photocopying; upgrade the photocopier in Coleraine House; improve the postal service; provide a full payroll service; provide a full accountancy service; widen the scope of the ICT support service and ensure it keeps fully abreast of new developments in ICT)

Broaden the service offering (stationery supplies; bulk mailings; graphic design; website design; printing; couriers; local storage depot; office design/fit-out service; assistance with gaining philanthropic and business support)

Advertise all CCVG services on a wide basis to residents (old, new and potential)

Reflect on whether management of CCVG service data is as streamlined as it could be

### **4.2.3 Theory of change**

On the basis of the first round consultation, a chain of events was drafted for resident members. During the second consultation round, they were asked if they agreed with this theory of change. The theory of change was amended subsequently and the final version is shown in the graphic overleaf.

**“It is so important that small charities have somewhere to go.  
Carmichael’s service is unique and should be protected.”**

Moving away from the domestic arena is usually accompanied by a great sense of relief ...

The unique nature of the CCVG environment brings a sense of security, resulting in four related but distinct short-term outcomes:

**Informal networking outcome:**

As a result, there is considerably more informal networking than there would be elsewhere...

**Formal collaborations outcome:**

As a result, formal collaborations happen that would otherwise have been far less likely to take place ...

**Financial resources outcome:**

As a result, significant savings are made, direct (money) and indirect (time), and new grants are accessed ...

**Human resources outcome:**

As a result, significantly more human resources are accessed, both paid staff and volunteers ...

**In combination, and in the longer-term, these outcomes may lead to:**

Beneficiaries who are better served by stronger organisations

Although not all organisations that become resident at CCVG were previously run from a private home, this is true for the majority. It should be pointed out that for many organisations, this event happened a long time ago, however. The clear sense of security that arises from entering CCVG appears to operate on six different levels:

- Reducing isolation and gaining the feeling that one is part of a community of like-minded individuals with shared values
- Earning the legitimacy and respectability of being part of the CCVG 'brand', which is generally perceived positively
- Having an official headquarters that is more neutral than the private home, that entails having a proper business address, where all files can be kept in one place, where there is a single phone number, and so on
- Feeling supported by friendly and helpful staff without whom CCVG would not function (residents value being able to "pop in and out", being sure that deliveries will be accepted and looked after at any time of day even if they are not there, having certainty guests will receive a warm welcome, and so on)
- Simply knowing that there is a wide range of CCVG services available, even if they are not all availed of at present (this appears to be a particularly important factor)
- A sense that their own capacity to run their organisations is gradually being enhanced.

The resultant outcomes involve greater working together with other organisations and improved resourcing, both in terms of financial and human resources. Resident members expressed a very strong sentiment that the CCVG experience was unique and, as such, that they would not have gained the same benefits as readily elsewhere, if at all.

It is suggested that in due course, the beneficiaries of these organisations – whether they are children, adults or even animals – will be better off, because the organisations should now be in a better position to serve their needs. It could even be asserted that the ultimate outcome would be an improved society generally. However, there are very real problems proving and quantifying these claims. In reality, the vast majority of the benefits from being resident at CCVG accrue to those running the organisations, not their beneficiaries or their other stakeholders, as discussed in section 3.2 and Appendix 2. The resident members' beneficiaries are not considered material for the purposes of this evaluation, therefore.

Clearly, not all organisations can be assumed to have identical experiences resulting from their residency. For example, they may be located in different buildings and may use different services. They may maximise the opportunities that are available to them or they may choose to partake to a lesser extent in the communal way in which the centre is run. As such, some organisations will accrue more benefits than others. However, despite probing (see Appendix 5), no evidence was found of distinct subgroups that experienced change differently; rather it appears to be a question of the size/extent of the change varying between different residents.

## **4.3 CSP and CE scheme staff**

### **4.3.1 Inputs**

CSP and CE scheme staff contribute their time and their energy to the CCVG resident member service. There are, at any one time, in the region of 24 part-time scheme staff members working 19.5 hours per week, plus one CSP scheme staff member working 30 hours per week, and a further five CSP scheme staff working full-time (39 hours per week). This equates to 654 hours per week, totalling 68,016 hours over the 104 weeks under evaluation. These are not valued as inputs, as they are being paid out of statutory funds for this contribution (see section 4.4.1).



### 4.3.2 Outputs

The CSP and CE schemes comprise work experience, as well as formal and informal training. Work experience opportunities include housekeeping, security, catering, reception, maintenance, administration, etc. Ongoing training opportunities are provided, both internal and external<sup>47 48</sup>. During the period under evaluation, CSP and CE scheme staff took a total of 128 courses<sup>49</sup>. With 59 scheme staff members, this equated to a mean of just over two courses per person. The range was wide, however, with six doing no courses at all and one doing as many as eight. They partook in 35 different courses<sup>50</sup> and these varied considerably in scope and in length. Many of the CSP and CE scheme staff are educationally disadvantaged. Some therefore benefited from very basic courses such as literacy classes. Others progressed significantly and completed more advanced accredited courses.

CSP and CE scheme staff expressed very high levels of satisfaction with their work at CCVG. They explained that it gave them a reason to get up in the morning and kept them active. One questionnaire respondent described it as *"therapeutic"*. Friendly social interaction with co-workers, supervisors, residents and visitors was clearly important to them and specific individuals were named as having played a very supportive role. Analogies were drawn with *"home"* and *"family"* and the food from the kitchen was commended. A number of focus group participants expressed the view that unlike acquaintances on other employment schemes, or indeed in other employment, they never minded coming into work and very much enjoyed being at CCVG.

*"It's a lovely place to work with everyone treating each other with respect and everyone is equal in each other's eyes – I love it here."*

*"I would just like to say, the people in this centre are the nicest people I have ever worked with. They make everybody so welcome and really appreciate your efforts you put in."*



<sup>47</sup> Previous investment into training for CE workers was significant, but due to economic constraints, the DSP has reduced the annual training budget to €250 per position (not per participant). Furthermore, approval for training is now only granted in limited circumstances for courses accredited under the National Framework of Qualifications <http://www.nfq.ie>, which are often costly. CCVG has from time to time paid for scheme staff to do further non-accredited training. Supervisors also try to ensure scheme staff members gain experience, for example, by occasional or part-time working with some of the resident members.

<sup>48</sup> Accessing this training information proved challenging, as data collection systems at CCVG are very much governed by the reporting needs of statutory funders and not necessarily to the internal needs of CCVG nor to those of the consultant undertaking the evaluation.

<sup>49</sup> Of these, only one course was not completed in full.

<sup>50</sup> See appendix 12 for full details.

Questionnaire respondents were asked what they liked least about working at CCVG and many were at pains to point out that they could find no fault with it. Only one said that she had not been happy at CCVG, but gave no further explanation. One indicated a preference for working full-time instead of part-time and another felt that the CE scheme was not long enough. A number of them commented that they sometimes did not have enough work to do. Some found the work repetitive on occasion and wondered if there could be opportunities to rotate the different work experience roles within CCVG. There were also some criticisms about the lack of professionalism of fellow workers. It was stated that there used to be a significant divide between core staff and scheme staff (for example, a lack of consultation about new plans) but that this had fortunately lessened in recent times. Notwithstanding, more regular staff meetings were called for, at which CSP and CE scheme staff could make suggestions and discuss other matters of relevance.

### **Learning**

Streamline data gathering systems for all parts of CCVG's human resource function so that data analysis and reporting becomes easier

Ensure optimum use is made of scheme staff's time and willingness to work

Make sure there is ongoing two-way communication between CSP/CE scheme staff and core staff

### **4.3.3 Theory of change**

On the basis of the first round consultation, a chain of events was drafted up for the scheme staff. Although they were not specifically asked to comment on this during the second consultation round (for fear of the associated jargon being off-putting and thereby reducing the response rate), the outcomes questions directly mirrored the theory of change. It was assumed that the answers to the questions would indicate whether the theory of change proposed was indeed correct. The theory of change was amended subsequently and the final version is shown in the graphic overleaf.

It should be noted that every scheme staff member is unique, with each bringing her or his individual strengths and weaknesses into the training and working environment provided by CCVG. Whilst all benefit from being at CCVG, there is no doubt that some benefit more than others, as shown by the extent to which they 'complete' the journey mapped out in the theory of change. However, there was no evidence of distinct subgroups of scheme staff that experienced change in a different way to that shown above.

Before getting a place on the scheme, individuals are likely to have been experiencing the consequences of long-term unemployment, including boredom and low levels of confidence ...

They commence the scheme in CCVG, where they are offered work experience and training opportunities and are treated with dignity and respect in a supportive environment in which they are constantly meeting all types of people ...

This results in three outcomes, one short-term and two longer-term (which are discrete but interrelated):

**Income outcome:**

As a result, their income improves (both directly and indirectly)

**Employment outcome:**

As a result, they learn new skills ...

As a result, they may increase their employability (and/or they may choose to develop this further through education/training) ...

As a result, they may progress into employment

**Life satisfaction outcome:**

As a result, they gain confidence (for both work and non-work situations)

As a result, they strengthen their social networks (making new friends whom they may meet at work and outside of work, and an enhanced status amongst family and older friends)

As a result, their satisfaction with their quality of life improves

## 4.4 The state

### 4.4.1 Inputs

Statutory funder	Investment	Amount
Pobal	CSP scheme staff employment costs	€435,933 <sup>51</sup>
DSP	CE scheme staff employment, training and materials costs	€533,494 <sup>52</sup>
DECLG	Core funding (Scheme to Support National Organisations)	€42,000 <sup>53</sup>
HSE	Core funding, capital grant and Carmichael House	€123,128
DCC	Coleraine House	€0
		<b>SUBTOTAL: €1,262,130</b>
CCVG	Improvements and maintenance of Carmichael House and Coleraine House	(€37,824)
		<b>TOTAL: €1,096,731</b>

There is a historical rationale for most of the investments made by the state into CCVG. Direct and indirect funding from all sources has decreased over recent years.

Clearly the buildings that CCVG uses have a value. However, they are on long-term licence and despite prompting by the consultant, the statutory funders do not appear to place financial value on them, other than the knowledge that they are now being used for positive community purposes. Both Carmichael House and Coleraine House are old buildings with high maintenance costs. With the exception of a capital grant of €27,128 by the HSE during the period under evaluation, CCVG had to finance other facilities improvements, maintenance contracts and maintenance materials itself <sup>54</sup>. Over the two-year period this amounted to a further €37,824, arguably bringing the total input down to €1,096,731.

<sup>51</sup> The total of €435,933 comprises net wages: participants €386,026 + supervisor €49,907 (this figure is €8,727 lower than the maximum allowable Pobal grant due to a long-term sickness issue)

<sup>52</sup> The total of €661,069 comprises net wages: participants €567,593 + supervisors €78,653 + materials €6,974 + training €7,849 (2011 training figure of €8,382 included some from 2010; figure has therefore been halved). However, this total is for the full CE scheme that covered 57 staff. The resident member service only accounted for 46 of these places, as 11 CE scheme staff worked outside the centre. The given figure is proportionate therefore.

<sup>53</sup> €70,000 annual grant split equally between two core staff members, one of whom spends 10% of his time on servicing resident members (= €3,500) and the other of whom spends 50% of her time on same (= €17,500); the given figure accounts for the full two years under evaluation

<sup>54</sup> This investment in the physical infrastructure arguably has a positive economic impact on commercial suppliers and contractors. However, as these have not been identified as key stakeholders, this has not been valued.

#### 4.4.2 Outputs

Outputs vary across the statutory funders, who all perceive CCVG somewhat differently, depending on their own priorities. They made ongoing reference during the consultations to the uniqueness of CCVG’s resident member service, including its economies of scale, its value-for-money offering and its networking benefits. It was also pointed out that the stringent requirements of the various funding schemes were being met by CCVG in a professional manner.

Statutory funder	Output	Rationale
Pobal	A busy social enterprise facility <sup>55</sup>	<i>"The CSP is designed to address locally identified gaps in the provision of services to communities and to exploit the potential of community assets and resources already in place in support of the delivery of services to improve community well-being. The Programme can play an important role in addressing disadvantage and provides long-term employment opportunities for certain service providers of people who have been previously unemployed."</i> <sup>56</sup>
DSP	A CE sponsor	<i>"CE is an employment programme which helps long-term unemployed people to re-enter the active workforce by breaking their experience of unemployment through a return to work routine. The programme assists them to enhance and develop both their technical and personal skills which can then be used in the workplace."</i> <sup>57</sup>
DECLG <sup>58</sup>	A service provider to groups dealing with disadvantage	<i>"This scheme provides multi-annual funding to such national organisations towards core costs associated with the provision of services. Priority will be given under this scheme to supporting national organisations which provide coalface services to disadvantaged target groups."</i> <sup>59</sup>
HSE	Less well-defined <sup>60</sup>	Generally supportive of non-commercial shared services
DCC	Undefined	Generally supportive of non-commercial shared services?

<sup>55</sup> Funded under Strand 1 of the Programme: *"The purpose of the community hall and facility strand is to enable the day-to-day operation of community infrastructure and to make them available for community use ... Larger grants for community facilities, including support for employing a manager, have been awarded only where a demonstrable case has been made that the facility serves a high density of population and disadvantage, with a commensurable level and range of activities."*

<sup>56</sup> <https://www.pobal.ie/FundingProgrammes/CommunityServices/Pages/CSP%20Home.aspx>

<sup>57</sup> <http://www.fas.ie/en/Communities/Community+Employment/default.htm>

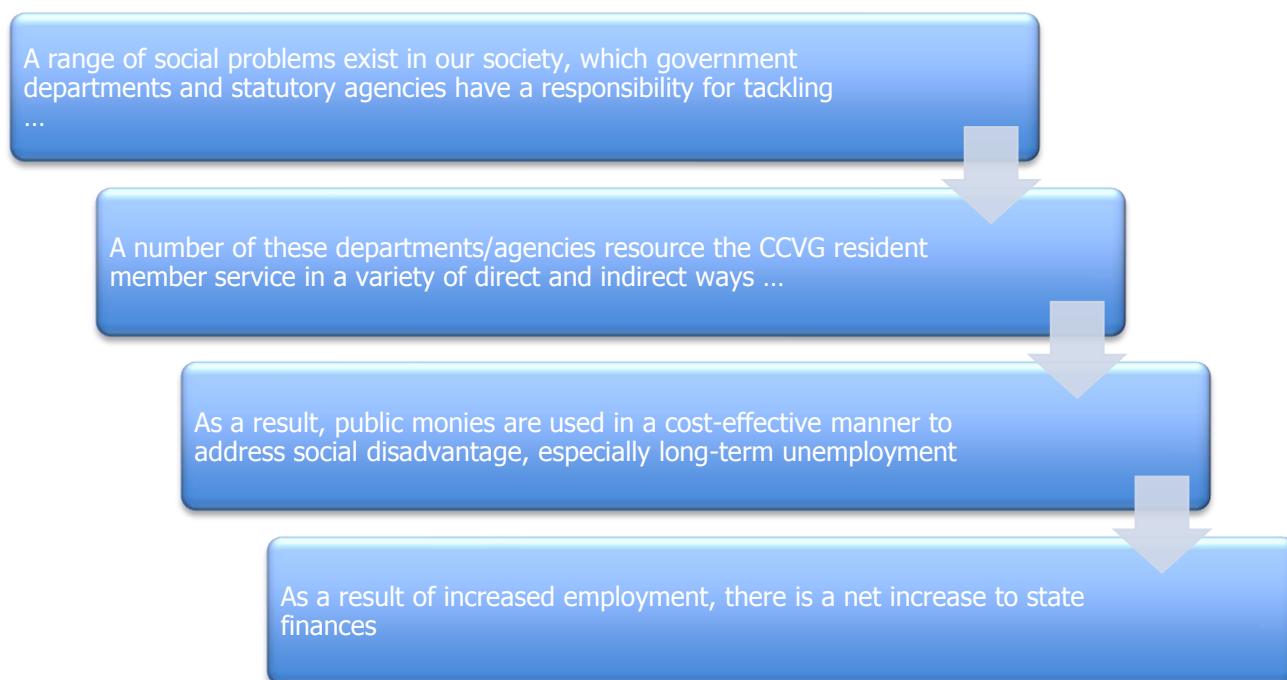
<sup>58</sup> When comparing the overheads of DECLG-funded organisations based inside and outside of CCVG, it is evident to the DECLG that they are lower for the former. Being resident in CCVG is not a factor in decision-making per se. However, out of the 62 organisations (excluding CCVG) that are funded under the scheme, 12 (19%) were based in CCVG during 2011-2012. Grantwise, this means CCVG resident groups (excluding CCVG) received 15% of the total national grant.

