



# **A Social Return on Investment Evaluation of three 'Sport for Social Change Network' programmes in London**

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**MAYOR OF LONDON**

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## FOREWORD

When the 2012 Olympic Games were awarded to London the Government with LOCOG committed to delivering a transformation of the sporting landscape and providing a lasting legacy.

Commissioned by Active Communities Network with Greater London Authority funding, this report scrutinises programmes which have been delivered through a partnership between the private, public and voluntary sector and they clearly demonstrate the wider economic impact of sports-based programmes using our delivery model; creating over £4 in social value for every £1 invested.

London, like the rest of the UK, is recovering from the global financial crisis and at times of austerity commissioners and funding agencies alike have difficult choices to make in targeting their funds.

There are a lot of good people doing great things in community sport - youth-based interventions are one example of the 2012 Games legacy - and it is well-defined, strong evidence - including the proven method of 'Social Return on Investment' (SROI) - from reports such as this which set organisations apart from the pack.

Active Communities Network appointed Lodestar – a recognised consultancy in Social Impact analysis across the UK – to ensure that this report was researched robustly and independently so we could continue our commitment to providing a body of evidence which stands up to scrutiny and can be understood and replicated throughout the sports and community sectors.

I would like to thank the Greater London Authority for their continued support and commitment to our work and Lodestar for producing this report which evidences how much community sport has contributed to the Olympic legacy through using sport to deliver wider social development outcomes.

Our challenge now is to ensure our proven methodology is replicated for the benefit of the communities we and our network serve.

**Kevin McPherson**  
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**Active Communities Network**

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## MAYOR OF LONDON

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## 1. INTRODUCTION

This is a Social Return on Investment (SROI) analysis, commissioned by Active Communities Network (ACN) and carried out by Lodestar, who are experienced consultants in SROI methodology, both from a training/mentoring viewpoint as well as facilitation/delivery of analyses.

SROI is an approach to understanding and managing the value of the social, economic and environmental outcomes created by an activity. It is based on a set of principles that are applied within a framework for capturing value, created through an activity, but which may not be accounted for in normal project financial accounting. It is also used to structure thinking and understanding as part of a process of getting closer to stakeholders and involving them in the account of how value is created for them.

This commission was researched over the 2012/13 financial year then compiled, written, assessed and now, in June 2014, is released. The research involved the following main elements:

- Training selected members of ACN staff in SROI methodology
- Working with ACN staff assigned to the SROI project and mentoring those selected individuals in the design and development of SROI tools for embedding in the organisation
- Leading ACN staff in the verification of outcomes predicted to emerge as a result of the work of three specified London projects managed by Active Communities Network. The use of SROI would enable these outcomes to be articulated in terms of the social value created for the agency and its stakeholders
- The development of an impact map and forecast social account of the value of material outcomes to key stakeholders of the agencies activities
- As monitoring embedded itself over the period of the work, a conversion of the forecast to an evaluative model
- Supporting the enhancement or establishment of monitoring processes to enable the organisation to continue to track the on-going occurrence of social value
- Leading in organisational/work plan recommendations that flow from the results of the SROI study including any aspects of change management that emerge

ACN staff and Lodestar collaborated in gathering the data for the study culminating in this report on findings, although the final analysis and the completion of the report has been undertaken by Lodestar.

## 2. THE TASK

The SROI analysis was carried out on programmes of activities for young people delivered by ACN, the convenor of London's Sport for Social Change Networks'. The focus was on the delivery of services to young people in the London Boroughs of Lambeth, Southwark and Sutton. From an SROI perspective, the tasks divided into the following aspects:

### Identifying stakeholders

The very basis of this analysis has been driven by questions around what changes for stakeholders. Team members met initially to establish who the stakeholders were and reduced a long list to those groups involved in the activities under study that actually experienced material change; subsequently determined by stakeholders experiencing outcomes considered to be the most significant and relevant, flowing from the activities under study. This involved asking stakeholders directly what outcomes they experienced as a consequence of the activities.

### Understanding and mapping the most important outcomes

Following stakeholder engagement, a Theory of Change was developed to predicate outcomes based on stakeholder feedback. The analysis would address questions like:

- What were the key changes (outcomes) experienced?
- What was the result of engaging stakeholders in conversations about the relative importance of outcomes to them and how might they measure and value these?
- How could outcomes be understood in terms of potential impact that would be important for the projects to manage on behalf of stakeholders?
- What elements of the impact claimed resulted from the activities studied, and what elements came from the actions of others?
- What did the projects learn and change as a result of having SROI available to understand and manage impact?
- The creation of an Impact map for the analysis provides an opportunity to demonstrate the relationship between inputs (the resources that go into running the activity), the outputs (the activities themselves) and the outcomes that result from the activities.

### Evidencing and valuing outcomes

The next step was to apply indicators and examine research to identify data to demonstrate that outcomes actually took place and, following SROI convention, apply appropriate financial proxies to place values on them. The monetisation of outcomes is one of the unique selling points of SROI and leads to an expression of the return value resulting from the investment in a given activity.

**Establishing Impact**

This allowed for adjustments to be made to the value of outcomes to ensure that what was claimed was attributable to the activity, taking account of what would have happened anyway, as well as value that was contributed to by others in addition to the activity.

**Calculating the SROI ratio into a social account**

This provided a social value return compared to the investment required to create the value claimed.

**Reporting the social value account and applying results to future practice**

The SROI analysis is the culmination of a clear story of change for key stakeholders, that as well as reporting the SROI return ratio, is transparent about how it was determined, enabling the sharing of findings with stakeholders, and an understanding of how impact would be better accounted for, managed, and embedded in systems to track material stakeholder outcomes into the future.

**ACTIVE COMMUNITIES NETWORK**

The recognition by successive governments of sport-based interventions as a relevant means of addressing social inclusion, health, education and community safety and issues, has enabled the sector to increase both its profile and contribution to the achievement of wider social policy agendas. In turn, this resulted in an increase in funding for a range of local projects through, for example, Sport England's Active Communities Development Fund and the Home Office's Positive Futures programme.

In 2006 a number of allied organisations from South London who had been involved in pioneering the sport for development ethos, came together to discuss an approach to sustain and grow this work. This generated the formation of London Active Communities as a charity with a remit to:

- Deliver grass roots sports-based programmes deep in the heart of local communities focusing primarily on young people
- Invest in the workforce and the wider communities' skills development through creating a curriculum of training
- Support a network of like-minded agencies to build their capacity through developing their skills and leading on national and regional consortia projects to ensure maximum resources are devolved to projects
- Develop a body of evidence to support the work of sport for development through monitoring impact and implementing best practice approaches

The expansion of London Active Communities led to significant interest from both within and without the UK. Consequently, London Active Communities re-branded to Active Communities Network in 2009, since then its work has expanded across the UK and internationally.

### 3. EXECUTIVE SUMMARY

This report uses the Social Return on Investment (SROI) framework to analyse and tell the story of the work of Active Communities Network (ACN) with young people. It examines and accounts for the social value created for stakeholders in three London Boroughs through the work that ACN undertakes with young people in some challenging neighbourhoods sited in Sutton, Lambeth and Southwark.