<sup>59</sup> <http://www.environ.ie/en/Community/CommunityVoluntarySupports/SchemetoSupportNationalOrganisations>

<sup>60</sup> Up to two-thirds of resident members already receive some sort of support from the HSE.

### 4.4.3 Theory of change

On the basis of the first round consultation, a chain of events was drafted for the state. During the second consultation round, the funders were asked if they agreed with the theory of change, which they largely did. The final amended version is shown here.



By its broad and impersonal nature, 'the state' is arguably a more challenging stakeholder than an individual or even a small charity. Notwithstanding this difficulty, there are definite benefits that accrue to the state that are distinct from those accruing to the other stakeholders. Without doubt, social disadvantage is being addressed by CCVG through the provision of its resident membership service, which is clearly positive in its own right, by which also results in tangible savings to the state coffers, both from reduced social protection payments and increased tax intake. It was not considered fruitful in this instance to create subgroups when discussing the change experienced by the state.

### 4.5 SROI principles considered at this stage

- Principle 1: Involve stakeholders
- Principle 2: Understand what changes
- Principle 4: Only include what is material
- Principle 5: Do not over-claim
- Principle 6: Be transparent

#### **A note on materiality**

At this stage, it was concluded that the following were not/no longer relevant to the analysis (see chapter text for full details):

The contribution of resident members to the governance function of CCVG  
The very broad notion of an 'improved society' resulting from the intervention  
The positive economic impact on contractors/suppliers from CCVG infrastructure work



## 5. Evidencing and valuing outcomes

### 5.1 An introduction to evidencing and valuing outcomes

This section focuses in some detail on the various outcomes that arise out of the provision of CCVG’s resident member service, including choosing outcome indicators, collecting outcomes data, establishing how long outcomes last and putting a value on these outcomes. This is supplemented by quotes, case studies (in blue text boxes) and other examples. The information is summarised in columns 7 – 13 of the Impact Map in Appendix 1. Each stakeholder is considered in turn.

### 5.2 Resident members

#### 5.2.1 Evidencing outcomes

Four <sup>61</sup> outcomes were identified for resident members, each with discrete social value. It is argued that the links in the theory of change for resident members are not as strong or causal as in the other two theories and must therefore be valued additionally. For example, whilst it is probably more common for informal networking to precede formal networking, it is possible to envisage a situation in which a new organisation finds itself partaking in a formal collaboration early on in its residency at CCVG, which is a positive experience and which encourages it to continue informal networking afterwards.

Outcomes	Proposed indicators <sup>62</sup>	Source
Increased informal networking	<ul style="list-style-type: none"> <li>• Number of informal networking interactions</li> </ul>	Questionnaire
Increased formal collaboration	<ul style="list-style-type: none"> <li>• Number of formal collaborations</li> </ul>	
Increased financial resources	<ul style="list-style-type: none"> <li>• Number of residents making savings</li> <li>• Level of new grants accessed</li> </ul>	
Increased human resources	<ul style="list-style-type: none"> <li>• Number of new paid staff</li> <li>• Number of new volunteers</li> </ul>	

<sup>61</sup> Initially, a further fifth outcome was identified, namely an increase in the capacity of those governing and managing the organisation, as indicated by a perceived increase in organisational strength. Questionnaire respondents were asked to rate their organisation’s ability to “meet its mission” before being based at CCVG and now/afterwards on a 10-point scale. Of those 13 who fully answered these questions, none reported a decrease and two reported no change. The remaining 11 reported increases ranging from two to six points (or 20-60%) with an average of 40%. The total figure of 44 residents reporting positive change was calculated using proportional averages (mean). However, it was subsequently decided that increased capacity was in fact a precursor to the other outcomes and it was therefore no longer considered material.

<sup>62</sup> One further indicator was considered during the course of the evaluation, namely a change in space requirements. Of the 15 people who answered a question about this on the questionnaire, most reported no change, two reported a decrease in the need for space and four reported an increase. A total figure of seven organisations needing more space was then calculated using proportional averages (mean). Although a good indicator of organisational growth, it is not an outcome in itself and this physical expansion does come at a cost to the organisations affected. The associated accommodation costs have already been captured under inputs (see section 4.2.1), are not double-counted here and hence do not feature on the Impact Map (Appendix 1).

There are very many natural opportunities for contact at CCVG, through the sharing of offices and through meeting people in communal areas, as well as more organised contact via regular meetings, social gatherings, training courses and other events. Together, these lead to ongoing informal networking. The sharing of valuable knowledge (reliable suppliers, available grants, 'how to' tips, etc) is regarded as the primary benefit of being in CCVG. This is supplemented by peer support in the form of camaraderie, the ability to bounce ideas off one another, and buoying up at times of stress. Furthermore, this type of networking helps to raise awareness of one's organisation amongst other charities. This is supplemented by CCVG mailings on matters of interest<sup>63</sup>. These all help to make residents feel more embedded in Ireland's community and voluntary sector.

**"It's like a little family ... we're all in the same boat."**

However, residents pointed out that some organisations keep themselves very much to themselves and that there is far greater scope for informal networking between organisations (this appears to hold particularly true in Coleraine House). There were also suggestions that there could be much more informal networking between residents and CCVG management.

As dialogue between organisations increases, so may collaborative working, such as the development of new joint initiatives. This appears to be somewhat less common, however. A good recent example is the Spectrum Alliance formed in 2011 between Aspire<sup>64</sup>, the HADD Family Support Group<sup>65</sup> and the Dyspraxia Association of Ireland<sup>66</sup> as a direct result of being together in CCVG and the fact there is considerable overlap between the conditions that these organisations address<sup>67</sup>. A collaboration has also been effected between the HADD Family Support Group, the Dyspraxia Association of Ireland and Parentline<sup>68</sup>; the latter of which supports parents of children affected by these conditions. Other examples include inter-organisation space sharing and joint fundraising and awareness-raising efforts. Umbrella groups and/or infrastructure organisations – such as Care Alliance Ireland<sup>69</sup> and the Neurological Alliance of Ireland<sup>70</sup> – appear to play a useful role in this regard, with a number of residents pointing out how convenient it was to have them nearby.

In terms of the financial resourcing outcome, saving time and money can happen in different ways:

- Accessing free and affordable services, such as training and room hire
- Accessing equipment that they would not be able to afford to purchase themselves, such as franking machines and photocopiers
- Accessing cheaper goods and services following advice either from CCVG itself or from other residents, such as software and insurance
- Accessing discounts from external suppliers for being a member of CCVG, such as for printing
- Freeing up time by not needing to deal with utility bills, by paying for rent and services using direct debit, by not having to go to the post office, having Volunteer Ireland on-site to handle Garda vetting requests<sup>71 72</sup>, etc.

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<sup>63</sup> For example, the Governance Code or the Charities Act

<sup>64</sup> The Asperger Syndrome Association of Ireland <http://www.aspireireland.ie>

<sup>65</sup> For people affected by Attention Deficit Hyperactivity Disorder <http://www.hadd.ie>

<sup>66</sup> <http://www.dyspraxia.ie>

<sup>67</sup> Together with the Dyslexia Association of Ireland <http://www.dyslexia.ie>, which is not based at CCVG

<sup>68</sup> <http://www.parentline.ie>

<sup>69</sup> <http://www.carealliance.ie>

<sup>70</sup> <http://www.nai.ie>

<sup>71</sup> <http://www.volunteer.ie/who-we-help/organisations/garda-vetting>

<sup>72</sup> Volunteer Ireland left CCVG in January 2014.

“Being here allows you to be a bit more focused on the services that you provide to your members. Everything is at your fingertips and your time is not taken up by the admin stuff.”

For some residents this benefit is developed even further by the ability to access external funds as a direct result of being housed in CCVG. Indeed, some organisations only received funding after they moved into CCVG. Statutory and corporate funders were said to approve of the shared services model that CCVG offers. The fact that CCVG is “*not too flash*” appears to be looked on favourably.

CCVG’s appealing working environment is also considered to be good for attracting and retaining paid staff and volunteers.

It is evident that CCVG has acted as an incubator for organisations, albeit in many cases a very slow incubator. For example, residents may capitalise on their new contacts and resources and may put into action newly found skills and thereby grow and/or become increasingly professional in their governance, management and operations. In this way, they may become better able to respond to their members’ or service users’ needs. Sometimes they may develop to such an extent that they outgrow CCVG and leave.

“ ...definitely benefited from our connection with CCVG, from the affordable desk share solution to the building up of our own knowledge base. It’s been a daunting journey, but one that is leading away from a precarious existence to a more secure future.”

However, the picture painted above is somewhat simplistic. Firstly, it should be noted that some organisations grow and remain within CCVG. A good recent example is the Coeliac Society of Ireland <sup>73</sup>, which underwent significant expansion, yet stayed at CCVG. Secondly, it must be stressed that not all organisations follow the same trajectory, with some remaining stagnant, some decreasing in size, or some even folding. It was asserted more than once during interviews that there is a risk that CCVG “*props up*” organisations that might otherwise not survive, with an unintended negative outcome that potentially more successful organisations are not given a chance to avail of CCVG’s services and thrive. This raises very real questions about the type and size of organisations CCVG should be catering for in order to generate maximum social value. However, without doing an in-depth analysis of each resident member, it is difficult to ascertain how true this is, and it has therefore not been valued at this time.

“Being ill (as all of our directors and virtually all of our volunteers are) and trying to advocate for ill people is gruelling in itself; the legal burdens on small charities are very onerous. We do our best but we cannot always make the most of the opportunities, we move forward slowly. What gives us hope is that we are moving in the right direction!” <sup>74</sup>

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<sup>73</sup> <http://www.coeliac.ie>

<sup>74</sup> Appendix 3 shows that many of the residents are voluntary support groups run by and for people with certain medical conditions, which creates unique organisational challenges.

During the period under evaluation, five organisations left CCVG, for a variety of reasons. It may be purely coincidental, but all had shared space in CCVG instead of their own offices. At least two appear to have reverted to a home office situation due to funding difficulties and one is now being housed by another organisation<sup>75</sup>. The other two organisations are anomalies, which point to the need to for nuance in discussions about organisational strength. These are discussed below.

International Service Ireland was an overseas development organisation, which met and then worked closely with another CCVG resident (the Center for Independent Living<sup>76</sup>). Their collaboration led to the organisation developing a niche role in the area of disability. This was coupled with an increasingly skilled governance function which came partly from CCVG training and support. These enabled what was ultimately deemed the correct decision to wind down the Irish operation of International Service, when a far less effective board might have held out for much longer. The parent organisation continues to operate<sup>77</sup>.

Carmichael Centre Ethiopia, which sought to replicate the CCVG model in Africa, would not have existed without the initial backing of CCVG. However, a change in organisational strategy meant that Carmichael Centre Ethiopia was no longer seen as an appropriate fit. This undoubtedly set the organisation back in the short- to medium-term because it had to register a new name (Global NGO Centres<sup>78</sup>), find new premises, seek additional grant aid, etc. However, this ultimately led to the organisation being a stronger and independent entity.

**“We learnt to crawl in Carmichael Centre,  
now that we have left we can walk.”**

### **Learning**

Find more ways of communicating effectively with and amongst all residents (emails, newsletters, social media, etc)

Ensure CCVG management has more *"chats over a cuppa"* with residents

Encourage residents to implement an open door policy

Track residents more closely, including any upward or downward changes in their development

Undertake exit interviews with any residents that leave

### **5.2.2 Valuing outcomes**

Full information on quantity and duration of change, as well as financial proxies and initial values can be found in Appendix 13. Choosing meaningful proxies and values for some of the outcomes was found to be quite challenging.

<sup>75</sup> Information on these organisations is sketchy. CCVG should be much clearer about the exact nature of organisations and why they have made a decision to leave. This could be done through more ongoing contact and the use of exit interviews.

<sup>76</sup> <http://www.dublincil.org>

<sup>77</sup> <http://www.international-service.org.uk>

<sup>78</sup> <http://www.globalngo-centres.com>

The power of informal networks in professional settings is well established in the literature<sup>79</sup>, yet no examples were found that monetised the value of such informal communication. During the consultation, residents made repeated reference to the social nature of their ad hoc interactions ("chatting while you're having a cup of coffee", etc). The initial proxy used, therefore, was the cost of time spent per chat plus the cost of a coffee during each interaction. However, it was subsequently suggested that this could potentially be an undervaluation. An alternative way of achieving this outcome might be to attend, on a regular basis, networking and training events at which other community and voluntary organisations are present. The primary provider of such events for Ireland's community and voluntary sector (other than CCVG itself) is The Wheel. The average cost of attending such an event on a quarterly basis was therefore calculated (it is assumed that refreshments would be provided at such an event). The full cost of the time taken to attend such an event should not be added, as there would be other benefits accruing to the organisation from attendance. However, it would be reasonable to assume that an hour of time at each event would be given over to active networking, which might otherwise have been spent differently. This has therefore been included.

Similarly, whilst the literature points to the value of collaboration<sup>80</sup>, no suitable examples of monetisation were sourced. As collaborations are so varied in nature, it was difficult to find an appropriate proxy that covers these adequately. It has been assumed, therefore, that resident organisations find the collaborations that they engage in sufficiently worthwhile to devote time to them (which they might otherwise have spent in some other way). The alternative proxy of training/networking events was not repeated here in order to avoid double-counting.

The ability to access new financial resources may come out of having more time and money to seek such resources, but a reverse situation is also possible and it is important, therefore, to value both the savings made by organisations as well as any new funding accessed as a result of being resident at CCVG. Savings and new grants were relatively simple to value, as these are already in monetary format.

As there were no net changes in the number of paid staff, this outcome was not valued. There were, however, changes in the number of new volunteers that joined resident member organisations. There are serious limitations in measuring the value of volunteering through the use of paid salary equivalents<sup>81</sup>. In this instance, this metric has been used only to highlight the economic value to the organisation of accessing new human resources. It is important to recognise, however, that the full social value of having new volunteers in place is likely to be significantly higher.

**"I would highly recommend being a member of the Carmichael Centre without whom we would find it very difficult to continue."**

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<sup>79</sup> See for example, Lowell L. Bryann et al, *Harnessing the Power of Informal Employee Networks*, McKinsey Quarterly, 2007 [http://www.mckinsey.com/insights/organization/harnessing\\_the\\_power\\_of\\_informal\\_employee\\_networks](http://www.mckinsey.com/insights/organization/harnessing_the_power_of_informal_employee_networks) or Evangelos Ergen, *Turning the Informal Communication Network of an Organization into a Knowledge Tool through Communities of Practice*, Make Learn Conference, 2011 <http://www.issbs.si/press/ISBN/978-961-92486-3-8/papers/ML11-6.pdf>

<sup>80</sup> See for example, Steve Guengerich, *How to Measure the Value of Collaboration*, Wikinomics, 2007, <http://www.wikinomics.com/blog/index.php/2009/06/19/how-to-measure-the-value-of-collaboration> or Tim Bevins, *Measure the collaboration that it is already going on*, Wikinomics, 2010, <http://www.wikinomics.com/blog/index.php/2010/06/23/measure-the-collaboration-thats-already-going-on>

<sup>81</sup> See for example, Jayne Cravens, *The Value of Volunteers*, Coyote Communications, undated <http://www.coyotecomunications.com/volunteer/value.shtml>

## **CASE STUDY: Resident member**



The Hope Foundation works with street and slum children in Kolkata, India. Its head office is based in Cork, Ireland, but in 2012, the organisation decided to set up a satellite branch in Dublin. The organisation has its own office in Coleraine House, out of which work two full-time staff members. Being under the same roof as like-minded groups, being supported by very accommodating staff and having easy access to free and cheap resources has proven to have many organisational benefits. The Hope Foundation has already managed to build its profile throughout Dublin and the wider Leinster region. It intends to continue its work in facilitating Irish communities to become active global citizens – through fundraisers, networking with local schools, third level institutions and companies – in order that this may bring real change to Kolkata's street and slum children.