In addition to the young people themselves, stakeholders include - volunteers who participate in the programmes offered by the organisation; the peers and siblings of programme participants; the residents who share the communities that the young people live in (a sample of those living close to the centres of activity); ACN partner organisations in the three boroughs and the state agencies (e.g. the police and the courts system) that the respective populations engage with.

From an internal perspective, the purpose of this analysis is to enable the organisation to recognise and understand the social value it creates, to identify improvements in order to extend its capture, to highlight potential areas of negative social value it creates, to identify improvements in order to extend its capture, and to highlight potential areas of negative social value, should they arise.

Externally, the analysis aims to inform stakeholders about how the projects manage social value creation and particularly, as an account to funders of the types and the extent of social value that their investments have created.

In brief, the report concludes that:

Young people who engage in ACN's programmes experience very significant outcomes as a result of their participation. These involve the development of positive attitudes, the acquisition of new skills and a resultant reduction in anti-social behaviour, reduction in use of drugs and alcohol and improved relationships with youth leaders, peers and family members. For those who maintain contact with ACN activities and get involved as volunteers, there is evidence of progression and attainment of higher skills that improves employability.

These outcomes are clearly desirable for the development of the young people themselves but are also of considerable benefit to both the community as a whole and to some state agencies, who would otherwise have had to expend more of their reducing resources on dealing with young peoples continued or even increased negative behaviours.

Peers and siblings of participants in ACN's programmes; residents in the neighbourhoods where young people reside and partner agencies also benefit from ACN's expertise in working alongside young people. These stakeholder groups report, and the analysis provides evidence for, increased positive attitudes among community members about the improved reputation of the areas in which they live, particularly in the context

of parents' feeling that there are better places for their children to grow up in. In addition, agencies that deliver services alongside ACN have increased opportunities for engagement with young people through pooled resources as well as access to very specific ACN skills in increased funding leverage.

A key finding of the study is that, while value has been adjusted to take account of small proportions of these important outcomes that may have occurred in any case (albeit over a much longer time period) the reality is that the seed to create them has been provided by the work of ACN, and the key outcomes reported by young people just would not have occurred without ACN's initial impetus.

This report outlines the elements of the story of change for young people and others and describes how the inputs of the work translate into mechanisms for affecting the changes and the full social value identified.

For example:

- The total value of outcomes for all stakeholders included in the study stretches to over four times the value of the cost of running the projects
- Of the total value of the outcomes claimed that are purely attributable to ACN, 67% is value experienced by the young people themselves
- If ACN were to be judged on how long it takes to create social value equal to the cost of the projects, the payback period would be only three to four months

A number of recommendations of relevance to the sector as a whole flow from these findings; some relate to ACN's and similar agencies' good practice development, while others are about what commissioners need to consider in order to support the continued delivery of these positive outcomes for young people

These include:

- Agencies using relevant SROI methodologies to evidence (rather than assert) the positive outcomes they produce for their stakeholders. This means reviewing data reporting systems to ensure that they capture significant and relevant outcomes for those whom they are seeking to benefit.
- Recognising the significant impact that this kind of work has on the lives of young people and other stakeholders, and ensuring that it contributes to future service planning.
- Means by which commissioners can support the resourcing of agencies' management time in the development and maintenance of focused networking relationships, that enable innovative social policy solutions; all in the context of inevitable further reductions in available statutory resources.

### 3. SOCIAL RETURN ON INVESTMENT

Organisations that wish to get closer to their stakeholders in order to generate improved outcomes, increase value and become more sustainable in harder economic times, know that actions, activities and the way they work with others can add to the 'value' of what they create. Consequently, any evaluation of organisational impact will be incomplete if it is not tracked, considered, measured and accounted for comprehensively – all across the full range of stakeholders who experience change as a result of their activities.

As a social accounting framework, SROI provides a set of tools for undertaking an analysis of social value that is created (or destroyed) for key stakeholders in particular activities. It has been specifically designed to identify, capture and account for their full value by looking beyond the outputs that organisations produce to determine what happens in terms of change (or outcomes).

#### **SROI tracks and accounts for social value**

Social value can be defined as the value of change that results from a given activity in terms of the **valuation of outcomes**. For example, social value outcomes include the creation of social capital or other change, leading to increased well being of stakeholders, regardless of whether or not the activity was designed with an intention to lead to such outcomes. One of the strengths of SROI is that it places a value on material outcomes experienced by stakeholders, so that the value of return from an activity can be expressed in relation to the investment in it. More than this however, SROI seeks to include the values of people that are often excluded from markets in the same language as used in markets, that is to say, in monetary terms - in order to give people a voice in resource allocation decisions.

The Social Value Act - Public Services (2012) requires commissioners and procurers of public services to take into account how social value may be created in the context of the procurement decision and as part of the delivery of goods and services themselves.

The Act requires that:

*'The authority must consider—*

*(a) How what is proposed to be procured might improve the economic, social and environmental well being of the relevant area,*

*and*

*(b) How, in conducting the process of procurement, it might act with a view to securing that improvement'*

SROI enables stakeholders to map social value creation and to communicate how our activities make an impact, some of which may not have been accounted for before. The framework used in this analysis is becoming more widely known, and has been

promoted financially by the UK and Scottish governments, for example, through the Office for Civil Society funding of the 'Measuring Social Value' project led by the SROI Network and resulting in the publication of The SROI Guide.

SROI is a way of telling a story about what changes as a result of an activity and about the stakeholder contributions that made the changes possible. It is based on seven principles:

- 1. Involve stakeholders** - Understand the way in which the organisation creates change through a dialogue with stakeholders
- 2. Understand what changes** - Acknowledge and articulate all the values, objectives and stakeholders of the organisation before agreeing which aspects of the organisation are to be included in the scope; and determine what must be included in the account in order that stakeholders can make reasonable decisions
- 3. Value the things that matter** - Use financial proxies for indicators in order to include the values of those excluded from markets in the same terms as used in markets
- 4. Only include what is material** - Articulate clearly how activities create change and evaluate this through the evidence gathered
- 5. Do not over-claim** - Make comparisons of performance and impact using appropriate benchmarks, targets and external standards
- 6. Be transparent** - Demonstrate the basis on which the findings may be considered as accurate and honest; showing that they will be reported to and discussed with stakeholders
- 7. Verify the result** - Ensure appropriate independent verification of the account

These principles are reflected in the production of this analysis.

There are a number of terms specific to SROI that are used in this report. It may help the reader new to SROI to look at terms used purely in this context. A glossary can be found in **Appendix A**.

## 4. SCOPE OF THIS STUDY

In 2010 Active Communities Network were commissioned by Nike as the convenor agency for the London **Sport for Social Change Network** (SSCN) programmes for the period 2010-2013. This initiative was developed by four founding partners – Active Communities Network, the Community Action Zone, Nike and the Mayor of London, with the intention of ensuring that Londoners of all ages and abilities have easy access to a range of sporting opportunities. Borne out of a shared belief in the power of sport to make a difference to people's lives, it is committed to supporting the thousands of individuals and organisations who dedicate their time and effort to the creation of sporting opportunities for others.

Since 2010 SSCN's have been established in seven London Boroughs (Lambeth, Southwark, Croydon, Sutton, Brent, Hackney and Haringey) to drive investment strategies and influence the sport for social change agenda.