### **5.3 CSP and CE scheme staff**

#### **5.3.1 Evidencing outcomes**

The three outcomes for CSP and CE scheme staff relate to income, employment and life satisfaction. Whilst these are discrete, they are nonetheless linked.

In the short-term, all scheme staff earn more money than they would otherwise have done 'on the dole' and they also avail of training courses and related employment supports without charge, that they would otherwise not have been able to.

After this, there are two longer-term outcomes. It is posited that the scheme staff learn new skills, which may make them more work ready, which, in turn, may lead them into ordinary (that is, unsupported) paid employment. It is also suggested that being at CCVG raises confidence levels, which may result in strengthened social networks, which may then result in increased satisfaction with quality of life. However, it should be noted that not all achieve all of these stages on the journey to employment or life satisfaction, or may not (yet) have done so during the period under evaluation. In terms of the progress recorded, therefore, calculations are based only on the furthest stage reached by individuals, and are not counted more than once.



Outcomes	Sub-outcomes	Proposed indicators	Source
Increased income	Not applicable	<ul style="list-style-type: none"> <li>Numbers increasing their income</li> </ul>	Focus group CCVG data
Increased likelihood of paid employment	Increased skills	<ul style="list-style-type: none"> <li>Certificates gained <sup>82</sup></li> <li>Self-reported skill improvement <sup>83</sup></li> <li>Supplementary reporting by scheme supervisors <sup>84</sup></li> </ul>	CCVG data Questionnaires Supervisors focus group
	Enhanced employability	<ul style="list-style-type: none"> <li>Self-reported enhanced employability</li> <li>Number of people progressing into education/training <sup>85</sup></li> </ul>	CCVG data Questionnaires
	Employment	<ul style="list-style-type: none"> <li>Number of people progressing into paid jobs</li> </ul>	CCVG data Questionnaires
Increased life satisfaction	Increased confidence	<ul style="list-style-type: none"> <li>Self-reported increases in confidence <sup>86</sup></li> <li>Supplementary reporting by scheme supervisors <sup>87</sup></li> </ul>	Questionnaires Supervisors focus group
	Stronger social network	<ul style="list-style-type: none"> <li>Number of new friends <sup>88</sup></li> <li>Self-reported strengthened social networks <sup>89</sup></li> </ul>	Questionnaires
	Enhanced satisfaction with life	<ul style="list-style-type: none"> <li>Self-reported increase in life satisfaction</li> </ul>	Questionnaires

The wages from the CSP and CE schemes are very low and whilst this is clearly an outcome in its own right, an increased income does not appear to be a primary motivator for working at CCVG. Focus group participants mentioned wages only on prompting (and only then in terms of "earning a few extra bob"). Only one questionnaire respondent mentioned wages and felt that they were too low.

<sup>82</sup> Not measured further as (almost) all progressed further along the increased likelihood of paid employment chain.

<sup>83</sup> Not measured further as (almost) all progressed further along the increased likelihood of paid employment chain.

<sup>84</sup> Supervisors pointed out many examples of growing skill-sets amongst CSP and CE scheme staff, including both 'hard' and 'soft' skills. These help to contextualise the results, but no separate calculations were considered necessary.

<sup>85</sup> There is no guarantee that the additional training will translate into paid employment in the future, however. It has therefore been excluded from the valuation.

<sup>86</sup> Not measured further as all progressed further along the increased life satisfaction chain.

<sup>87</sup> Supervisors pointed out many examples of increased confidence amongst CSP and CE scheme staff. These help to contextualise the results, but no separate calculations were considered necessary.

<sup>88</sup> Not measured further as all progressed further along the increased life satisfaction chain.

<sup>89</sup> Not measured further as all progressed further along the increased life satisfaction chain.



All but two of those who returned questionnaires felt that they had become more employable as a result of working at CCVG. Of these, one had undertaken no training at all and the other had only done two short courses; this points clearly to the importance of the training function. No further analysis of skills development was therefore considered to be necessary.

“Learned how to use a computer. Learned how to get on with people.”

“One thing I did was contact the media in order to get an article into the press. This was a new thing for me and really enjoyable.”

Almost all felt that their own employability had been enhanced and four people chose to build on this by undertaking further education and training as a pathway to future employment (as well as gaining all the intrinsic benefits associated with lifelong learning).

Analysis of the employment progression figures highlights the limitations of taking a short-term evaluative review. Although only five of the 59 scheme staff progressed into paid employment during the 2011-2012 period, since that time, at least a further six are known to have found paid work. CCVG is reliant on ex-scheme workers themselves, or friends who still work at CCVG, to inform management of changes in their lives, which means that it is very difficult to measure any longer-term benefits of the employment programmes. Conversely, it is not possible to know definitively how many of those that found employment immediately after they stopped working at CCVG maintained this over the longer-term. On the basis of the knowledge gleaned, however, it is fair to assume that any jobs found were full-time and sustained for a minimum period of two years.

A comparison of progression routes between scheme workers servicing CCVG resident members and a control group of scheme workers (CE) servicing groups external to CCVG, shows some very interesting differences. Firstly, it should be pointed out that no change is expected for the majority of workers, as they are either on the CSP, which offers long-term work, or still on the CE scheme<sup>90</sup>. Of those remaining (that is, those who did experience a change and worked inside CCVG), 14% returned to the Live Register<sup>91</sup>, 7% progressed to education or training<sup>92</sup>, and 8% progressed into employment<sup>93</sup>. One further person retired and one was suspended off the CE scheme due to long-term sickness. In contrast, of those remaining in the other group (that is, those who that experienced a change and worked outside CCVG), 55% returned to the Live Register<sup>94</sup>, none went into education or training, and 9% found employment<sup>95</sup>. If one excludes from the calculations those still on the schemes – and by definition therefore not experiencing a change – it shows that of those who worked in CCVG, 42% went back to the Live Register, 21% went into education or training and 26% found employment<sup>96</sup>. For those who worked outside CCVG, 86% went back to the Live Register and 14% found employment. Whilst the total number of individuals is small, this does appear to suggest that those who have the constant ‘wrap-around’ support offered by working within CCVG itself fare better than their counterparts, who, whilst being on a CCVG CE scheme, work elsewhere.

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<sup>90</sup> Inside CCVG 68% n = 40; outside CCVG 36% n = 4. One person transferred onto another CE scheme during the period under evaluation, but this was classified as no change.

<sup>91</sup> N = 8

<sup>92</sup> N = 4

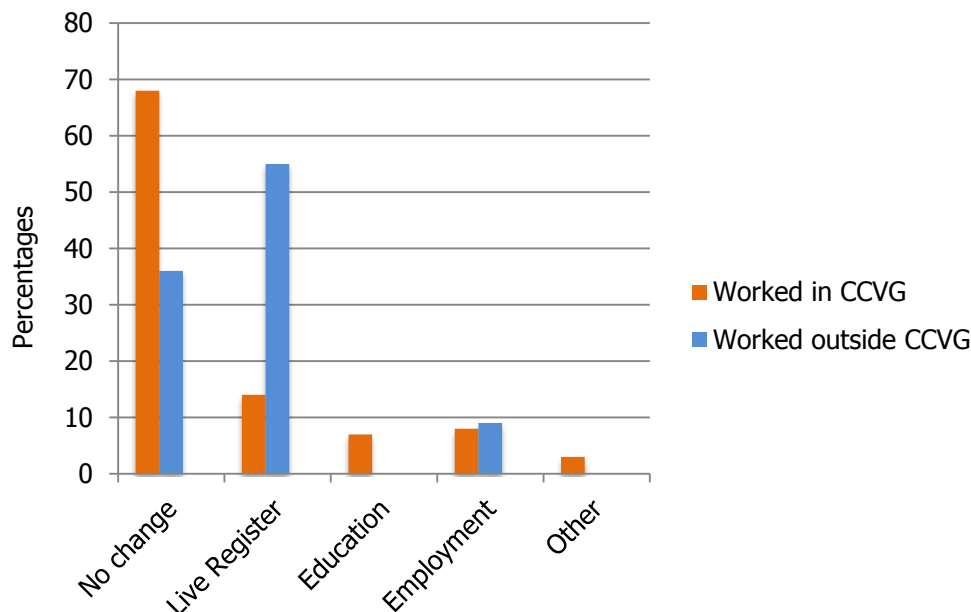
<sup>93</sup> N = 5

<sup>94</sup> N = 6

<sup>95</sup> N = 1

<sup>96</sup> The remaining 11% is ‘other’

### Workers on CCVG scheme 2011 –2012



#### Learning

Reconsider the rationale for placing CE scheme workers in organisations outside CCVG, both in terms of optimising the service to resident members and the likely progression of the workers themselves

There is a potentially unintended negative outcome arising from this, however, which may go some way to explaining the relatively low numbers progressing into paid employment. Many of the scheme staff love working at CCVG so much and appreciate its sense of community to the extent that they do not ever want to leave. Some focus group participants openly stated that they would volunteer for CCVG if they lost their scheme places, which arguably conflicts with the aims of the CE programme<sup>97</sup>. Furthermore, moving from the CE scheme onto CSP is widely viewed as progression. Whilst at some level this is true, as CSP offers permanency, the CSP remains a low-pay supported employment option. The implications of this are worthy of consideration at national policy level<sup>98</sup>.

It is considerably more difficult to measure personal development/quality of life. The biggest and most immediate benefit that people receive from being at CCVG is a boost to their confidence. Questionnaire respondents were asked to rate their confidence levels before being based at CCVG and now/afterwards on a 10-point scale. Of those 27 who fully answered these questions, none reported a decrease and two reported no change. The remaining 25 reported increases ranging from one to seven points (or 10-70%) with a proportional average (mean) of four points (40%).

“Thanks very much for taking me on to work with you.  
You gave me more confidence.”

This, in turn, enables the forming of new friendships. Of the 31 individuals who responded, 26 stated that they had made new friends. Whilst some questionnaire respondents were very specific about the numbers of friends made (for example, “six”), many others were more vague (for example, “lots”), whilst others still categorised them into close friends and acquaintances. This makes accurate measurement extremely difficult.

<sup>97</sup> Although this intention was expressed, none had actually taken this route and this negative outcome has therefore not been valued. However, it is important that the potential repercussions of this sentiment are not ignored.

<sup>98</sup> The risk of what is termed “institutionalisation” on long-term employment support schemes has already been recognised by the DSP in a recent review

<http://www.welfare.ie/en/downloads/Review%20of%20Employment%20Support%20Schemes.pdf>

“I have made lots of friends and at least 2 great friends ... I feel I have made some friends for life with the girls I work closely with.”

The same is true of other impacts on social networks. Some 23 of the questionnaire respondents stated that there had been a positive influence on their network of family and friends as a result of their work at CCVG, but only some explained how. Their statements are very telling, however, in terms of the unintended positive impacts that arise out of the employment programmes, both for the workers themselves, but also trickling down to those around them and even back to the charities<sup>99</sup>:

“I have become more outgoing and from that all my relationships have blossomed.”

“I changed and everyone at home changed too, for the better.”

“It has had a huge effect on my family and friends because I am so happy and have a positive purpose in life again ...”

“My young family see the appetite I have for education since being with the centre ... this has rubbed off on them so it’s very positive.”

“I have taught my family how to use the computer, internet. Also I’m happier in myself, so my family benefit.”

“It has made my family/friends see what a great place it is for people to come in and work their way up like I have.”

“My friends would be more likely to donate to CASA charity shops rather than other ones. One friend even helped me out with a bucket collection for CASA.”<sup>100</sup>

Finally, questionnaire respondents were asked to estimate their life satisfaction before starting work at CCVG and now. The vast majority responded positively.

“I am really happy I got this opportunity to work at CCVG. It was a life-changing experience for me.”

“Carmichael Centre is full of opportunities if you are willing to take them. Everybody here sincerely wants you to do well and offer their help and services whenever they can. I am so grateful to everybody here for getting to where I am today.”

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<sup>99</sup> Note, however, that these are the scheme workers’ perceptions of change only and that these have not been tested with their wider circles of family and friends who were not considered to be key stakeholders.

<sup>100</sup> CASA = Caring And Sharing Association <http://www.casa.ie>; one of CCVG’s resident members

“Working here has made great changes in my life and made me very independent and carried me through a very bad/sad part of my life.”

“I can never thank the people in the Carmichael both management and staff for giving me back a life. I cannot describe how much of a different person I am now compared to four years ago.”

### **5.3.2 Valuing outcomes**

Full information on quantity and duration of change, as well as financial proxies and initial values can be found in Appendix 14.

All scheme staff receive the immediate and direct benefit of a wage from working at CCVG. Furthermore, they receive a more indirect boost to their income (which they would otherwise have had to pay for) in the shape of training and related employment supports, although this has not been valued separately. Prior to working at CCVG, individuals would have been in receipt of one or more social protection payments. The outcome of increased income should therefore only account for the difference between what they would have received on benefits and what they now receive working on the CSP or CE scheme. Making such a calculation is fraught with difficulty, however. Individual circumstances differ according to factors such as age, disability, marital status and dependants, and some scheme staff receive ‘top-ups’, whereas others do not. Furthermore, many, though not all, social protection payments are mean-tested. Income profiles can vary considerably therefore.

Adding to the complexity, there have been a number of changes in eligibility for social protection payments in relation to supported employment schemes over recent years, which are gradually coming into effect<sup>101 102</sup>. Expert advice was sought<sup>103</sup>, which clarified that the income gains of people on employment schemes are becoming increasingly marginal compared to being ‘on the dole’, although for the period under evaluation, fewer scheme staff were affected by these policy changes than they are presently.

For those successful in securing employment after leaving CCVG, the proxy of a full-time job at the minimum wage was used (as a recent review by the DSP indicates that jobs likely to be entered post-scheme will still be low-waged<sup>104</sup>).

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<sup>101</sup> See, for example, <https://www.pobal.ie/Publications/Documents/CSP%20Rules%20Conditions.pdf>

<sup>102</sup> See, for example, [http://www.citizensinformation.ie/en/employment/unemployment\\_and\\_redundancy/employment\\_support\\_schemes/community\\_employment\\_scheme.html](http://www.citizensinformation.ie/en/employment/unemployment_and_redundancy/employment_support_schemes/community_employment_scheme.html)

<sup>103</sup> From Ciara Murray, public information consultant specialising in social protection <http://www.whitebarn.info/associates>

<sup>104</sup> <http://www.welfare.ie/en/downloads/Review%20of%20Employment%20Support%20Schemes.pdf>

It has been found that individuals' perceptions of their employability are distinct from their self-efficacy (their ability to actually find employment) and indeed, that a sense of employability precedes any subsequent self-efficacy in this regard<sup>105</sup>. Furthermore, those reporting higher levels of employability also experienced improved health and well-being one year later. However, others found that perceived employability was the result of affective well-being, (although they stressed the limitations of their small sample size)<sup>106</sup>. In any case, it appears that perceived employability and perceived life satisfaction, whilst linked, are distinct concepts that should be valued separately.

The cost of an employability skills training course was used as a starting point to value enhanced employability and the cost of a personal development course was similarly used as a starting point to value personal development/life satisfaction. However, it is not believed that such courses on their own would provide the same level of enhanced employability and personal development/life satisfaction as the wrap-around support offered by CCVG. The cost of a fortnightly session with a counsellor or coach was also factored in, therefore. It is impossible to differentiate how much an intervention like this would contribute to an individual's sense of employability and/or increase their life satisfaction. For ease of calculation, half of the sessions are used as a proxy for the employment outcome and the remainder for the life satisfaction outcome.

## **CASE STUDY: CE scheme worker**



**Sabrina** is in her early thirties and lives locally. She was unemployed for about three years before starting on the CCVG CE scheme in early 2011. Her confidence levels at that time were very low. She completed three training courses during 2011 and 2012 and more since that time. Initially she worked outside of the centre in a charity shop, but she then became a housekeeper within CCVG. She subsequently moved into receptionist and office work and in early 2012 she began work with the Parkinson's Association of Ireland<sup>107</sup> as their administrator. In late 2013, she was given a fixed-term non-CE contract to continue this employment.

She loves the atmosphere in CCVG and feels her supervisor believed in her. She has made new friends and her confidence has shot up. For example, in the past she was worried about attending meetings at her son's school, but this is no longer the case, and she has even joined the school's board of management. Her relationship with her partner and her family life has been affected in a really positive way and the outlook for the future is bright.

<sup>105</sup> Erik Berntson, *Employability Perceptions: Nature, determinants, and implications for health and well-being*, Stockholm University, 2008 <http://www.diva-portal.org/smash/get/diva2:198489/FULLTEXT01>

<sup>106</sup> Dorien Vanhercke et al, *The causal pathways between perceived employability and affective well-being among participants to outplacement*, 2013 <http://miami.uni-muenster.de/servlets/DerivateServlet/Derivate-6876/abstractvolume-EAWOP-2013.pdf>

<sup>107</sup> <http://www.parkinsons.ie>

## **5.4 The state**

### **CASE STUDY: the state, as represented by one funder**



It is the mission of **Pobal** to promote social inclusion, reconciliation and equality through integrated social and economic development within communities. Pobal manages various funding programmes on behalf of the Irish government and European Union bodies. One of these is the CSP, which supports community businesses, operating as social enterprises, to deliver local services to their communities and create employment opportunities for people from disadvantaged groups. Currently, some 425 organisations – including CCVG – receive wage subvention funding under CSP. For community facilities such as CCVG, the funding supports them in ensuring their facility is open and used by as many people as possible.

#### **5.4.1 Evidencing outcomes**

As stated previously, the state is at a significant remove from the service being delivered by CCVG and its theory of change is arguably more vague. Notwithstanding, statutory funders clearly place value on CCVG's resident member service and feel that it has a role to play in the wider context of their agencies' roles in addressing social disadvantage.

An initial attempt was made to evidence four outcomes as defined by the state, namely: reduced unemployment (and its precursor: increased employability), increased access to community facilities, stronger organisations tackling disadvantage, and improved health and well-being. It eventually became apparent, however, that in most cases, the change was not material to the statutory funders, as shown in the table overleaf.

Outcomes	Proposed indicators	Source
Increased employment leading to reduction in social protection payments and increased tax intake	<ul style="list-style-type: none"> <li>Number of people improving their employability<sup>108 109</sup></li> <li>Number of people progressing into paid jobs<sup>110</sup></li> </ul>	<p>Questionnaires</p> <p>CCVG scheme staff records</p>
Increased access to community facilities	<ul style="list-style-type: none"> <li>Number and range of people using CCVG<sup>111</sup></li> </ul>	<p>Footfall data from CCVG sign-in sheets<sup>112</sup></p> <p>Data in Appendix 3</p>
Stronger organisations tackling disadvantage	<ul style="list-style-type: none"> <li>Number of organisations based at CCVG that are tackling disadvantage<sup>113</sup></li> <li>Number of residents showing increased ability to meet their missions<sup>114</sup></li> </ul>	<p>Data in Appendix 3</p> <p>Interviews, questionnaires and supplementary information provided by core CCVG staff</p>
Improved health and well-being	<ul style="list-style-type: none"> <li>Number of health and well-being organisations based at CCVG<sup>115</sup></li> <li>Increases in health and well-being reported by residents and scheme staff<sup>116</sup></li> </ul>	<p>Data in Appendix 3</p> <p>Supplemented by interviews and questionnaires</p>

CCVG has clearly met the funding requirements of its statutory funders as specified in section 4.4.2. However, much of the change identified above, is in fact experienced by other stakeholders, not the state. The key outcome for the state itself is the positive effect on its finances as a result of reductions in unemployment. As such, it is of particular relevance to Pobal and the DSP.

<sup>108</sup> CCVG was commended for its willingness to accept onto its CE scheme people with additional support needs whose pace of progression is likely to be slower.

<sup>109</sup> This mirrors the outcomes for CSP and CE scheme staff, who are themselves experiencing the change, and is therefore not valued here in order to avoid double-counting.

<sup>110</sup> Although this mirrors the outcomes for CSP and CE scheme staff, there are discrete benefits both to the individuals who gain work and to the state. Estimates are made for tax increases and social protection cost decreases and this is not considered as double-counting.

<sup>111</sup> Pobal is keen that a wide range of people has access to CCVG, including significant use by members of disadvantaged groups. The varied list of organisations based at CCVG, the members/service users of these residents, and the large number of CSP and CE scheme staff, who are mostly drawn from the socio-economically disadvantaged locality in which CCVG is based, leave no doubt that this goal has been achieved. However, this change is largely experienced by the centre users themselves and is therefore not valued for the state.

<sup>112</sup> CCVG has strict rules about signing in to/out of buildings and these are therefore a reliable indicator of activity levels. Figures for 2011: Carmichael House 25,778 and Coleraine House 9,922. Figures for 2012: Carmichael House 21,109 and Coleraine House 8,730. This represents reductions in footfall in 2012 of 18% and 12% respectively.

<sup>113</sup> Disadvantage is a broad term encompassing a wide variety of barriers including educational, social, economic, etc. A very large proportion of CCVG residents could be argued to aid to tackle disadvantage. This is not an outcome experienced directly by the state, however, and is not valued further here.

<sup>114</sup> This mirrors the outcomes for residents, who are themselves experiencing the change, and is therefore not valued for the state.

<sup>115</sup> Around one-third of residents in the period 2011-2012 were organisations dealing with a specific medical condition (for example, the Irish Lupus Support Group <http://www.lupus.ie>). A number of others were clearly health-related (for example, Children in Hospital Ireland, now known as yoobyoo, <http://yoobyoo.ie>), with many more coming under the broader well-being umbrella (for example, Dublin Lesbian Line <http://www.dublinlesbianline.ie>). This is not an outcome in itself, however, and is not valued further here.

<sup>116</sup> Already evidenced under residents and scheme staff and therefore not valued here in order to avoid double-counting.



It is worth noting that one stakeholder mentioned that CCVG already acts as a positive "beacon" in a community with a high level of disadvantage, but that if it publicised itself more extensively and consistently in the locality, its ability to be seen as a good "role model" would be even greater.

### **Learning**

Publicise CCVG to a greater extent to the local community (signage, outreach, open days, etc)

Monitor carefully any changes in footfall at CCVG buildings and explore reasons for same

#### **5.4.2 Evidencing outcomes**

Full information on quantity and duration of change, as well as financial proxies and initial values, can be found in Appendix 15. Likely increases in tax intake and reductions in social protection payments were calculated for the people who found paid employment as a result of having been on a CCVG employment scheme.

#### **5.5 SROI principles considered at this stage**

- Principle 1: Involve stakeholders
- Principle 2: Understand what changes
- Principle 3: Value the things that matter
- Principle 4: Only include what is material
- Principle 5: Do not over-claim
- Principle 6: Be transparent

#### **A note on materiality**

At this stage, it was concluded that the following were not/no longer material to the analysis (see chapter text and Appendices 13-15 for details):

Perceived increase in organisational strength of resident members  
Potentially unintended negative outcome of CCVG 'propping up' weak organisations  
Changes in space requirements of resident member organisations  
Changes in the number of paid staff within resident member organisations  
Potentially unintended negative outcome of scheme staff not wishing to leave CCVG  
Training certificates gained by scheme staff  
Self-reported skills development by scheme staff  
Self-reported increases in confidence of scheme staff  
Self-reported strengthened social networks of scheme staff  
Enhanced employability as an outcome for the state  
Increased access to community facilities  
Stronger organisations tackling disadvantage as an outcome for the state  
Improved health and well-being as an outcome for the state

## 6. Establishing impact

### 6.1 Before establishing impact ...

Before one can begin to establish what the impact of CCVG's resident member service is, it is important to have a 'reality check'. Stakeholders across the board expressed a firm belief that there is no exact replica of CCVG. In this context, organisations would therefore not have been able to gain the same benefits elsewhere. Nonetheless, CCVG should not over-claim the social value of its intervention and the following four key concepts must be considered before the true impact of its resident member service can be calculated:

- Deadweight: what change would have happened anyway
- Displacement: if the change caused a move elsewhere
- Attribution: how much of the change was caused by others
- Drop-off: how long the change lasts.

Each of these is considered in turn below. From these, the impact for each outcome, and the total impact, can be established. Summary data are given in columns 14 – 18 of the Impact Map (Appendix 1).

### 6.2 Deadweight

#### 6.2.1 Resident members

Informal networking within CCVG and direct savings made as a result of being based at CCVG are not subject to deadweight. However, new formal collaborations, increased funding and additional human resources are not solely down to being resident in CCVG. Although CCVG plays an important role, consultees stated that such outcomes were as much due to internal factors (such as their members and the skill-sets of staff and board) as external factors (such as demographics, regulation and the economy). Consultees struggled with differentiating between deadweight and attribution in this context, however, and calculation was further hampered by the absence of any appropriate benchmarks. If one assumes that half of the change was due to CCVG and the remainder would either have happened anyway or was caused by others, one can feasibly split deadweight and attribution equally. As such, 25% of deadweight has therefore been provided for. **(0-25%)**

#### 6.2.2 CSP and CE scheme staff

Although one out of eight focus group participants did reference the importance of one's "*own get up and go*", the remainder expressed the strong opinion that change in their lives was solely down to CCVG. In the absence of any appropriate benchmarks, deadweight for this group has been estimated at one-eighth for these outcomes, therefore. **(0-13%)**

#### 6.2.3 The state

There are other CSP facilities and CE schemes in the locality and it could theoretically be argued that people might have been able to access the services of these instead of those offered by CCVG. However, in practice, these each has its own services, service users and limited number of employment places, so no deadweight has been identified for this. However, as 13% deadweight had been estimated for the employment outcome of scheme workers, this also had to be reflected in the calculations for the state's savings. **(13%)**

## **6.3 Displacement**

### **6.3.1 Resident members**

Clearly, there are limitations to the number of organisations CCVG can house, and it must be accepted that there will always be 'worthy' community and voluntary sector organisations that the resident member service cannot cater for. This in itself is not displacement. However, the question was raised: is life in CCVG so comfortable that it allows organisations to stagnate and thereby potentially displace emerging organisations that could benefit from the incubation function that CCVG offers? On the other hand, some organisations, due to the nature of their cause, are always likely to be small and they too require a permanent home. Furthermore, there are organisations that have been allowed to expand whilst continuing to remain resident in CCVG, as well as organisations that have their headquarters elsewhere but a branch office in CCVG. As discussed in section 5.2.1, until such time as it is defined exactly what or whom the resident member service is for, no displacement can realistically be allowed for.

Notwithstanding the above, some displacement should be allowed for in terms of increased grant income. A CCVG resident receiving a statutory grant may mean that another organisation not based in CCVG did not get a grant. However, a 100% displacement rate is unlikely if one takes into consideration the fact that funders appear to gain confidence from the CCVG model and appear to be more likely to offer grant aid to CCVG residents than to non-CCVG residents (see sections 4.4.2 and 5.2.1). Despite extensive searching, no appropriate benchmarks could be sourced; an estimated 90% displacement has been allowed for in this instance. **(0-90%)**

#### **Learning**

Define the exact remit of the CCVG resident member service:

- \* Incubator OR permanent home OR both?
- \* Small groups OR medium-sized organisations OR both?

### **6.3.2 CSP and CE scheme staff**

During the period under evaluation, CCVG found it necessary to take two of the CE scheme places that were previously offered to outside groups back into the centre itself. This could have had a negative impact on the charity shop and homework club in question if they relied on scheme staff to deliver their services<sup>117</sup>. Displacement could potentially be argued in this case. However, given the likely positive benefits of this decision to the workers themselves, as discussed in section 5.3.1, it was not considered necessary to allow for displacement.

Notwithstanding, some displacement should be considered for the outcome of paid employment. If a CCVG scheme staff member was successful in gaining paid employment, someone else may not have been, unless it was a new job created specifically for the scheme staff member. Discussion with the Corporate Service Manager of CCVG revealed that a minimum of two of the positions had been created with a particular scheme staff member in mind, with the remainder comprising open vacancies that were subsequently filled by a scheme staff member. A brief review of recently assured SROI reports with an employment support focus, highlighted a wide range of displacement rates for the outcome of finding paid employment. Detailed research by one of these SROI practitioners<sup>118</sup> suggested the use of a median displacement rate of 40%, which also seems justifiable in the context of the CCVG experience described above. **(40%)**

### **6.3.3 The state**

No displacement was identified for or by the state. **(0%)**

## **6.4 Attribution**

### **6.4.1 Resident members**

As per section 6.2.1, informal networking within CCVG and direct savings made as a result of being based at CCVG are not subject to attribution either. However, neither can it be claimed that all change experienced by resident members for was caused directly by CCVG, with other infrastructure organisations such as support bodies and alliances also playing a role. A deduction of 25% attribution is made here, therefore. **(0-25%)**

### **6.4.2 CSP and CE scheme staff**

Despite prompts by the consultant that agencies such as the DSP, FÁS<sup>119</sup> or Local Employment Services<sup>120</sup> might have played a role in their outcomes, scheme staff felt that this was negligible, and no attribution deductions are made therefore. **(0%)**

### **6.4.3 The state**

Only those factors for which CCVG can be held directly accountable have been included in the calculations. **(0%)**

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<sup>117</sup> These were not identified as key stakeholders and no contact was made with them.

<sup>118</sup> Sian Every, *SROI Report Ashram Employment and Skills Service*, 2012, pp. 48-49, [http://www.sroi-uk.org/members-area/publications/cat\\_view/185-members-only-publications/200-sroi-reports-assured/213-assured-in-2012?start=20](http://www.sroi-uk.org/members-area/publications/cat_view/185-members-only-publications/200-sroi-reports-assured/213-assured-in-2012?start=20)

<sup>119</sup> See Appendix 2

<sup>120</sup> <http://www.localemploymentservices.ie>

## **6.5 Drop-off**

The approach recommended by the SROI Network was used <sup>121</sup>. Drop-off only applies to the years after the investment period. As the investment period equates to years 1 and 2, drop-off only applies to years 3, 4 and 5. It is not used in the initial calculation of impact, but is used when projecting into the future (see section 7.2). Once again, there was an absence of any appropriate benchmarks, which therefore had to be estimated. A conservative approach to duration of outcomes had been adopted (see Appendices 13-15) and for the majority of outcomes, a standard 10% rate was deemed to be reasonable. However, for scheme staff, who may be vulnerable and dependent on CCVG, a higher drop-off rate was used for the enhanced employability and enhanced life satisfaction outcomes, as it cannot be assumed that these benefits would continue fully for all people if the centre suddenly disappeared. This does of course depend on the abilities of different individuals, with some being more resilient than others. It is estimated that around half would fare well and half would fare less well; a generous drop-off rate of 50% has therefore been allowed for these outcomes. **(10-50%)**

## **6.6 SROI principles considered at this stage**

- Principle 1: Involve stakeholders
- Principle 4: Only include what is material
- Principle 5: Do not over-claim
- Principle 6: Be transparent

### **A note on materiality**

At this stage, it was concluded that all outcomes were still significant to the valuation.

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<sup>121</sup> SROI Network, *A Guide to SROI*, 2012, p. 61, <http://www.sroi-uk.org/sroi-analysis/the-sroi-guide>

## **7. Calculating the SROI**

### **7.1 Stages for calculating the SROI**

Before the final SROI of the CCVG resident member service can be defined, there are four<sup>122</sup> further stages that need to be undergone, namely:

- Projecting into the future
- Calculating the net present value
- Calculating the ratio
- Undertaking a sensitivity analysis.