The key objectives of the **Sport for Social Change Networks** are:

- To increase the amount and range of sporting opportunity in London
- To ensure that local delivery of activity reflects local needs
- To support local organisations and assist them to develop more sustainable ways of working and to increase local capacity
- To ensure that sporting opportunity is multigenerational and available to all
- To build up a robust evidence base demonstrating the power of sport as an instrument of social change

### Programmes studied

This SROI focused on programmes offered by three projects managed by Active Communities Network that sit within three of these SSCN's. The three programmes studied were:

- **Sutton Positive Futures**
- **Lambeth Urban Stars**
- **Southwark B-Active**

The choice of these was driven by the needs of ACN to broaden the research base for projects that were not hitherto included in part of the wider research programme run by the organisation. However, the choice of the three provided a representative range of types and context of the work in different geographical locations.

### The London Borough of Sutton

The London Borough of Sutton has a total population of 185,594 residents and has grown by 2.1% since the 2001 census<sup>1</sup>. It is located in south west London and while there are extensive areas of affluence, the project targets distinct communities across the Northern and Eastern areas of the borough (the wards of Stonecot, Sutton North, St Hellier, Beddington South and Wandle Valley). With a combined population of

62,399<sup>2</sup> these areas are characterised by pockets of social deprivation with limited access to employment, social infrastructure and transport services.

In terms of the borough's population as a whole, 84.8% is White British, 7.9% Asian/Asian British and 4.9% Black/Black British. This profile is predicted to shift from 15.2% to 18.6% by 2018.<sup>3</sup> The borough's percentage of socially rented households is lower than the South West London Sub-Region average (15.4% compared to 21.8%), while three of the target wards, Wandle Valley (35.2%) St Hellier (43.3%) and Beddington South (38.6%) have the highest levels of social housing in Sutton. In addition, DCLG indices of deprivation<sup>4</sup> rank Sutton as 30th out of London's 33 Boroughs, with these three wards being categorised as 'deprived'.

## SUTTON POSITIVE FUTURES

As part of a national programme established in 2001 'Positive Futures' offered a year round programme of sport and youth work provision to young people aged 10-19. Focused around developing these young people through sport, the programme worked on delivering against the substance misuse agenda, preventing and reducing young people using drugs and alcohol and committed related crime.

With Sutton Positive Futures well established and entrenched within the Local Authority Leisure Service, in 2010 Active Communities Network were commissioned to deliver the programme from the Sutton Life Centre, a newly developed multi-service centre (designed to improve the life chances of young people and encourage good citizenship) with a remit to develop and encourage young people to access the facilities as well as delivering to the most marginalised in the north and east of the Borough (Stonecot, Sutton North, St Hellier, Beddington South and Wandle Valley wards).

The programme was offered five days a week and since 2001 has evolved and diversified across a number of social agendas including health, personal and social development and broader crime agendas, such as gang and weapons related criminal behaviour.

### **Characteristics of young people using the Sutton Project**

In the 2012 calendar year the VIEWS monitoring system recorded that Sutton Positive Futures worked with:

478 young people engaged in the programme; 36% of which were female; 65% came from a white British background; 83% of participants were aged 12-18; 80% of whom self-referred to activities.

### **Observed issues for young people using the Sutton Project**

Observations and data collected (via the VIEWS monitoring system) identified five key issues experienced by the young people accessing the Sutton Positive Futures programme.

- Risk of/dependency on drugs and alcohol (Sutton has London's 3rd highest teenage alcohol related accident and emergency rates)<sup>5</sup>
- Obesity is a key concern as there is a sedentary culture and lack of opportunities to access physical activity outside of the Positive Futures programme
- Unemployment and a lack of perceived opportunities to access employment are key issues experienced by the cohort. Although despite this, educational attainment and basic skills are relatively high across the group
- Fear of crime and being victims of crime is a greater issue in Sutton than being a perpetrator of crime. While youth crimes are generally not of a serious nature (and not gang related) fears of assault, theft and robbery are of major concern
- The number of young people from single parent families with siblings and other dependents was relatively high for the 12 months analysed, which correlates with a lack of role models and limited family incomes

### **The London Borough of Lambeth**

The London Borough of Lambeth, situated in South/Central London covers an area of seven miles from Waterloo, south to Crystal Palace, and has a total population of 303,100 residents<sup>6</sup>. This is an increase of 19,000 (compared to 284,000 in the last population estimate for the borough) and is predicted to grow by 12.9% until 2028, making it one of London's most densely populated boroughs.

Brixton is the most populous centre of population in Lambeth, with around 73,000 residents, 16,624 of whom reside in the Coldharbour ward. It has had fairly low growth in the last 10 years (9% compared to 11% for the borough as a whole). However, if current trends continue, the population will increase by 8% in the next 10 years to 78,000.

Project delivery is focused on the Moorlands Estate in Central Lambeth, one of six large housing estates in Brixton, which lies between Coldharbour Lane, Somerleyton Road and Loughborough Park/ Shakespeare Road; colloquially known as 'the Triangle' where around 550 two-storey homes replaced hundreds of derelict Victorian and Edwardian properties demolished during the 1970s.

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<sup>1</sup>Annual Monitoring Report 2007-2008, London Borough of Sutton, Local Development Framework (2008)

<sup>2</sup>ibid

<sup>3</sup>Greater London Authority 2007 Round of Ethnic Group Projections, Data Management and Analysis Group (2008)

<sup>4</sup>The English Indices of Deprivation 2010, Neighbourhood Statistics Release, Department of Communities and Local Government (2011)

<sup>5</sup>Metropolitan Police report, commissioned by Active Communities Network (2012)

<sup>6</sup>Lambeth Census Data 2011, London Borough of Lambeth (2012)

The Moorlands Estate sits within the Coldharbour ward, which has the largest and poorest population in the borough and where three in five residents are social housing tenants (61%). The ward population rose from 13,272 in 1991 to 14,376 in 2012,<sup>7</sup> an increase of 8.3% and residents have a younger profile than average, with 53% aged 18-34, compared to 45% elsewhere in Lambeth. 74% of Brixton residents are from ethnic minority backgrounds, predominantly Black Caribbean (22%) and Black African (14%) backgrounds. Reflecting the cultural diversity in the ward, fewer residents speak English as their main language (69% against 82% for the borough).

The latest available deprivation data is the 2010 Index of Multiple Deprivation<sup>8</sup> which places Lambeth as the 5th most deprived borough in London and 14th most deprived in England, a relative worsening of position since 2008 when it was ranked as 19th most deprived.<sup>9</sup> Those living in the most deprived areas are spread throughout the borough but are particularly concentrated in Coldharbour ward. The area at the junction of Shakespeare Road and Coldharbour Lane is classified as severely deprived in income affecting older people, wider barriers to services and crime. The Moorlands Estate is classified as severely deprived in income, employment and wider barriers to services.

## **URBAN STARS - LAMBETH**

Designed as a partnership between Active Communities Network and the Laureus Sport for Good Foundation, Urban Stars is a youth crime focused programme operating across six cities with a remit to deliver across Lambeth, Southwark and Croydon within the Capital. Urban Stars has taken the approach of prevention through working with young people deemed at risk of violent and weapons related crime. With an intense programme delivered deep in the roots of Brixton/Loughborough, the project focuses its efforts on working with young people residing in and around the Moorlands Estate.