Calculations for these are given in Appendix 16.

### **7.2 Projecting into the future**

Not all outcomes last the same amount of time. As time progresses, an outcome is likely to diminish and eventually cease. Drop-off, if any, has been calculated for each of the outcomes using the figures presented in section 6.5. As the investment period was a two-year one, equating to years one and two of the project, it has been assumed that half the impact relates to each of these years.

### **7.3 Net present value**

In order that the costs and benefits over time are comparable, discounting was used. Discounting is a potentially problematic area and there is ongoing debate about appropriate rates. The standard discounting rate for public funds of 3.5%<sup>123</sup> was used. The net present value of CCVG's resident member service was calculated to be €477,776.

### **7.4 Ratio**

The initial SROI ratio could then be calculated. This was the present value of €2,313,399 divided by the value of inputs. These inputs were €1,835,623 for the two-year investment period, and as the impact was halved for each of the years (see section 7.2 above), by necessity, so too have the inputs (€917,812). This equates to a ratio of 2.52 : 1. Thus, CCVG can be said to create in the region of €2.50 of social value for every €1 of investment made into it. This ratio was subject to a sensitivity analysis (see section 7.5 below), which enables a more nuanced interpretation of these figures.

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<sup>122</sup> There is an optional fifth stage, which is working out the payback period, which has been omitted, as it was not considered necessary for the purposes of this evaluation.

<sup>123</sup> As indicated in SROI Network, *A Guide to SROI*, 2012, pp. 67-68 <http://www.thesroinetwork.org/sroi-analysis/the-sroi-guide>

## **7.5 Sensitivity analysis**

The ratio was then tested for sensitivity, assessing the extent to which it would change if some of the assumptions made earlier in the process were changed. Deadweight, attribution, drop-off, proxies and quantity of outcomes were all tested (downwards only).

Firstly, deadweight was considered. Each of the outcomes was tested up to an unrealistic figure of 99% deadweight, but little sensitivity was shown. The values that showed the greatest sensitivity were those relating to savings made by residents and to informal networking (at 99% deadweight, the ratio dipped to 1.92 : 1 and 1.97 : 1 respectively).

The same exercise was repeated for attribution, with near-identical results.

Next, drop-off was tested. Each of the outcomes was tested up to the same unrealistic figure of 99% drop-off per year, but remarkably little sensitivity was shown (dipping only to 2.28 : 1 for the outcome of increased informal networking).

For the proxies themselves, various different scenarios were considered, such as substituting the minimum wage for the average industrial wage when valuing people's time or reducing the number of weeks of work necessary to achieve something. Once more, there was little sensitivity, with two exceptions: if the value of financial savings made by resident members is reduced to zero, the SROI ratio reduces to 1.91 : 1 and if the same is done for the value of informal networking, it reduces to 1.97 : 1.

The final aspect tested was the quantity of the outcomes themselves, and again, surprisingly little sensitivity was shown. The outcomes that were most sensitive were the same once more. If only one organisation made an average saving instead of the 38 calculated, the ratio would reduce down to 2.06 : 1. Furthermore, if there were only a handful of informal networking interactions instead of the large amount calculated, the ratio would reduce down to 1.97 : 1.

The sensitivity analysis would indicate that the initial ratio appears to be a fair one, but that CCVG should pay particular attention to ensuring that it offers a competitive service to its resident members and that it makes efforts to create an environment that maximises informal networking opportunities.

## **7.6 SROI principles considered at this stage**

- Principle 4: Only include what is material
- Principle 5: Do not over-claim
- Principle 6: Be transparent

### **A note on materiality**

At this stage, it was concluded that all outcomes remained significant to the valuation.

### **Learning**

Ensure services to CCVG members are competitive in terms of cost

Encourage and facilitate informal networking between resident members



## **8. Reporting, using and embedding**

### **8.1 Conclusions**

SROI is a powerful framework for assessing the social value of interventions. It is not an exact science, however, and a series of judgements have had to be made along the way. It is the consultant's hope that a plausible and rational story of change has been presented.

CCVG's raison d'être is the building of strong, effective and sustainable community and voluntary organisations<sup>124</sup>. This evaluation has shown that in this regard, CCVG definitely plays a role for its resident members<sup>125</sup>, the benefits of which are likely to be felt not only by the organisations themselves, but also by each of their own constituents. In order of impact (most important first) resident members benefit from:

- Cost savings
- Ongoing informal networking with other resident members
- An increase in volunteers<sup>126</sup>
- More collaborations with other resident members
- Increased grant income<sup>127</sup>.

In addition to this planned change, however, there are other outcomes that occur as a direct result of CCVG delivering its resident member service, for which it also accountable. These can be highly positive, as shown for example by the direct changes that CCVG creates in the lives of people who are on its two employment schemes and how these have the potential to indirectly affect their families and friends<sup>128</sup>. In order of impact (most important first) CSP and CE scheme staff benefit from:

- An increased income<sup>129</sup>
- Progression into paid employment
- A sense of enhanced employability
- Increased life satisfaction.

However, CCVG also creates changes that could be considered as being less desirable. These are best illustrated by the dependency it arguably builds amongst its CSP/CE scheme staff and its resident members, many of whom never want to leave the centre.

Despite the clear social value already generated by the resident member service, there is no doubt that there is considerable latent value that could be released, for example, through the provision of more or improved services<sup>130 131</sup> to organisations that will make the most of such services.

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<sup>124</sup> See section 1.2

<sup>125</sup> See section 5.2

<sup>126</sup> However, it should be noted that there was no similar increase in the number of paid staff, as had been expected.

<sup>127</sup> The impact of this is arguably minimal, however.

<sup>128</sup> See section 5.3

<sup>129</sup> But note caveats in section 5.3.2: this benefit will become increasingly marginal over time as DSP policy changes take effect.

<sup>130</sup> See section 4.2.2

<sup>131</sup> Its ability to do this is of course influenced by the financial context within which it works.

The latter point is important and raises questions about the relationship between CCVG and its resident members. If CCVG is more than a generic serviced business centre, to what extent is it acceptable for some organisations housed within it to "keep their head down", rarely use their allocated office space, never attend events, or refuse to assist with CCVG fundraising activities? Can the CCVG-resident relationship be optimised using 'carrots' (such as greater member involvement in CCVG's decision-making processes) and/or 'sticks' (such as enforced participation rules)? Is there a particularly important role in this context for resident members who, like CCVG, are themselves infrastructure organisations<sup>132</sup>?

## Learning

Optimise on the presence of residents that are themselves community and voluntary sector infrastructure organisations

It should be remembered that the resident member service is but one of a range provided by CCVG<sup>133</sup>. Now that there is greater clarity about the value of this particular service, the board and management should find it easier to decide where its development, if any, fits into CCVG's wider organisational strategy. It is possible – indeed it is likely – that there are tensions between the different changes that CCVG wants to happen and the services (and style of service delivery) necessary to bring about such outcomes. CCVG cannot be all things to all people. (In the absence of an equivalent support organisation in the Republic of Ireland, CCVG may find it helpful, as part of its decision-making processes, to make strong links with appropriate international organisations<sup>134 135</sup>.)

Three final points warrant stress.

Firstly, CCVG's resident membership service indirectly helps statutory funders in their quest to reduce social disadvantage<sup>136</sup>, whilst directly increasing tax intake and reducing the payout of social protection payments.

Secondly, if resources had permitted further delving, social value might also have been discovered for potential stakeholders that were not included, such as friends and family members of scheme staff and the wider community and voluntary sector<sup>137</sup>.

Finally, to ensure there was no over-estimation of CCVG's value, a highly conservative approach was adopted throughout the evaluation process, both in terms of deciding materiality and when undertaking calculations. A concrete example is the additional numbers of people known to have gone into paid employment after the period under evaluation ended.

The true social value of the resident member service is likely to be higher therefore.

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<sup>132</sup> Advocacy Initiative <http://www.advocacyinitiative.ie>, Institute for Managers of Community and Voluntary Organisations in Ireland <http://www.imcv.ie>, etc

<sup>133</sup> See section 1.4

<sup>134</sup> CAN Mezzanine in England <http://www.can-online.org.uk/can-mezzanine>; its SROI evaluation featured as a case study in a recent publication by Social Enterprise et al, *Making It Count: A social enterprise guide to accounting for value* [http://www.buzzacott.co.uk/uploads/publications/Buzzacott\\_SROI\\_MakingItCount.pdf](http://www.buzzacott.co.uk/uploads/publications/Buzzacott_SROI_MakingItCount.pdf)

<sup>135</sup> Tides in the USA <http://www.tides.org>; of particular interest is its 2011 study *Measuring Collaboration: The Benefits and Impacts of Nonprofit Centres*

[http://www.nonprofitcenters.org/fileadmin/user/documents/Measuring\\_Collaboration\\_Executive\\_Summary.pdf](http://www.nonprofitcenters.org/fileadmin/user/documents/Measuring_Collaboration_Executive_Summary.pdf)

<sup>136</sup> See section 5.4

<sup>137</sup> See section 3.2

## **Learning**

Understand that CCVG's resident member service in the period 2011 – 2012 generated social value as follows (changes with most impact listed first):

- Bringing financial savings to residents
- Enabling valuable informal networking to take place between residents
- Enhancing the income of CSP and CE staff
- Allowing residents to recruit more volunteers
- Increasing the tax intake and reducing the social protection payments of the state
- Progressing people into (ordinary) paid employment
- Facilitating formal collaborations between residents
- Improving the employability of CSP and CE staff
- Improving the life satisfaction of CSP and CE scheme staff
- Increasing the grant income of residents

## **8.2 Next steps**

The period 2011 – 2012 was a year of flux for CCVG<sup>138</sup>. The year 2013 provided an opportunity for review. As CCVG enters 2014 and beyond, it can make decisions on the basis of lessons learnt from this evaluation and use this report to highlight to current and potential supporters that the resident member service is, indeed, socially valuable, presently offering approximately €2.52 of value for every €1 invested into it. Social value is not static, however, and may decrease or increase over time.

It is hoped that the board and management of CCVG will continue to analyse whether its work is as impactful as it can be – this applies to both the resident member service and to the rest of its service offering. Regardless of whether it intends to undertake further formal evaluations of this type, CCVG is strongly urged to apply the seven SROI principles to all that it does<sup>139</sup>, as doing so will ultimately make it a more efficient and effective organisation itself.

In the meantime, it has been agreed that as soon as the SROI Network<sup>140</sup> has assured the final version of this report, a brief and jargon-free summary will be made publicly available and widely disseminated by both the consultant and by CCVG.

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<sup>138</sup> See section 3.1

<sup>139</sup> See section 2.2

<sup>140</sup> <http://www.thesroinetwork.org>

### **8.3 Recommendations**

*"An evaluative SROI analysis should result in changes in your organisation. Your organisation will need to respond to findings and think through implications for organisational objectives, governance, systems and working practices. Ensure that the organisation acts on the recommendations and that findings feed into your strategic planning process."*<sup>141</sup>

The very real positives of CCVG's resident member service have been noted. As with any service, there is always likely to be room for improvement, however, and various recommendations have been made, which are listed below and summarised in column 19 of the Impact Map in Appendix 1.

It is recommended that the board and management of CCVG:

- Clearly define the future remit of the CCVG resident member service
- Enhance the service menu offered to CCVG resident members and ensure it remains competitively priced
- Publicise CCVG and its services more widely and more consistently
- Improve all communications within CCVG
- Streamline data management systems within CCVG
- Undertake a review of the roles performed by CCVG's CSP and CE scheme staff
- Embed a social value approach in all of CCVG's work.

### **8.4 SROI principles considered at this stage**

- Principle 6: Be transparent
- Principle 7: Verify the result.

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<sup>141</sup> SROI Network, *A Guide to SROI*, 2012, p. 76 <http://www.thesroinetwork.org/sroi-analysis/the-sroi-guide>

## Appendix 1: Impact Map (Excel version available)

**Organisation:** CCVG **Name:** Sandra Velthuis  
**Objective:** Building stronger charities **Date:** 12 February 2014

**SCOPE:**

**Activity:** Provision of services to small and medium-sized community and voluntary organisations housed in CCVG  
**Part of organisation/funding:** Resident member service (multi-funded service)  
**Objective of activity:** Through co-location and pooled resources, resident members save time, reduce costs, upskill, and can thereby focus on delivering quality services to their beneficiaries  
**Purpose of analysis:** Provide evidence of social value to current/future funders and learn how the service can be improved  
**Time period:** January 2011 – December 2012  
**Type of SROI analysis:** Evaluation

Stakeholder Column 1	Changes Column 2	Inputs Column 3	Investment value Column 4	Outputs Column 5
Resident members	<ul style="list-style-type: none"> <li>Reduction in operating costs</li> <li>Freeing up of time</li> <li>Improved regulatory compliance</li> <li>Building of skills and knowledge</li> <li>Increased collaboration</li> <li>Increased sense of peer support</li> <li>Heightened morale</li> </ul>	Fees for accommodation and services	€738,892	<ul style="list-style-type: none"> <li>52 organisations:</li> <li>Availing of a 15-part menu of service offerings</li> </ul>
CSP and CE scheme staff	<ul style="list-style-type: none"> <li>Enlarged income</li> <li>Increased confidence</li> <li>More skills</li> <li>Building up Curriculum Vitae</li> <li>Improved social networks</li> </ul>	Time and energy	€0	<ul style="list-style-type: none"> <li>59 scheme staff members:</li> <li>Working 68,016 hours to support the resident member service</li> <li>Undertaking 128 training courses</li> </ul>
The state	<ul style="list-style-type: none"> <li>Potentially meeting goals of funding programmes</li> <li>Benefiting from the use of its building by organisations working to progress the social good</li> <li>Benefiting from the upkeep of its buildings</li> <li>Inability to use the building for other purposes</li> </ul>	Funding under various programmes and provision of buildings	€1,096,731	<ul style="list-style-type: none"> <li>CCVG as a:</li> <li>Busy social enterprise facility</li> <li>CE sponsor</li> <li>Service provider to groups dealing with disadvantage</li> </ul>

<b>Description of outcomes</b> <small>Column 6</small>	<b>Indicators</b> <small>Column 7</small>	<b>Source</b> <small>Column 8</small>	<b>Quantity</b> <small>Column 9</small>	<b>Duration</b> <sup>142</sup> <small>Column 10</small>
<ul style="list-style-type: none"> <li>• Increased informal networking</li> <li>• Increased formal collaboration</li> <li>• Increased financial resources</li> <li>• Increased human resources</li> </ul>	Number of informal networking interactions	Questionnaire	2,984	4 years
	Number of formal collaborations		76	5 years
	Number of residents making savings	Interviews	38	3 years
	Number of new grants accessed	CCVG records	7	3 years
	Number of new volunteers		98	3 years
<ul style="list-style-type: none"> <li>• Increased income</li> <li>• Increased likelihood of paid employment</li> <li>• Increased life satisfaction</li> </ul>	Numbers increasing their income	Questionnaire	59	2 years
	Numbers reporting enhanced employability		50	5 years
	Numbers moving into paid employment	CCVG records	5	4 years
	Numbers reporting increased life satisfaction		25	5 years
<ul style="list-style-type: none"> <li>• Net increase to state finances</li> </ul>	Numbers moving into paid employment	CCVG records	5	4 years

<sup>142</sup> As the investment period under evaluation is two years (2011 and 2012), each outcome is deemed to last for a minimum of two years, with some outcomes lasting beyond the investment period, depending on their nature.