With delivery focused around the Moorlands Community Centre, an intense activity programme is delivered within the catchment area during times of peak crime. Formal referral routes are built into the programme for young people to access the services on offer, which come from both statutory and third sector agencies. A key emphasis of the programme is progressing young people into volunteering and formal accredited training, reducing risk factors for entering or re-entering the youth justice system.

A range of activities are on offer for young people including not only sports programming, but also mentoring, peer leadership and issue-based workshops.

Specialist youth work staff are deployed within Urban Stars to support sports coaches, build on developing relationships with young people and delivering supplementary activities.

### **Characteristics of young people using the Lambeth project**

Working exclusively across the Coldharbour ward, in the 2012 calendar year the VIEWS monitoring system recorded that the Urban Stars project worked with:

187 young people across the Moorlands Estate / neighbouring areas engaged in the programme; 70% of participants were male; 92% were from a BME background; 59% came from a Black British / Black Caribbean / Black African background; while the predominant age group was 12-16 years (61%).

29% of participants came from single parent families, often with little or no secondary parental support (average household sizes across the Moorlands exceed four people leading to high dependency rates and increased levels of poverty). While young people participating have low levels of numeracy and literacy leading to poor academic achievement. This issue compounds poor progress at school and largely contributes to a high Not in Education, Employment or Training (NEET) agenda.

The Moorlands Estate and surrounding areas are notorious for gang-related activities and serious weapons related crime, putting participants either on the margins of being involved or directly involved in 'turf wars'.

### **Observed issues for young people using Urban Stars**

The young people engaged in the programme had a number of distinct concerns and faced a number of barriers, data (collected via the VIEWS monitoring system) focused around:

- Fear of crime is a key issue with young people fearing being victims of robbery, theft and assault
- Low levels of confidence and self-esteem are evident with a range of issues cited as contributing towards this, namely family breakdown and low academic attainment
- Cannabis use and dealing is widespread across the Moorlands Estate, with young people disclosing their participation in this

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<sup>7</sup>State of the Borough 2012, London Borough of Lambeth (2012)

<sup>8</sup>The English Indices of Deprivation 2010, Neighbourhood Statistics Release, Department of Communities and Local Government (2011)

<sup>9</sup>State of the Borough report 2012, of London Borough of Lambeth (2012)

### **The London Borough of Southwark**

A neighbour to Lambeth to the east, Southwark extends for six miles from the South Bank of the Thames to the south of Dulwich, where it meets Bromley, Lambeth, Lewisham and Croydon. The borough's population has grown to 287,000 from 256,000 since 2001<sup>10</sup> and it is ranked 41st (of 326 Local Authorities) in terms of deprivation, which is widespread in Elephant and Castle, Peckham and Camberwell.

The B-Active programme delivers across a catchment of three wards (East Walworth, Faraday and Newington) to young people residing in the Walworth community council area (Central Southwark), with the hub of activity taking place in and around the Aylesbury, a 1960's housing estate that is currently undergoing a large-scale regeneration programme. The area had an estimated population of 40,000<sup>11</sup> with a relatively even population across the three wards, located within a geographically contained area of approximately 70 acres, bordered by the Walworth and Old Kent Roads to the East and West, Burgess Park in the south and the Elephant and Castle to the north. It is characterised by long concrete housing blocks interconnected by problematic high-level walkways, with more evidence of dereliction at ground level in the form of abandoned garages and 'dead' spaces. Density is a key issue, with the average family size having grown to over four members.

The household structure of the Aylesbury Estate is younger than average, with less than 10% of all pensioners, compared with closer to 15% for both the rest of Walworth and Southwark as a whole, and a far higher proportion of groups of adults living together (mainly including adult children living with parents, and siblings). The resident profile is characterised by a growth of 5-19 year olds by nearly 3% in recent years, while in contrast, the 30-34 year old population is 5% lower than the Southwark average).<sup>12</sup>

Poverty on the Aylesbury Estate is prevalent with approaching 50% of households having a gross income of less than £15,000 per annum, significantly below the poverty line and other residents of Walworth. Health deprivation is also significant with 24.8% of households reporting a long-term sick family member, representing over 650 households<sup>13</sup>.

### **SOUTHWARK B-ACTIVE**

The project is based out of the Aylesbury and Rockingham Estates in central Southwark (East Faraday, Walworth wards) in close proximity to Elephant & Castle.

With a longstanding history of isolation and territorialism, both estates have suffered from urban decay over the last 40 years and are part of the large-scale regeneration programme and 20-year strategy to upgrade the area. Migration patterns in the estates over the last 15 years have seen traditional working class communities moving to outer London with a consequent population diversification, and emerging communities' cultures and ethnicities settling which has contributed to racial tensions and suspicions.

Both the Aylesbury and Rockingham Estates are extremely culturally diverse with 70%

of residents coming from Black and Minority Ethnic (BME) backgrounds and all major religions represented in the area<sup>14</sup>.

The B-Active programme has a deep-rooted history of delivering sports and youth interventions and a large cohort of young people who were previously programme participants graduating to delivering elements of the project. With a range of local partners, Active Communities Network works with young people from both estates, focusing on bringing the community together through sport, developing a new generation of community activators and delivering community safety related outcomes. The programme is primarily sports and arts based, using a number of community halls, schools, ball courts and Burgess Park's facilities during evenings and weekends, over 48 weeks a year, with a five-day-a-week offer for young people to access; where the 'Blue Huts' act as the primary base for project staff and young people to access classroom and IT related activities.

### **Characteristics of young people using the Southwark project**

In the 2012 calendar year (with participants residing across East Walworth, Faraday and Newington wards) data collected the VIEWS monitoring system recorded that the B-Active Southwark project worked with:

301 young people across this catchment area; 90% of whom were from a BME groups; 71% of were aged 12-20; and over 75% of participants were male.

### **Observed issues for young people using the B Active project**

The young people engaged in the programme have similar issues in their lives to the young people from the Moorlands Estate in Brixton, although there are some distinct differences. Specifically:

- The impact of the significant diversity in the area, and changed ethnic mix of people residing in the Aylesbury Estate (where an ever-changing migration pattern has led to community tensions and suspicions, especially towards Muslim and Eastern European populations)
- Territorialism and young people's lack of horizons are evident, as they generally have fear of other areas, which is especially true in a fear of crime context.
- Confidence and self-esteem of young people is generally poor which affects their outlook and positive contribution towards the community
- Cannabis use is regular and widespread; dealing is also a key issue which young people are exposed to; while alcohol misuse is wider spread in the Aylesbury Estate than in to the Moorlands Estate
- Street robbery is an issue which plagues young people's lives with a fear of being a victim of robbery and related crime being an issue which young people are exposed to

<sup>10</sup>Office of National Statistics (2011), Borough Profile of London Borough of Southwark

<sup>11</sup>Southwark Housing Requirement Survey, Sub Area Report: Aylesbury estate, Opinion Research Services on behalf of the London Borough of Southwark

<sup>12</sup>Ibid

<sup>13</sup>ibid

<sup>14</sup>ibid

## THE ACTIVE COMMUNITIES NETWORK DELIVERY MODEL

Active Communities Network (ACN) has developed a distinct methodology to deliver grass roots projects underpinned by on-going commissioned research. All three projects in this study take a targeted area approach with the goal of delivering outcomes for young people (aged 10-19).

### **Outreach and detached ‘street work’**

‘Presence’ and building relationships with target groups has been adapted from traditional youth work approaches, with ACN deploying local staff on estates/known ‘hang out’ areas to develop relationships with young people. This focuses on creating trust and rapport with young people, communicating the opportunities of the programme and how to get involved, as well as developing partnerships with statutory and voluntary sector partners who work with ‘at risk’ young people.

### **Informal sports/activity sessions**

A timetabled programme of ‘turn up and try’ sessions are delivered in close proximity to where young people ‘hang out’ which is typified by use of ‘ball court’ facilities in the heart of estates. Coaches and workers deliver a year-round sessional programme, typically during evenings and weekends, which is adapted and reviewed regularly, pending consultation outcomes with the young people (and partners).

With relationships still forming and being cemented, these sessions are delivered in a relaxed and non-traditional manner to ensure that young people remain engaged in activities, with coaches and workers delivering sports participation outcomes focused around engagement and installing a ‘buzz’ feeling within the local area.

### **Structured sports sessions**

A structured multi-sport programme links into local clubs as a progression pathway for young people. Coaches and network partners deliver this through events, competitions and festivals as well as a year round programme of activities aligned to affiliated sports clubs. The range of facilities used includes club facilities, leisure centres, local parks and schools. Critically this element of the programme allows young people to remain accessing the informal sports/activity sessions as required.

### **Personal and social development**

Using sports and physical activity as a platform, workshops and localised activities are offered by project staff to address identified wider issues that young people experience in their community. Topics during the study period included gangs and gang related activity, health and nutrition, equality and diversity, substance misuse and exploring the history of their community. This element of the programme is not delivered on a weekly timetabled programme, but on a case-by-case basis. Critically, the initiation of a mentoring relationship with young people can take place within this stage.

### **Peer led volunteering and citizenship**

Young people are encouraged by workers to take an active ownership of the project within an Active Communities Network promotion of a peer-led approach, empowering

young people to start actively planning and delivering a volunteer role, either within the project or in the community (e.g. supporting the elderly in an event capacity). Whilst providing young people with valuable life experiences, this stage often focuses on re-investing their volunteer hours back into the project, with the most common theme being supporting delivery at the informal sports/activity sessions.

### **Accredited and non-accredited training**

Community based training is on offer for young people when they progress to this stage, focusing on a range of issues as sports coaches and/or community workers further prepare them for the transition to the workplace. This includes accredited and non-accredited awards offered on a curriculum that Active Communities Network has developed over the last six years, which offers level one and two awards straddling both the sports and community/youth development sectors. Courses are available to young people free of charge, as part of their development and as a reward for their commitment to volunteering over a sustained period of time.

### **Work placements, apprenticeships and onward pathways**

This final stage focuses on supporting young people to experience the workplace or other support mechanisms. Through their mentoring role, staff support young people to experience the workplace through access to a range of employers and support agencies to ensure they have opportunities to access the employment market, re-engage with education or access onward training. Active Communities Network staff support this process with young people using mentors as a reference point and advisors when seeking their next steps, which has often to become a worker within the projects they deliver.

### **Referral mechanisms / approach**

An important phase within Active Communities Network's model is a referral process or pathway, established by project staff and other agencies from both the public and voluntary sectors, including youth services, youth offending teams, police, schools and pupil referral units as well as a raft of community-based groups. Once referred, young people are advised by staff to enter the project within the context of one of the stages discussed above. These referral processes enable a widened access to young people who are in a high need of an intervention.

## **WHO ARE THE STAKEHOLDERS?**

Supported by Lodestar, Active Communities Network staff took a structured approach to identifying the stakeholders in the three borough study areas. In SROI, stakeholders are defined as those who experience change as a result of the activity under analysis, or those who have an effect on how the activity is delivered. However, this definition could lead to a long list of stakeholders (and claimed outcomes), some of which are not as relevant or significant as others. So to answer the question about what are the most important changes that the work of Active Communities Network creates, a 'materiality' filter was used on all the possible outcomes to create a picture of the most relevant, which in turn identified the most important stakeholders. Testing for

materiality identifies the most relevant and significant outcomes, and requires that the analysis of change should not exclude any element that would lead to a different decision, if it were not included.

As a process, materiality testing takes place throughout the analysis and more particularly when outcomes are determined. However it is more challenging at the beginning when deciding which stakeholders should be included. This was achieved through sessions with the Active Communities Network staffing group who had a wide range of experience of the work. It required both an organisational perspective and knowledge of the nature of relationships with those whom the project engages.

The initial focus was on the young people who were the direct end users of the agency's work and therefore most likely to experience important changes. It was also clear that due to age and gender differences, young people may experience different outcomes, and consequently it was decided to examine change for young people in sub-groups for the purposes of analysis. The following beneficiary groups were identified as those who should be engaged first and foremost within each of the three locations:

**Young Men under 17**

**Young Men over 17**

**Young Women under 17**

**Young Women over 17**

In addition, there were other stakeholders who were thought likely to experience potentially important changes:

- Peers and Siblings of these young people.
- Volunteers (young people who move through the service and take an active role in the service delivery).
- The 'wider community' (defined as groups of residents living close to the centres of activity in each area).
- Active Communities Network strategic and delivery partners.

During discussions it also emerged that there were other stakeholders who should be potentially included at this stage as they were likely to experience outcomes, albeit indirectly as a result of change being experienced by young people.

As a consequence a number of state agencies were also included. Table 1 'Stakeholders Included', on the right summarises the stakeholders included at the initial stage as groups likely to experience material outcomes.

Stakeholders	Reason for Inclusion
Young men and women under 17	Core beneficiaries who engage in Active Communities Network activities
Young men and women over 17	Core beneficiaries who engage in Active Communities Network activities
Volunteers	Core beneficiaries who engage in Active Communities Network activities and potentially likely to develop skills through becoming volunteers
The 'wider community' (in each Borough)	Should be seeing a positive change in young people's behaviour that may impact on their own lives
Peers & Siblings of the young people	Active Communities Network activities could contribute to be making their lives better as a consequence of the improved behaviour of their siblings/friends/children
Partner Organisations	
SUTTON <ul style="list-style-type: none"> <li>Youth Service</li> <li>Youth Offending Team</li> <li>Life Centre</li> </ul>	Active Communities Network contributes to the achievement/delivery of their core sport/engagement/crime reduction strategies and objectives
LAMBETH Council Sport and Leisure Service	Active Communities Network contributes to the achievement/delivery of their core sport strategies and objectives
SOUTHWARK <ul style="list-style-type: none"> <li>Council Sports Development Department</li> <li>Identified Academy schools</li> </ul>	Active Communities Network contributes to the achievement/delivery of their core sport/engagement strategies and objectives
State Agencies in each of the three Boroughs	
Police	Active Communities Network programmes make a potential contribution to reduction in levels of crime committed by young people
Judicial System	Active Communities Network's contribution to lower crime levels produces a potential reduction in the numbers of young people being prosecuted in the magistrates courts
National Health Service (NHS)	Active Communities Network programmes make a potential contribution to an improvement in young peoples health outcomes
Department for Work & Pensions (DWP)	Active Communities Network programmes make a potential contribution to young peoples employment related skills acquisition and therefore impacts on the level of Job Seekers Allowance paid
Social Services	Active Communities Network programmes make a potential contribution to a reduction in the size of social workers caseloads

Table 1: STAKEHOLDERS INCLUDED

**Stakeholders excluded**

Some of the stakeholder agencies that Active Communities Network has a working relationship with were excluded on the basis that their outcomes were not likely to be material, even though Active Communities Network may seek to influence their future policy on the basis of outcomes that are created for other stakeholders.