Financial proxies Column 11	Value of change Column 12	Source Column 13	Dead-weight Column 14	Displacement Column 15	Attribution Column 16	Drop-off <sup>143</sup> Column 17	Impact Column 18	Action plan Column 19
Cost of quarterly networking/training event and cost of time spent networking	€99.39	Stakeholder consultation and internet-based research	0%	0%	0%	10%	€296,580	<ul style="list-style-type: none"> <li>Clearly define remit of resident member service</li> <li>Enhance service menu for resident members and ensure it remains competitive</li> <li>Publicise CCVG more</li> <li>Improve communications</li> <li>Streamline data management systems</li> <li>Undertake CSP and CE role review</li> <li>Embed a social value approach</li> </ul>
Cost of time spent collaborating	€2,075.16	Internet-based research	25%	0%	25%	10%	€88,713	
Value of savings	€10,848	Calculated from questionnaire data	0%	0%	0%	10%	€412,224	
Value of average grant	€4,000	Calculated from questionnaire data	25%	90%	25%	10%	€1,575	
Value of volunteer time (cost of equivalent paid time)	€4,553.12	Internet-based research	25%	0%	25%	10%	€250,991	
Income differential: working/not working at CCVG	€5,062.51	DSP, Citizens Information Board and CCVG records	13%	0%	0%	0%	259,859	
Cost of employability skills training and 50% cost of regular sessions with a counsellor/coach	€1,650	Internet-based research	13%	0%	0%	50%	€71,775	
Salary of full-time position at the minimum wage	€34,454.70	Eurofound and DSP research	13%	40%	0%	10%	€89,927	
Cost of personal development training course and 50% cost of regular sessions with a counsellor/coach	€650	Global Value Exchange and Qualifax databases	13%	0%	0%	50%	€14,138	
Tax intake and reduction in social protection payments	€28,420	DSP, DCC and Revenue Commissioners data and expert advice	13%	0%	0%	10%	€123,627	
							<b>€1,609,407</b>	

<sup>143</sup> For treatment of drop-off, see Appendix 16



## Appendix 2: Stakeholder mapping

Stakeholder	Expected change(s)	Include?	Reason
<b>RESIDENT MEMBERS</b>			
Organisations that are resident members	<ul style="list-style-type: none"> <li>• Reduction in operating costs</li> <li>• Freeing up of time</li> <li>• Improved regulatory compliance</li> <li>• Building of skills and knowledge</li> <li>• Increased collaboration</li> <li>• Increased sense of peer support</li> <li>• Heightened morale</li> </ul>	Yes	These are the service's primary beneficiary.
Organisations on the waiting list for residential membership	<ul style="list-style-type: none"> <li>• Higher operating costs</li> <li>• More time spent on non-core activities</li> <li>• Lower regulatory compliance</li> <li>• Fewer skills and knowledge</li> <li>• Less collaboration</li> <li>• Lower morale</li> </ul>	No	All three organisations on the waiting list were admitted to membership during the stakeholder mapping exercise in late 2012. It was decided that if any others joined the list, these could potentially be useful as a control group. This did not happen, however.
<b>CCVG STAFF &amp; VOLUNTEERS</b>			
CSP scheme staff and supervisors	<ul style="list-style-type: none"> <li>• Enlarged income</li> <li>• Increased confidence</li> <li>• More skills</li> <li>• Building up Curriculum Vitae</li> <li>• Improved social networks</li> </ul>	Yes	Although at first glance these are secondary beneficiaries, it is impossible to separate CCVG's resident member service from the employment schemes. Supervisors to play an advisory role in the evaluation.
CE scheme staff and supervisors	<ul style="list-style-type: none"> <li>• Enlarged income</li> <li>• Increased confidence</li> <li>• More skills</li> <li>• Building up Curriculum Vitae</li> <li>• Improved social networks</li> </ul>	Yes	Although at first glance these are secondary beneficiaries, it is impossible to separate CCVG's resident member service from the employment schemes. Supervisors to play an advisory role in the evaluation.
Core staff	<ul style="list-style-type: none"> <li>• Enlarged income</li> <li>• Career development</li> </ul>	No	If core staff members were not working at CCVG, they would be gaining these benefits elsewhere (therefore not material).
Board of directors	<ul style="list-style-type: none"> <li>• Gaining satisfaction from contributing to the social good</li> </ul>	No	If board members were not volunteering at CCVG, they would be gaining these benefits elsewhere (therefore not material). In any case, there is some overlap between volunteers on the board and resident members (it is important that there is no double counting).

Stakeholder	Expected change(s)	Include?	Reason
<b>THE STATE</b>			
Pobal	<ul style="list-style-type: none"> <li>Potentially meeting the goals of its CSP</li> </ul>	Yes	CCVG would not be in a position to deliver its service without this statutory support. If CCVG does so effectively, the funding agency benefits, either directly or indirectly.
DSP <sup>144</sup>	<ul style="list-style-type: none"> <li>Potentially meeting the goals of its CE programme</li> </ul>	Yes	CCVG would not be in a position to deliver its service without this statutory support. If CCVG does so effectively, the funding agency benefits, either directly or indirectly.
DECLG	<ul style="list-style-type: none"> <li>Potentially meeting the goals of its Scheme to Support National Organisations</li> </ul>	Yes	Although only a proportion of its annual grant is dedicated to the resident member service, CCVG would find it difficult to deliver it without this statutory support. If CCVG does so effectively, the funding agency benefits, either directly or indirectly.
HSE	<ul style="list-style-type: none"> <li>Benefiting from the use of its building by health-related organisations and other organisations working to progress the social good</li> <li>Benefiting from the upkeep of its buildings</li> <li>Inability to use the building for other HSE purposes</li> </ul>	Yes	CCVG would be unlikely to exist without this building provided by this statutory agency. If CCVG delivers an effective resident member service effectively, the funding agency benefits, either directly or indirectly. It also provides an annual grant to CCVG, strengthening the case for its inclusion as a stakeholder even further.
DCC	<ul style="list-style-type: none"> <li>Benefiting from the use of one of its buildings by organisations working to progress the social good in Dublin City and beyond</li> <li>Benefiting from the upkeep of one of its buildings</li> <li>Inability to use the building for other DCC purposes</li> </ul>	Yes	CCVG would be unlikely to exist without this building provided by this statutory agency. If CCVG delivers an effective resident member service effectively, the funding agency benefits, either directly or indirectly.

<sup>144</sup> The CE programme previously operated under the auspices of FÁS <http://www.fas.ie>

Stakeholder	Expected change(s)	Include?	Reason
<b>STAKEHOLDERS OF RESIDENT MEMBERS</b>			
Their beneficiaries	<ul style="list-style-type: none"> <li>Access to better services</li> </ul>	No	Although they may access better services, it would be impossible to establish whether this was entirely due to the organisation being resident in the CCVG. The direct benefits accrue to the organisations themselves, therefore their beneficiaries are immaterial in this context.
Their staff and volunteers	<ul style="list-style-type: none"> <li>No longer operating from unsuitable premises</li> </ul>	No	Overlap, in the main, with the resident member category (it is important that there is no double counting).
Their current and potential funders	<ul style="list-style-type: none"> <li>Increased sense of satisfaction that organisations are/will be operating from a supportive and cost-efficient base</li> </ul>	No	Although they may have an increased sense of satisfaction, it would be impossible to establish whether this was entirely due to the organisation being resident in the CCVG. The direct benefits accrue to the organisations themselves, therefore their funders are immaterial in this context.

<b>Stakeholder</b>	<b>Expected change(s)</b>	<b>Include?</b>	<b>Reason</b>
<b>OTHER EXTERNAL STAKEHOLDERS</b>			
Families and friends of CSP and CE scheme staff	<ul style="list-style-type: none"> <li>Improved family relations</li> </ul>	No	Although there is likely to be some value in this context, the change is considered to be too remote from CCVG to be able to measure this with any certainty.
People living in the locality of CCVG	<ul style="list-style-type: none"> <li>Inspired, possibly to take action, by the range of social good services and employment opportunities provided in CCVG</li> </ul>	No	Whilst this is possible, there is no evidence that this change is actually occurring. Local people not actually using CCVG are not key stakeholders. In this context, doing household or on-street surveys of them cannot be justified.
Commercial landlords	<ul style="list-style-type: none"> <li>Resident members are not renting their available properties</li> </ul>	No	Numbers are too small and likely too difficult to quantify (which landlords?); and furthermore, these landlords are operating on a purely commercial basis. They are therefore immaterial to this evaluation.
Commercial providers of organisational supports (ICT, financial and administration supports, etc)	<ul style="list-style-type: none"> <li>Resident members may not be buying their services</li> </ul>	No	Numbers are too small and likely too difficult to quantify (which service providers?); and furthermore, these companies are operating on a purely commercial basis. They are therefore immaterial to this evaluation.
Commercial contractors (suppliers, property maintenance, etc)	<ul style="list-style-type: none"> <li>Increasing income as CCVG is buying their services in order to run the centre</li> </ul>	No	These companies are operating on a purely commercial basis. They are therefore immaterial to this evaluation.
The wider community and voluntary sector in Ireland	<ul style="list-style-type: none"> <li>Benefiting from the concept of the CCVG model</li> <li>Possible replication of the CCVG model</li> </ul>	No	Although there is likely to be some value in this context, it is considered to be insufficiently concrete to be able to measure this.

### **Appendix 3: CCVG resident members 2011 – 2012**

22Q11 Ireland  
Advocacy Initiative  
A Little Lifetime Foundation  
Aspire: Asperger Syndrome Association of Ireland  
CanTeen Ireland  
Care Alliance Ireland  
Caring for Carers (Dublin Branch)  
Carmichael Centre Ethiopia  
Caring and Sharing Association  
Cat and Dog Protection Association of Ireland  
Center for Independent Living  
Childaid  
Children in Hospital Ireland  
Children's Leukaemia Research Project  
Chronic Pain Ireland  
Coeliac Society of Ireland  
Cuidiú: Irish Childbirth Trust  
Dublin Community Games  
Dublin Lesbian Line  
Dyspraxia Association of Ireland  
Endometriosis Association of Ireland  
Fairtrade Ireland  
Gamblers Anonymous  
Hope Foundation (Dublin Branch)  
Hyperactivity Attention Deficit Disorder Family Support Group  
Heart Children Ireland  
Huntington's Disease Association of Ireland  
Institute for Managers of Community and Voluntary Organisations in Ireland  
International Services Ireland  
Irish Association for Palliative Care  
Irish Lupus Support Group  
Irish Motor Neurone Disease Association  
Irish Multiple Births Association  
Irish Premature Babies  
Irish Society for Colitis and Crohn's Disease  
Irish Stammering Association  
Irish Sudden Infant Death Association  
Men Overcoming Violence Ireland  
Miscarriage Association of Ireland  
National Federation of Pensioners Associations  
National Widows Association  
Neurofibromatosis Association of Ireland  
Neurological Alliance of Ireland  
Parentline  
Parkinson's Association of Ireland  
Prader-Willi Syndrome Association of Ireland  
Queen's Institute of District Nursing in Ireland  
Royal Lifesaving Society Ireland  
Show Racism the Red Card  
Smashing Times Theatre Company  
Transgender Equality Network Ireland  
Volunteer Ireland (Dublin City North Volunteer Centre)

## **Appendix 4: Interview template resident members**

Introduction to me and to process (focus on the period 2011-2012)

Ascertain how confidential they want the interview to be

What organisation does ('classic charity' or infrastructure organisation?)

All-volunteer or staffed? (CE?)

When did the organisation move in (and, if applicable, out)?

Carmichael House or Coleraine House?

Own office or shared office or shared desk?

How many hours a week is/was CCVG used?

What CCVG services do/did you avail of? (outputs)

What does/did the organisation invest into CCVG? (inputs)

What changed for the organisation in terms of being a resident member? (outcomes)

Prompts, but only if necessary:

- Reduction in operating costs
- Freeing up of time
- Improved regulatory compliance
- Building of skills and knowledge
- Increased collaboration
- Increased sense of peer support
- Heightened morale

[If unable to answer above question: what if you suddenly stopped being resident?]

How do you know that change happened? Give examples. (outcome indicators)

Were those changes solely down to you being a resident member of CCVG or did anyone else contribute to them? (attribution)

Wouldn't the change have happened anyway? Couldn't you get these benefits elsewhere?

What other similar services do you access and how useful do you find them? (deadweight)

Do you think that CCVG offering its resident member service affects anyone else, either positively or negatively, and if so, how? (additional stakeholders/displacement)

Anything else you want to say/ask?

Can I contact you for clarification/follow-up if necessary?

Thank you!

## Appendix 5: Analysis of first round resident member consultees

Neither the consultant nor board and staff of CCVG were sure at the beginning of the process if different types of resident member groups had different types of experiences (for example, were there significant differences between those based in Coleraine House and Carmichael House?). If there were, this stakeholder group would have to be segmented. Furthermore, it was considered important that any sample of taken should be representative of the whole population.

The initial consultation round therefore sought detailed information about organisational type and the change experienced by organisations as a result of being housed at CCVG. Initial analysis showed that there was an under-representation of groups that shared desk or office space and a second batch of interviews was therefore initiated in order to reach out to these. However, no clear correlations could be established between the variables shown below and it did not seem necessary, therefore, to subdivide this stakeholder group at this stage of the process.

### Organisation type

Classic charity	9
Infrastructure organisation	6 <sup>145</sup>

There are naturally more 'classic' charities than there are infrastructure organisations, so this provided an adequate sample.

### Staffing structure

All-volunteer	5
Staffed	10

An analysis of the 52 groups showed that 44% were all-volunteer and that 56% had paid staff. The sample showed that only 33% were all-volunteer and 67% had paid staff. However, it should be noted that one of the organisations with paid staff only employed that person for one to two hours per week and if that outlier is discarded, the numbers revert to 35% and 65%, which is a good sample. Of those with paid staff based primarily at CCVG (some have staff elsewhere: for example, overseas), the number of employees ranged from less than 1 to 7 (full-time equivalent).

### Time in CCVG

Moved in before 2010	11
Moved in after 2010	4

It is known that many of the organisations based in CCVG have been there for a long time, but the sample also benefits from the experiences of four organisations that moved in during the period of study (as well as two that moved out during that period). This sample is adequate therefore.

### House

Carmichael House	12
Coleraine House	3

Carmichael House is much larger than Coleraine House and has a much greater capacity to house groups. This sample is adequate therefore. There is evidence of some movement between the buildings during the period under study.

### Office type

Own office	9
Shared office/desk	6

In the sample, 60% had their own office, with 40% sharing an office space or desk. In reality, 62% of residents had their own office space, with 38% sharing. This is a good sample therefore. There is some evidence of movement (from shared to own office space and vice versa).

### Hours per week used

Part-time (less than 35 hours)	5
Full-time (35 hours or more)	10

According to CCVG staff, around one-third of groups only use the centre on a part-time basis. The sample shows that 33% are indeed part-time users, all reporting less than 1 - 15 hours' use per week. The remaining 67% use CCVG for a minimum of 36 hours a week and often more than 50.

<sup>145</sup> One of these could be argued to straddle the two.



## **Appendix 6: Focus group guide CSP and CE scheme staff**

Room set-up (circle of chairs, flipchart stand, table for badges, business cards, etc)

Welcome

Introduce myself

Get them to introduce themselves (name, how long at CCVG, doing what, CSP/CE)

Introduction to research and this focus group

Ground rules

Really interested in finding out what, if anything, changed for you when you began working at CCVG (both positive and negative)

Possible prompts:

- Enlarged income
- Increased confidence
- More skills
- Building up CV
- Improved social networks

Give examples to show that change happened

But was that change just down to you working here, or did anyone else contribute to the change?

Wouldn't the change have happened anyway?

Think also of changes for other people, not just you

Anything else you want to say/ask?

Explain next stage of process

Thank you!

## **Appendix 7: Focus group guide CSP and CE supervisors**

Room set-up (circle of chairs, flipchart stand, business cards, etc)

Welcome

Introduce myself and this research

Get them to introduce themselves (how long at CCVG, what job entails)

Reasons for this 'focus group':

- Getting an honest opinion from people at the coalface (confidential!)
- Getting a true picture of the importance of the schemes and what they entail (inputs/outputs)
- Finding out what changes for participants from working at CCVG
- Finding out what changes for supervisors from working at CCVG
- Finding what changes for anyone else
- Interested in both the positive and the negative
- Interested in both the intended and the unintended changes

Give examples to show that change happened

But was that change just down to CCVG, or does anyone else contribute to the change?