For example, while Active Communities Network works directly with a number of agencies in each of the boroughs (e.g. the Local Authority Sport and Leisure Services departments included above) it was clear that direct impact on the outcomes of others was not likely to be significant enough to be material.

The following stakeholders were therefore excluded because they were not expected to experience significant impact attributable to the activities under analysis.

**Stakeholders**


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 Community Safety Partnerships
 

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 National Funders
 

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 Greater London Authority
 

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 Home Office
 

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 Local MP's
 

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 Local Councillors
 

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Table 2: STAKEHOLDERS EXCLUDED

## SROI APPROACH USED

There are essentially two types of possible SROI approaches to analysis i.e. forecast or evaluative. While the former seeks to predict social value, the latter gathers available data so that the social value account can ensure a real time statement of the value of outcomes for key stakeholders.

This study began with data still to be gathered for SROI purposes, so the stakeholders included as described in the previous section, were determined by the experiences of the staff group in running programmes previously. As this was a first approach to SROI data gathering for the organisation, it was agreed that the monitoring mechanisms already in use by the projects under study would be modified to include the outcomes identified through the initial stakeholder engagement. These outcomes would then be tested across the wider group of stakeholders as the project developed - making this an evaluative study by the end of the analysis period.

Consequently, in this evaluative SROI, outcomes were initially determined through direct involvement with stakeholders and subsequently monitored through a later data gathering stage across a much wider sample of stakeholders using the organisation's VIEWS data monitoring system. VIEWS has the capability of tracking outcomes for every young person associated with Active Communities Network projects, but since this is not the case for every stakeholder group included in the study, where data collection following engagement with stakeholders has not been possible, the existence of outcomes has been supported with reference to secondary research. (Other research used to support outcomes claims is discussed in a later section of this report).

The analysis set out essentially to address the following questions:

**Does the Active Communities Network service result in change for stakeholders?**

**Who are the stakeholders who experience important change?**

**What is the nature of the change experienced?**

**How can the change be demonstrated to the Active Communities Network audience?**

**What is the value of the change that is purely down to Active Communities Network activity?**

**How does this compare to the cost of providing the change?**

This report covers investment in the programmes and the projected social value resulting over the course of the period April 2012 to March 2013 (using VIEWS data collected during the 2012 calendar year). Outcomes projected forward in the study are considered to begin during the investment year and those that are thought to have a duration of more than one year are projected beyond the investment period. However, in the interest of not over-stating social value, SROI is careful to either support duration values with relevant research or information from stakeholders, as well as considering how the value of outcomes reduces over time, as the causal relationship with the original intervention diminishes.

## 5. ACN PROJECT RESOURCES (INPUTS)

In order to look at social return values we need to determine everything that is viewed as the investment in the activity. While this could purely be the funder investment - there may also be other inputs to the activity that need to be valued, since the outcomes could not take place without them.

In the case of the activities in the three boroughs considered in the study, there are a number of standard costs that are associated with delivering activities for young people, including staff equipment and buildings costs. Appropriate overheads (e.g. central management costs) have been attributed as part of an allocation of relevant costs to the activities; while other elements that make up the total investment costs, include facilities that are provided in kind by partners, their staff costs and any equipment loans that would otherwise have to be financed by Active Communities Network.

One element that is estimated as part of the investment is the time commitment of the young people 'volunteers' who help to run some activities. Their time is part of the investment that results in outcomes for other young people and other stakeholders. Volunteer time is valued on the basis of what their labour would cost if they were paid the minimum wage (currently, National Minimum Wage rate for workers aged 18 to 20 inclusive is £4.98 per hour.<sup>15</sup>

	Sutton	Lambeth	Southwark
Staff	61284	42198	49357
Sessional activities costs	12200	5120	10320
Equipment	1500	2130	1500
Buildings hire	5684	0	0
Publicity communications	1000	1500	3000
Central management cost	10800	8500	10200
Training costs	7000	10000	12000
Volunteer costs	1200	800	800
Activities, events, festivals	2500	1300	2500
Volunteer time	8402	2270	1780
<b>Indirect investment</b>			
Facility hire in kind	5684	10000	4680
Partner staff costs	15000	6500	17500
Equipment loan	1200	2500	0
<b>TOTAL</b>	<b>£125,052</b>	<b>£90,548</b>	<b>£111,857</b>

Table 3: TOTAL INPUT/INVESTMENT COSTS IN THE THREE AREAS

**The total investment cost in the activities bounded by the scope of this SROI analysis across the three boroughs is therefore £339,909.**

<sup>15</sup>[www.gov.uk/national-minimum-wage-rates](http://www.gov.uk/national-minimum-wage-rates)

## 6. INVOLVING STAKEHOLDERS

### HOW STAKEHOLDERS WERE ENGAGED

As noted previously, the first principle of SROI is about involving stakeholders in talking about their experiences of change. Significant stakeholder engagement activity was undertaken during the summer and autumn of 2012, with Active Communities Network staff operating in each of the locations (who knew the young people and other stakeholders involved) undertaking the work. In terms of methodology, the young people, local community representatives and organisational partners had one to one interviews, while volunteers participated in focus groups, and peers in workshops.

Stakeholders	Number in group	Number involved in feedback
<b>SUTTON</b>		
Young men under 17	282	59
Young women under 17	118	21
Young men over 17	36	14
Young women over 17	66	3
Peers and Family	-	23
Wider Community	-	9
Volunteers	74	15
Partners	5	5
<b>LAMBETH</b>		
Young men under 17	103	29
Young women under 17	47	12
Young men over 17	32	11
Young women over 17	6	0
Peers and Family	-	9
Wider Community	-	3
Volunteers	12	10
Partners	4	4
<b>SOUTHWARK</b>		
Young men under 17	170	42
Young women under 17	8	3
Young men over 17	84	19
Young women over 17	1	0
Peers and Family	-	13
Wider Community	-	9
Volunteers	36	18
Partners	4	4

Table 4: STAKEHOLDERS BY LOCATION, AGE & GENDER

### Engagement with young people, volunteers, peers and siblings

The purpose of engaging with young people was to discover and subsequently value the key outcomes for them that resulted from their participation. While, as graduates of Active Communities Network programmes for young people, volunteers attended focus groups to discuss the outcomes which they believed they had achieved as a consequence of their experience of volunteering with Active Communities Network, the areas explored in the one to one interviews (with young people attending sessions) and with peers & siblings (through workshops) included:

- What did they get from attending the sessions organised by Active Communities Network?
- What did they do differently as a consequence and what changed as a result?
- What else could have contributed to the changes they identified?
- Were all the changes positive?
- How long did they think the changes they identified were likely to last?
- If they had to, how might they place a value on the change?

It became clear during the stakeholder engagement period that not all of the sub-groups of young people identified in the study, were engaging equally with the Active Communities Network activities in the respective boroughs. For example, with the exception of Sutton, where dance is a core part of the activities on offer, what was available elsewhere was not sufficiently attractive for enough young women to be significant. Consequently, young women over 17 were excluded from the analysis in Lambeth and Southwark. However, this is an issue that needs some consideration by providers of projects in these areas.

In other circumstances, a variation to the initial methodological approach led to the acquisition of more robust data e.g. when, in the face of difficulties in accessing enough peers on a one to one basis, workshops were organised in all three boroughs as an alternative means of engaging with these stakeholders. The table below summarises the ages and genders of the peer groups that participated in workshops in the respective boroughs.

<b>SUTTON Group Profile (Life Centre)</b>	<b>LAMBETH Group Profile (Moorlands Estate)</b>	<b>SOUTHWARK Group Profile (Aylesbury Estate)</b>
<b>Session 1 -</b> 11 females aged 12-15	<b>Session 1 -</b> 11 males aged 17+	<b>Session 1 -</b> 15 males aged 17 +
<b>Session 2 -</b> 19 males aged 11-15	<b>Session 2 -</b> 13 males aged 11-14	<b>Session 2 -</b> 19 males aged 12- 14
<b>Session 3 -</b> 14 young people of mixed gender aged 16-20	<b>Session 3 -</b> 6 females aged 10-14	<b>Session 3 -</b> 8 females aged 10-16

Table 5: PEER GROUP CHARACTERISTICS

### Engagement with partners and wider communities

Interviews were undertaken with delivery partners (Local Authorities and others) in all three boroughs. These explored perceptions of if and how Active Communities Network's support had added value to partners' work, the relevance of their expertise and the consequences for young people.

Typically, respondents indicated that the programmes facilitated by Active Communities Network had a positive impact in terms of both benefits to young people and improved organisational capability and capacity.

For example, in Southwark, the Rio Ferdinand Foundation said that:

*'Active Communities Network enabled us to progress young people as leaders and volunteers, as well as providing youth work support to our programmes.'*

While in Lambeth the Metropolitan Housing Association said that Active Communities Network helped them to:

*'understand better how sport engages young people and provides good and well trained staff to deal with the chaotic ones.'*

The engagement with residents who could potentially be affected by Active Communities Network's work with young people in their areas was initially undertaken through use of a questionnaire administered by workers in the respective communities. However, since these did not produce a large enough representation of resident's views, they were supplemented by local workshops.

## DATA GATHERING STAGE FOR OUTCOMES

### Monitoring end user outcomes

The outcomes that emerged as a result of the one to one facilitated questionnaires across the three study areas were tested and monitored through the 'VIEWS' data system. Following stakeholder engagement sessions, this subsequent data gathering stage enabled the scaling up of outcomes from the sample involved in stakeholder engagement, and for changes to be monitored across the wider groups of young people. The question of 'how much' change occurred, was sometimes determined by reference to secondary research or through the use of 'before and after' indicators e.g. Rosenberg self-esteem and employability scales.

Responses from the young people included the following:

*'I have a sense of responsibility towards the kids on the estate, and I feel like I matter and I make a difference with them'*

*'I feel happy after attending the session because I've made new friends and I feel different from before because I am not shy anymore'*

*'I feel fitter and healthier and also less angry'*

*'I'm better at communicating and feel like contributing to society'*

For peers of participants, outcomes were monitored through a series of workshops in local schools. In discussions their responses included:

*'Noticing better behaviour and attitude at home and in school'*

*'Some of the boys don't hang out so much these days. We [girls] are kind of the same as we have things to do ...which stops us doing bad stuff.'*

*'We can see how people have improved as a result of the training and volunteering... I think if I had those opportunities I would be further along. They are definitely role models for people like me.'*

### **Capturing partner outcomes**

For partner organisations the impact that Active Communities Network had on their respective outcomes was identified through structured interviews with key individuals.

The questions explored and the responses given included:

#### **1. How has Active Communities Network's support added value to your ability to deliver services in the Borough?**

*'Enabled us to progress local young people as leaders and volunteers as well as providing youth work support to our programmes.'* (Charitable Foundation)

*'Provided an extended service beyond expectations, and [they] have an ability to engage young people/groups who we cannot access.'* (Local Authority)

*'Active Communities Network provides a strong service for young people on the estate; presence and role modelling are of key importance for us.'* (Housing Association)

#### **2. What areas of expertise do you feel Active Communities Network have brought to you/your organisation?**

*'Training our staff and the young people on the estate. Also monitoring frameworks and have enabled us to think as an outcomes organisation.'* (Charitable Foundation)

*'Ability to engage a cohort we could not. Access to sports and youth based training packages has allowed us to deliver.'* (Local charity)

*'Understanding better how sport engages [they] have the ability to provide a wider range of activities, which engages young people more. Good and well trained staff to deal with chaotic ones'* (Housing Association)

### 3. What benefits do young people experience as a result of your partnership with Active Communities Network?

*'Improved community cohesion and prevention of criminal activities; without doubt youth leadership programming leads to improvement in employability.'*  
(Charitable Foundation)

*'Improved sense of belonging and a reduction in youth related anti-social behaviour and crime.'* (Housing Association)

*'Better trained and more engaged in activities.'* (Local Authority)

## ENGAGEMENT THROUGHOUT THE PROCESS

### Stakeholder Sub-groups

Considerable thought was given to the most effective means of end user segmentation for the purposes of stakeholder engagement. Age and gender were agreed to be the key determining characteristics in respect of young people, and while age differences had an affect on the emphasis given to outcomes (e.g. males over 17 tending to give more weight to skills and employment as compared with younger males), there were no significant outcome variations on the basis of gender. It was also felt to be important that young people, their peers and siblings were engaged and sampled in locations within their own communities rather than, for instance, brought together in a central/neutral venue. This enabled data to be gathered through engagement with staff they had developed trusting relationships with, through the use of common sets of questions designed to capture both their material outcomes and valuations, whilst contributing to the identification of deadweight and attribution.

It was also important to maintain a balance between the intensive one to one level of engagement with key end user groups (i.e. participants in Active Communities Networks programmes) that ensured that all voices were heard, with the appropriately more proportionate focus group and workshop methods used with peers and siblings. While separate interviews with representatives of key partner agencies in each of the three boroughs, allowed account to be taken of both their particular priorities while avoiding any cross- fertilisation in the initial data-gathering phase.

### Aspects of engagement

This mixed economy of stakeholder engagement methods enabled the reliable identification and validation of the outcomes that end users identified they had experienced. While some 'distance travelled' indicators (e.g. increase or decrease on a before/after employability measure) enabled measurement of progress towards outcome achievement.

Stakeholders were also critical to identifying how they valued their outcomes and contributed to the development of suitable financial proxies to express them. For instance, end-user stakeholder feedback suggested that the development of higher level sports skills was worth the price of a Football Association Level 1 Coaching award, whilst the equivalent for volunteers were National Governing Body Sports Coaching awards and Sports Leaders Awards. Furthermore, clear participant responses in one to one interviews enabled average attribution rates across the range of outcomes to be established at 26% and deadweight at 20%. (Please refer to later sections for detail on Attribution and Deadweight)

Overall therefore, the study engaged the main end users in discussions about what changed for them, assessed the importance of that change, asked how they would value the change, as well as how much of the change they thought was down to Active Communities Network projects. The indicators used to demonstrate the actual occurrence of change were mainly derived from SROI practitioners working with Active Communities Network staff, however stakeholders were involved in surveys to establish how much change actually took place for specific outcomes that needed specific 'before and after' measures.