Wouldn't the change have happened anyway?

Anything else you want to say/ask?

Explain next stage of process

Thank you!

## **Appendix 8: Interview template statutory funders**

Introduction to me and to the process (focus on the period 2011-2012)

How confidential do you want the interview to be?

How familiar are you with the resident member service at CCVG?

What does your agency invest into CCVG? (inputs)

For what purpose? What does your investment enable? (outputs)

What changes for your agency in terms of this? (outcomes)

Prompts if necessary:

**Pobal:** does it meet your goals in terms of the CSP?

**DSP:** does it meet your goals in terms of the CE programme?

**DECLG:** does it meet your goals in terms of the Scheme to Support National Organisations?

**HSE:** Do you benefit from the upkeep of your buildings? Do you benefit from the use of your buildings by health-related organisations and other organisations working to progress the social good? Does it cause a problem for you that you are unable to use the buildings for other HSE purposes?

**DCC:** Do you benefit from the upkeep of your building? Do you benefit from the use of your building by organisations working to progress the social good in Dublin City and beyond? Does it cause a problem for you that you are unable to use the building for other DCC purposes?

[If unable to answer above questions: what would happen in your agency if you suddenly stopped investing in CCVG?]

How do you know that change happened? Give examples. (outcome indicators)

Were those changes solely down supporting CCVG or did anyone else contribute to them? (attribution)

Wouldn't the change have happened anyway? (deadweight)

Do you think that CCVG offering its resident member service affects anyone else, either positively or negatively, and if so, how? (additional stakeholders/displacement)

Anything else you want to say/ask?

Can I contact you for clarification/follow-up?

Thank you!

## Appendix 9: Online questionnaire resident members

### Carmichael Centre for Voluntary Groups resident members 2011-2012

#### Organisational information

Your answers will only be seen by me (Sandra Velthuis) and will be treated in the strictest confidence.

**1. Name of organisation:**

**2. Name of person completing survey:**

#### The advantages and disadvantages of being resident

**3. What is/was particularly good about being based at Carmichael Centre?**

**4. What is/was not so good about being based at Carmichael Centre?**

#### Chain of events

From my research so far, I have drafted a 'theory of change' or a 'chain of events' for resident members, which presently looks like this:

Moving into Carmichael Centre for Voluntary Groups ...

... BRINGS A SENSE OF SECURITY ...

Which leads to two outcomes:

1) networking outcome:

... THAT ALLOWS THE DEVELOPMENT OF A COMMUNITY SPIRIT ...

... WHERE INFORMAL NETWORKING IS THE NORM ...

... OUT OF WHICH MORE FORMAL COLLABORATION MAY GROW

2) resourcing outcome:

... THAT SAVES MONEY AND TIME ...

... AND THAT MAY ALLOW NEW RESOURCES TO BE ACCESSED ...

In combination, these networking and resourcing outcomes may lead to:

3) ultimate outcome:

... STRONGER ORGANISATIONS BETTER EQUIPPED TO MEET THEIR MISSIONS

## Carmichael Centre for Voluntary Groups resident members 2011-2012

**5. If you have any comments on the above, please write them here:**

### Networking and collaboration

I distinguish here between the following:

Networking = chats, sharing of tips, social contact, etc

Collaboration = formal meetings, joint projects, mergers, etc

**6. In the period 2011-2012, how many other resident members did you network with on an informal basis, in total ?**

- 0
- 1-10
- 11-20
- 21-30
- 31-40
- 41-50
- 50+

Comment:

**7. In the period 2011-2012, how many other resident members did you formally collaborate with, in total ?**

- 0
- 1-10
- 11-20
- 21-30
- 31-40
- 41-50
- 50+

Comment:

**8. If you engaged in any type of formal collaboration with other resident members in 2011-2012, please provide details:**

## Carmichael Centre for Voluntary Groups resident members 2011-2012

### Financial savings

When calculating the figure below, please ignore the cost of rent/services etc (as I am valuing these separately), but consider things such as:

- Any free services that you access (seminars, room hire, etc)
- Any cheaper shared services that you access (franking, photocopying, etc)
- Any cheaper goods or services that you access because someone in Carmichael Centre told you about these (software, insurance, etc)
- Any discounts you get elsewhere because you are a Carmichael Centre member (printing, office supplies, etc)
- Number of hours freed up as a result of being based in a building with peer organisations and a range of support services

**9. Please ESTIMATE the financial value of the savings, if any, that your organisation makes/made IN AN AVERAGE MONTH as a result of being based in Carmichael Centre.**

€

### Funding

**10. In the period 2011-2012, did your organisation access any external funding as a direct result of being based in Carmichael Centre?**

- Yes  
 No

Comment:

**11. If yes, what was the total value of this funding?**

€

### Organisational change

**12. In the period 2011-2012, did your organisation experience:**

- No change in the number of paid staff  
 A net increase in the number of paid staff  
 A net decrease in the number of paid staff

Comment:

**13. If there was a change, how many full-time equivalent staff are we talking about?**

Number:

## Carmichael Centre for Voluntary Groups resident members 2011-2012

### 14. In the period 2011-2012, did your organisation experience:

- No change in the number of volunteers
- A net increase in the number of volunteers
- A net decrease in the number of volunteers

Comment:

### 15. If there was a change, how many volunteers are we talking about?

Number:

### 16. In the period 2011-2012, did your organisation experience:

- No change in the need for office and other space
- A net increase in the need for office and other space
- A net decrease in the need for office and other space

Comment:

### 17. If there was a change, please provide details:

## Meeting your mission

### 18. How would you rate your organisation's ability to 'meet its mission' BEFORE you were based at Carmichael Centre (1 = very poor and 10 = excellent)?

- 1    2    3    4    5    6    7    8    9    10

Comment:

### 19. How would you rate your organisation's ability to 'meet its mission' NOW/AFTER you were based at Carmichael Centre (1 = very poor and 10 = excellent)?

- 1    2    3    4    5    6    7    8    9    10

Comment:

## And finally ...



**Carmichael Centre for Voluntary Groups resident members 2011-2012**

**20. Would you potentially be willing to have your organisation's experience of being resident in Carmichael Centre written up and told as a case study in the final report?**

Yes

No

**21. Is there anything else you would like to say?**

## **Appendix 10: Letter and questionnaire CSP and CE scheme staff**

7 June 2013

Dear

### **Help Carmichael Centre and be in with a chance to win €100**

You may have heard that we are trying to work out what the 'social value' of Carmichael centre is. We are working with an independent researcher called Sandra Velthuis, who knows the centre well, as she used to be an employee here. She is evaluating the services that we provide for the groups that are based in the centre. But as we all know, those services could not be delivered without the staff on our Community Service Programme (CSP) and Community Employment (CE) scheme.

Sandra already spoke to some of the CSP and CE staff some months ago. She discovered that working at the centre often also provides benefits for staff members themselves. Sandra is looking at the period 2011 and 2012. As you worked at the Centre during that time, Sandra would now really like to hear your views on this topic *(even if you took part in the discussion previously)*.

Attached is a short questionnaire that asks about your experience of working at Carmichael Centre and what that meant to you. We would be really grateful if you could spend a few moments filling this in. Once you have done so, please place it in the enclosed envelope, seal it and return it by **Wednesday 19 June 2013**. The only person that will see your answers is Sandra. She will use all the information that you provide, but she will never use your name, and will destroy the questionnaires as soon as her research is complete.

Every questionnaire that is completed and returned by the deadline will be entered into a **draw for a €100 Tesco voucher**. The draw will take place before the end of the month. You will also be informed, in due course, about the results of the research.

I really hope you can cooperate with us on this, because doing so will help to make Carmichael Centre as good a place as it can possibly be, for its members and its staff.

Kind regards

Diarmaid Ó Corrbuí

CEO

## **Questionnaire for Carmichael Centre CSP and CE workers**

*Please complete the questions below as fully and honestly as you can. There are no right or wrong answers. I want to hear the good stuff as well as things that are neutral or that you are unhappy about. You can add a separate piece of paper if you need more space. Your answers will be treated in the strictest confidence. The first two questions will only be used if you win the €100 Tesco voucher or if I need to ask you a little more information.*

1) What is your name?

2) What is your phone number and/or email address?

3) What is/was particularly good about working at Carmichael Centre?

4) What is/was not so good about working at Carmichael Centre?

5) What new skills, if any, did you learn as a result of working at Carmichael Centre?

6) Do you feel that working at Carmichael Centre has increased the chance of you being employed elsewhere? yes/no

7) Did you find employment elsewhere? yes/no

If yes, please provide details (full-time/part-time, type of work, how long the work lasted, etc):

8) How confident were you before you started working at Carmichael Centre?

1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9 – 10

NOT AT ALL CONFIDENT

ENTIRELY CONFIDENT

9) How confident are you now/were you after leaving Carmichael Centre?

1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9 – 10

NOT AT ALL CONFIDENT

ENTIRELY CONFIDENT

10) How many new friends, if any, would you say you have made as a result of working at Carmichael Centre?

11) Has your work at Carmichael Centre influenced your network of family and friends in any way (either positively or negatively?)

12) How would you rate your quality of life before you started working at Carmichael Centre?

1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9 – 10

VERY POOR

EXCELLENT

13) How would you rate your quality of life now/after you finished working at Carmichael Centre?

1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9 – 10

VERY POOR

EXCELLENT

14) OPTIONAL: would you be willing to have your experience written up and told as a case study in the final report? yes/no

15) Is there anything else you would like to say?

*Thank you very much. Please return in the enclosed envelope by Wednesday 19 June 2013 at the latest.*

**Sandra Velthuis**

## **Appendix 11: Email statutory funders**

25 May 2013

Dear XXX

I hope this mail finds you well. Further to your kind assistance some months ago, I would like to update you on the Social Return On Investment evaluation I am undertaking of the resident member service provided by Carmichael Centre for Voluntary Groups (CCVG). I would also like to give you an opportunity to have further input into the process. My work is progressing rather slowly, but well. I am making sure that 'no stone is left unturned' and that the views of everybody who is impacted by this service in some way are incorporated and analysed with the necessary rigour.

On the basis of my research so far, I have developed a number of 'theories of change'. For funders of the service like yourself, this theory of change – or to put in another way, chain of events – presently looks like this:

- A range of social problems exist in our society, which government departments and statutory agencies have a responsibility for tackling ...
- A number of these departments/agencies resource the CCVG resident member service in a variety of direct and indirect ways ...
- As a result, public monies are used in a cost-effective manner ...
- As a result, a good contribution is made to addressing social disadvantage (especially reducing unemployment and providing access to community facilities)

**QUESTION 1: Do you agree with this chain of events or is there something wrong or missing?**

I have calculated the resources that XXX invested into CCVG over the period 2011-2012 as €XXX, comprising XXXX.

**QUESTION 2: Do these figures seem accurate to you or do you wish to comment on them in some way?**

Because of the broad and indirect nature of the changes that might be brought about for funders as a result of CCVG's resident member service, it is very challenging to measure these. The indicators I have selected so far are XXX.

**QUESTION 3: Do these indicators seem reasonable to you and/or can you suggest any other potential indicators and how one might value these?**

Despite the focus on quantitative data, I intend for the evaluation report not to be simply a listing of numbers, but to also describe qualitatively how change happens and the impact of that change on different stakeholders. I therefore wish to feature a number of case studies.

**QUESTION 4: Would you potentially be willing for your organisation to be used as a short illustrative case study in the final report?**

I would be most grateful if you could provide me with responses to any or all of the above questions, either in writing or over the phone. I am happy to answer any questions that you might have and/or hear any additional points of view. Many thanks in advance.

Kind regards

Sandra Velthuis

## **Appendix 12: Courses undertaken by CSP and CE scheme staff 2011 – 2012**

### Core skills

Assertiveness

Literacy

Intensive Tuition in Adult Basic Education

Securing employment

Employment and work experience

### Health and safety

Health and safety in the workplace

Health and safety representative

Manual handling

Fire warden

Occupational first aid

Hazard Analysis and Critical Control Point

Forklift Driving/Safepass

### European Computer Driving Licence

Computer skills/speed development

Microsoft Publisher

Mailmerge using Word 2007

Salesforce

### Manual and computerised accounts

Payroll

Financial reporting for charities

### Communications and technology

Public relations and publicity skills

Social media

### Clerical and receptionist

Reservation training

### Community development and leadership

Developing a strategic plan

Fundraising for small community groups

Supervisory management and leadership

### Retail display

Broadcasting

Addiction studies

Family studies

## Appendix 13: Outcomes for resident members

Outcome = increased informal networking					
Indicators	Quantity	Duration	Financial proxy	Value	Source
Total number of informal networking interactions	2,984 <sup>146</sup>	2 years beyond the active networking in the 2-year investment period <sup>147</sup>	Cost of a quarterly networking/training event <sup>148</sup> and cost of time spent networking <sup>149</sup>	€99.39	Stakeholder consultation and internet-based research
Outcome = increased formal collaboration					
Total number of formal collaborations	76 <sup>150</sup>	3 years beyond the active collaboration in the 2-year investment period <sup>151</sup>	Cost of time spent collaborating <sup>152</sup>	€2,075.16	Internet-based research

<sup>146</sup> 17 people answered this question, which gave options for 0 (n= 2), 1-10 (n= 11), 11-20 (n=2), 21-30 (n=2), 31-40 (n= 0), 41-50 (n=0) and 50+ (n=0). The figure of 373 interactions per quarter was then calculated using proportional averages (mean). This equates to 2,984 over the two-year period.

<sup>147</sup> The benefits of the informal networking are not considered to stop as soon as the investment period ends and are assumed to last at least the same time again.

<sup>148</sup> The median cost of a networking or training event offered by The Wheel is €60 for members and €95 for non-members (<http://www.wheel.ie/training/course-calendar>). Some CCVG residents would be members of The Wheel, whereas others would not. The average event cost can be estimated as the mean of these two figures, therefore, that is: €77.50.

<sup>149</sup> In order to value the time spent by resident members (assumed conservatively at one hour each quarter at a networking/training event), the average hourly earnings rate was used; this was €21.89 in the final quarter of 2012 ([http://www.cso.ie/en/media/csoie/releasespublications/documents/earnings/2013/earnlabcosts\\_q12013.pdf](http://www.cso.ie/en/media/csoie/releasespublications/documents/earnings/2013/earnlabcosts_q12013.pdf)).

<sup>150</sup> 15 people answered this question, which gave options for 0 (n= 4), 1-10 (n= 11), 11-20 (n=0), 21-30 (n=0), 31-40 (n= 0), 41-50 (n=0) and 50+ (n=0). The total figure was then calculated using proportional averages (mean), giving a total of 209 formal collaborations, which, on the basis of knowledge gained during interviews, was considered to be excessive. Further analysis showed that of those organisations that did engage in formal collaboration, the average number per resident was two, which brought the total down significantly.

<sup>151</sup> The investment of time made by organisations will continue to generate value even if active collaboration ceases at that point. By its nature, more effort will have gone into formal collaboration rather than informal networking, and a longer period of three years post-investment has therefore been allowed.

<sup>152</sup> On the basis of the consultant's experience of engaging in formal collaborations of this type, an estimate of three weeks' work per collaboration over the period under evaluation at the average weekly wage (€691.72 in the final quarter of 2012) has been used ([http://www.cso.ie/en/media/csoie/releasespublications/documents/earnings/2013/earnlabcosts\\_q12013.pdf](http://www.cso.ie/en/media/csoie/releasespublications/documents/earnings/2013/earnlabcosts_q12013.pdf)).



Outcome = increased financial resources					
Indicators	Quantity	Duration	Financial proxy	Value	Source
Level of savings made	38 made savings <sup>153</sup>	1 year beyond the 2-year investment period <sup>154</sup>	Value of savings	€10,848	Calculated from questionnaire data
Number of new grants accessed	7 grants <sup>155</sup>	1 year beyond over the 2-year investment period <sup>156</sup>	Value of average grant	€4,000	Calculated from questionnaire data
Outcome = increased human resources					
Number of new paid staff	Net change = 0 <sup>157</sup>	Not applicable	Not applicable	€0	Not applicable
Number of new volunteers	Net increase = 98 new volunteers <sup>158</sup>	1 year beyond the initial 2-year investment period <sup>159</sup>	Value of volunteer time (cost of equivalent paid time) <sup>160</sup>	€4,553.12	Internet-based research

<sup>153</sup> 15 people answered this question, with only four reporting that they made no financial savings as a result of being based at CCVG. The range for the remainder was very wide, from an estimated monthly saving of €20 - €2,500. The mean monthly reported saving is €452, the 24-month value of which equates to €10,848.

<sup>154</sup> An assumption is made that the savings made allow the organisations to do more, for longer, than they would otherwise be in a position to do. A conservative one extra year has therefore been allowed.

<sup>155</sup> 15 people answered this question, with only two responding positively: one grant valued at €5,000 and another at €3,000, suggesting an average grant of €4,000. If proportional averages (mean) are used, it would be reasonable to assert, therefore, that seven residents benefited from €28,000 in grant aid as a result of being based in CCVG.

<sup>156</sup> Funding terms for grants of such amounts tend to be for one-year projects. Information at this level of detail was not provided so there is no way of knowing when funding terms began or expired. An assumption is made that the grants accessed allow the organisations to do more, for longer, than they would otherwise be in a position to do. A conservative one extra year has therefore been allowed.

<sup>157</sup> Of the four who reported a change, two had a decrease of 1.5 staff and two had an increase of 1.5 staff. Not featured on Impact Map therefore (Appendix 1).

<sup>158</sup> 15 people answered this question, with seven reporting a total increase of 28 volunteers, which equates to an average of four volunteers per organisation. No decreases were reported. The total figure was then calculated using proportional averages (mean).

<sup>159</sup> The consultant has extensive experience in volunteering, having established and managed the country's national volunteer development agency for seven years. In the past, there was a tendency for volunteers to remain loyal to organisations for very extended periods of time. These days, there is a trend towards shorter-term engagements. Volunteering research in Ireland is scarce, however, and it is impossible to know definitively how long volunteers will stay with an organisation. A conservative one extra year beyond the investment period has been allowed.

<sup>160</sup> It has been estimated, conservatively, that each volunteer contributes two hours of his or her time per week for each of the years under evaluation, for which the organisations would otherwise have had to pay the average hourly wage; this was €21.89 in the final quarter of 2012

([http://www.cso.ie/en/media/csoie/releasespublications/documents/earnings/2013/earnlabcosts\\_q12013.pdf](http://www.cso.ie/en/media/csoie/releasespublications/documents/earnings/2013/earnlabcosts_q12013.pdf)).

## Appendix 14: Outcomes for CSP and CE scheme staff

Outcome = increased income					
Indicator	Quantity	Duration	Financial proxy	Value	Source
Numbers increasing their income	59 <sup>161</sup>	During the 2-year investment period only	Income differential: working/not working at CCVG <sup>162</sup>	€5062.51	DSP and Citizens Information Board, supplemented by data provided by CCVG

<sup>161</sup> All scheme staff benefited from an increase in their income, albeit only on a moderate scale for some.

<sup>162</sup> As highlighted in section 5.3.2, this is almost impossible to calculate with any level of accuracy. Although CCVG has records of the scheme wages that it pays out, it is not privy to the full income profiles of individuals including any social protection payments (neither before they started at CCVG, nor once they are on one of the CCVG employment schemes). The two primary social protection payments that have been analysed are Jobseeker's Allowance and One-Parent Family Payment as it would be one of these benefits that CCVG scheme staff workers would most commonly have received prior to starting at CCVG. Archived rates of weekly payment data were used as a starting point ([http://www.welfare.ie/en/Pages/SW19\\_Post\\_2003.aspx](http://www.welfare.ie/en/Pages/SW19_Post_2003.aspx) see pp. 19-20 and p. 45). Jobseeker's Allowance rates in the period 2011-2012 ranged from €100 for claimants aged 18-21 up to €188 for claimants aged 25 or over; the majority of CCVG scheme staff would fall into the latter age bracket and it is on this cautious basis that estimates have been made. One-Parent Family Payment rates are means-tested and in the period 2011-2012 ranged from €0 up to €188, with an additional €29.80 for each individual child. On commencing at CCVG, individuals lose their Jobseekers Allowance and this is replaced by a scheme wage. For CSP, these wages in the period 2011-2012 ranged from a low of €176.06 for a part-time post (a decrease of €11.94 per week) to a high of €643.26 for a full-time post including a top-up (an increase of €455.26 per week). For CE, wages in the period 2011-2012 were a standard €208 (an increase of €20 per week). However, up until January 2012, all those already on a CE scheme and in receipt of One-Parent Family Payment were entitled to retain that payment in addition to their new scheme wage (an increase of €208 per week - see [http://www.citizensinformation.ie/en/employment/unemployment\\_and\\_redundancy/employment\\_support\\_schemes/community\\_employment\\_scheme.html](http://www.citizensinformation.ie/en/employment/unemployment_and_redundancy/employment_support_schemes/community_employment_scheme.html)). It has been assumed that the lowest and highest CSP wages are anomalies and that, taking into account the part-time/full-time mix outlined in section 4.3.1, the 13 CSP scheme staff were generally paid in line with their CE scheme counterparts. It has also been assumed that a mere one-fifth of the 46 CE workers (n = 9) were in receipt of One-Parent Family Payment. The total value calculated, therefore, is a mean of 50 individuals increasing their income by €20 per week and 9 increasing their income by €208 per week, which equates to an average increase of €48.68 per worker per week, or €5,062.51 for the 104 weeks under evaluation. It should be stressed that these figures are very conservative.

Outcome = increased likelihood of paid employment					
Indicator	Quantity	Duration	Financial proxy	Value	Source
Numbers reporting enhanced employability	50 <sup>163</sup>	3 years beyond the 2 year investment period <sup>164</sup>	Cost of employability skills training <sup>165</sup> and regular sessions with a counsellor/coach <sup>166</sup>	€1,650	Internet-based research
Number progressing into paid employment	At least 5	2 years beyond the 2-year investment period <sup>167</sup>	Salary of full-time position at the minimum wage <sup>168 169</sup>	€34,454.70	Eurofound and DSP research

<sup>163</sup> Of the 59 total, five found employment and are therefore excluded and a proportional mean of four people did not feel that their employment prospects had heightened.

<sup>164</sup> A sense of enhanced employability is likely to decrease the longer an individual is not successful in actually gaining employment. After one year they are once again classified as being long-term unemployed <http://www.oecd-ilibrary.org/sites/factbook-2011-en/07/02/02/index.html?contentType=&itemId=/content/chapter/factbook-2011-65-en&containerItemId=/content/serial/18147364&accessItemIds=&mimeType=text/h>. It is not assumed that their sense of employability suddenly disappears after one year, but rather, that this gradually dissolves over a longer-term. To facilitate calculation, a three-year duration has therefore been allowed.

<sup>165</sup> Ireland's National Learners Database, Qualifax, lists numerous employability courses of greatly varying length ([http://www.qualifax.ie/index.php?option=com\\_googlesearch\\_cse&n=30&Itemid=&cx=000879325975867386823%3Aocucshaoulm&cof=FORID%3A11&ie=ISO-8859-1&q=employability&sa=Search+this+site&hl=en&siteurl=http%3A%2F%2Fwww.qualifax.ie%2F](http://www.qualifax.ie/index.php?option=com_googlesearch_cse&n=30&Itemid=&cx=000879325975867386823%3Aocucshaoulm&cof=FORID%3A11&ie=ISO-8859-1&q=employability&sa=Search+this+site&hl=en&siteurl=http%3A%2F%2Fwww.qualifax.ie%2F)). If eligible, as most CSP and CE scheme staff would be, undertaking such a course would be unlikely to involve a direct cost to the trainee, because, like CSP and CE, these courses are all subvented by the state. The paucity of official data on the cost and usage of such labour market activation interventions was raised in a recent DSP review of employment support schemes (<http://www.welfare.ie/en/downloads/Review%20of%20Employment%20Support%20Schemes.pdf>) and it is therefore extremely difficult to make an estimation of these. A 'ballpark' figure of €1,000 per course has been used, but this is likely to be an underestimate.

<sup>166</sup> The cost of a fortnightly session with a counsellor or coach has also been factored in. The price of this is difficult to establish, but a detailed internet search (<https://www.google.ie/#q=counselling+cost+dublin> etc) revealed that for those looking for affordable options in Dublin, sessions can be as low as €10! Neither the ability to access such services nor their quality can be ascertained here, but this figure appears exceptionally low and a more realistic, yet still very conservative, €25 per session has been used for the purposes of a proxy. For ease of calculation, half of the sessions are used as a proxy for the employment outcome and the remainder for the life satisfaction outcome (see overleaf).

<sup>167</sup> Research shows that the long-term success rates for maintaining employment after CE schemes are not high (see, for example, Seamus McGuinness et al, *Activation in Ireland: An Evaluation of the National Employment Action Plan*, Economic and Social Research Institute, 2011 <http://www.esri.ie/UserFiles/publications/RS20.pdf>) and only two years beyond the investment period have been allowed.

<sup>168</sup> The average working week in Ireland in 2012 was 38.3 hours <http://www.eurofound.europa.eu/eiro/studies/tn1305017s/#hd5>.

<sup>169</sup> It is assumed that any employment secured will still be low paid and the minimum wage of €8.65 per hour has therefore been used in this context (€17,227.34 gross salary per employee per annum) ([http://www.citizensinformation.ie/en/employment/employment\\_rights\\_and\\_conditions/pay\\_and\\_employment/pay\\_inc\\_min\\_wage.html](http://www.citizensinformation.ie/en/employment/employment_rights_and_conditions/pay_and_employment/pay_inc_min_wage.html)) for the two-year period.

Outcome = increased life satisfaction					
Indicator	Quantity	Duration	Financial proxy	Value	Source
Numbers reporting increased life satisfaction	Net increase = 25 scheme staff reporting positive change <sup>170</sup>	3 years beyond the investment period <sup>171</sup>	Cost of personal development training and regular sessions with a counsellor/coach <sup>172 173</sup>	€650	Global Value Exchange and Qualifax databases

<sup>170</sup> Questionnaire respondents were asked to rate their quality of life before being based at CCVG and now/afterwards on a 10-point scale. Of those 30 who fully answered these questions, one reported a decrease of ten points (100%) and five reported no change. The remaining 25 reported increases ranging from one to ten points (or 10-100%) with an average of 40%. The total figure was then calculated using proportional averages (mean).

<sup>171</sup> As with employability on previous page

<sup>172</sup> The Global Value Exchange (previously Wikivois) database proposes that a change in life satisfaction might use the financial proxy of assertiveness and personal confidence training when establishing whether people feel that their quality of life has improved <http://www.globalvaluexchange.org/valuations/quality-of-life>. The National Learners Database, Qualifax, lists a number of short personal development courses, averaging c. €100 ([http://www.qualifax.ie/index.php?option=com\\_googlesearch\\_cse&n=30&Itemid=&cx=000879325975867386823%3Aocucshaoulm&cof=FORID%3A11&ie=ISO-8859-1&q=personal+development&sa=Search+this+site&hl=en&siteurl=http%3A%2F%2Fwww.qualifax.ie%2F](http://www.qualifax.ie/index.php?option=com_googlesearch_cse&n=30&Itemid=&cx=000879325975867386823%3Aocucshaoulm&cof=FORID%3A11&ie=ISO-8859-1&q=personal+development&sa=Search+this+site&hl=en&siteurl=http%3A%2F%2Fwww.qualifax.ie%2F)). This is the figure that has been used for the calculations.

<sup>173</sup> As stated on the previous page, only half of these sessions are considered as contributing to this life satisfaction outcome.

## Appendix 15: Outcomes for the state

Outcome = net increase to state finances					
Indicator	Quantity	Duration	Financial proxy	Value	Source
Number of people progressing into paid jobs	At least 5	2 years beyond the 2-year investment period <sup>174</sup>	Tax intake and reduced social protection payments <sup>175</sup>	€28,420	DSP, DCC and Revenue Commissioners data supplemented by expert advice <sup>176</sup>

<sup>174</sup> As with paid jobs in Appendix 14

<sup>175</sup> People on low incomes are exempt from income tax (<http://www.revenue.ie/en/tax/it/leaflets/it8.pdf>) and Pay Related Social Insurance (PRSI) ([http://www.welfare.ie/en/downloads/sw14\\_12.pdf](http://www.welfare.ie/en/downloads/sw14_12.pdf)) but the state would benefit from Employers' PRSI at a rate of 4.35% (€732 per employee per annum), Universal Social Charge at a maximum rate of 4% (€488 per employee per annum) (<http://www.revenue.ie/en/tax/usc/universal-social-charge-faqs.pdf>) and a reduction in social protection payments. The latter are difficult to quantify as they would depend on the individual circumstances of each person, but would include a reduction in Jobseeker Allowance (€9,776 per employee per annum; this figure is conservative as it excludes any additional payments for dependants [http://www.welfare.ie/en/Pages/1057\\_Jobseekers-Allowance.aspx](http://www.welfare.ie/en/Pages/1057_Jobseekers-Allowance.aspx)), a likely increase in local authority housing rental income (assuming three people increasing their maximum payable rent from €27 to €50 per week – this figure is conservative and excludes any additional payments for dependants <http://www.dublincity.ie/Housing/Documents/RentScheme2013.pdf>) OR a reduction in Rent Supplement if housed in the private sector instead of in local authority accommodation (assuming two single people at a maximum rate of €520 per month – this figure is conservative and excludes any dependants). These figures have been doubled to account for the two-year investment period.

<sup>176</sup> From Ciara Murray, public information consultant specialising in social protection <http://www.whitebarn.info/associates>

## Appendix 16: Future projections

Outcomes	Proxies	Impact	Duration	Drop-off	Year 1	Year 2	Year 3	Year 4	Year 5	
<ul style="list-style-type: none"> <li>Increased informal networking</li> <li>Increased formal collaboration</li> <li>Increased financial resources</li> <li>Increased human resources</li> </ul>	Cost of quarterly networking/training event and cost of time spent networking	€296,580	4 years	10%	€148,290	€148,290	€133,461	€120,115	€0	
	Cost of time spent collaborating	€88,713	5 years	10%	€44,357	€44,357	€39,921	€35,929	€32,336	
	Value of savings	€412,224	3 years	10%	€206,112	€206,112	€185,501	€0	€0	
	Value of average grant	€1,575	3 years	10%	€788	€788	€709	€0	€0	
	Value of volunteer time (cost of equivalent paid time)	€250,991	3 years	10%	€125,495	€125,495	€112,946	€0	€0	
<ul style="list-style-type: none"> <li>Increased income</li> <li>Increased likelihood of paid employment</li> <li>Increased life satisfaction</li> </ul>	Income differential: working/not working at CCVG	€259,859	2 years	0%	€129,929	€129,929	€0	€0	€0	
	Cost of employability skills training and 50% cost of regular sessions with a counsellor/coach	€71,775	5 years	50%	€35,888	€35,888	€17,944	€8,972	€4,486	
	Salary of full-time position at the minimum wage	€89,927	4 years	10%	€44,963	€44,963	€40,467	€36,420	€0	
	Cost of personal development training course and 50% cost of regular sessions with a counsellor/coach	€14,138	5 years	50%	€7,069	€7,069	€3,534	€1,767	€884	
<ul style="list-style-type: none"> <li>Net increase to state finances</li> </ul>	Tax intake and reduction in social protection payments	€123,627	4 years	10%	€61,814	€61,814	€55,632	€50,069	€0	
					<b>Annual total</b>	€804,704	€804,704	€590,114	€253,272	€37,705
					<b>Discounted value</b>	€777,492	€751,200	€532,249	€220,712	€431,747
					<b>Present value</b>	€2,313,399		<b>Net present value</b>	€477,776	