Active Communities Network will share the results of the SROI analysis with end users as well as the wider stakeholder groups – partners in the work and particularly state agencies, to ensure that discussions continue about the nature of outcomes they experience as a result of Active Communities Network's work.

## 7. UNDERSTANDING CHANGE

### THEORY OF CHANGE

#### Changes for young people

The theory of change for young people concerns the interplay between the development of self-confidence and sports skills, improved relationships with peers and adults, and a consequent reduction in anti-social behaviour. The resulting outcomes were therefore about stress reduction and improved health and well-being. Where young people reported reduced stress, this was viewed as part of the chain of outcomes leading to increased well-being, although reduced stress does feature as an outcome where it is reported alone. Other outcomes for this stakeholder group involved, improved employability and improving family relationships; all of which contributed to reduced involvement in crime, the acquisition of sports qualifications and improved levels of engagement in schoolwork. There was also some incidence of decreased involvement in schoolwork that was tracked in the SROI analysis as a potentially negative outcome, but occurring at a relatively insignificant level. For those end users who graduated to become volunteers, the focus on the development of sports skills as participants in Active Communities Network's programmes subsequently enabled many of them to gain leadership and coaching qualifications that reinforced both their employability and their feelings about being able to make a contribution to their local communities.

#### Changes for other local stakeholders

The peers and siblings of the end users and their communities also gained from the changes that were valued for them. The former, are those who are influenced by the young people participating in Active Communities Network programmes, for many of whom they may be role models. The changes that these stakeholders describe are concerned with the perceived positive consequences for their friends, brothers and sisters, who as a result of responding to increased positive influences, are less exposed to opportunities to participate in substance misuse, leading to improved behaviour, reduced involvement in crime and both improved reputations and relationships at home.

For local community representatives the benefits of young people being more engaged in sports activities focused on the consequent improvements in their behaviour, accompanied with less 'hanging around', leading to feeling safer and the outcome of a reduction in the chances of being a victim of crime.

#### Changes for partner and state agencies

In the each of the three boroughs, the outcomes for delivery partner agencies relates to their increased ability to reach more young people, improved professional staff practice and an enhancement of their income generating capacity – all as a consequence of their partnership with Active Communities Network. In addition, outcomes for 'strategic' partners in Sutton (i.e. those with whom Active Communities Network also works on a policy level) resulted in identified savings from both their own budgets and as a consequence of the contribution of partnership working to the reduction in the duplication of required resources across agencies.

The police were able to achieve savings from reduced numbers of young people involved in crime; the judicial system through less cases needing to be dealt with by the magistrates courts; the NHS as a result of improved young peoples’ fitness levels and avoidance of the harms associated with substance misuse; and the DWP as a consequence of reduced levels of claims for Job Seekers Allowance.

**Chains of change**

The figures below represent the theories of change for key stakeholders. They are derived from discussion with young people and staff, as well as staff views of the experience of the process of change, observable through the youth worker/young person relationship.

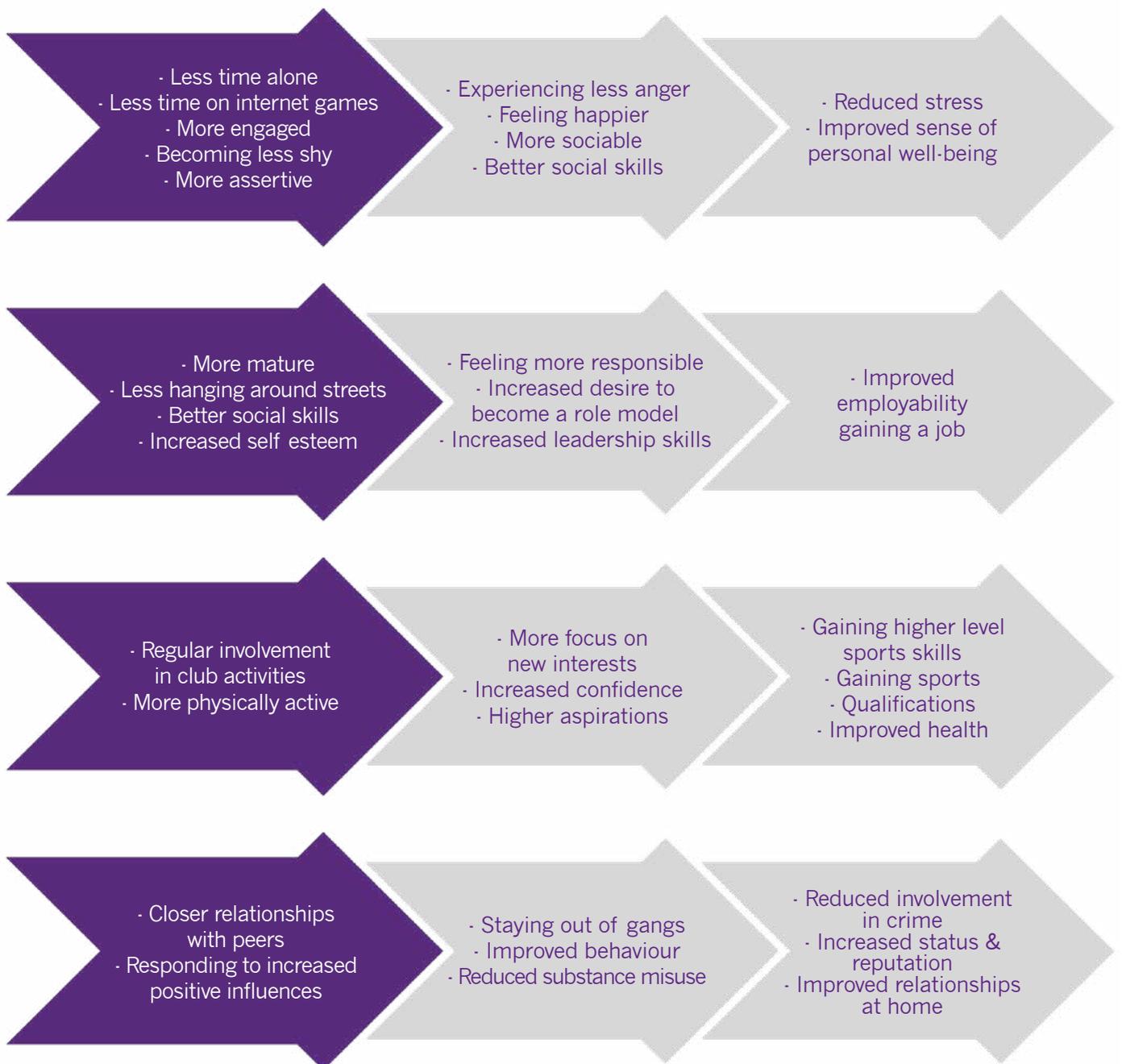


Figure 1: CHAIN OF CHANGE FOR YOUNG PEOPLE AND PEERS

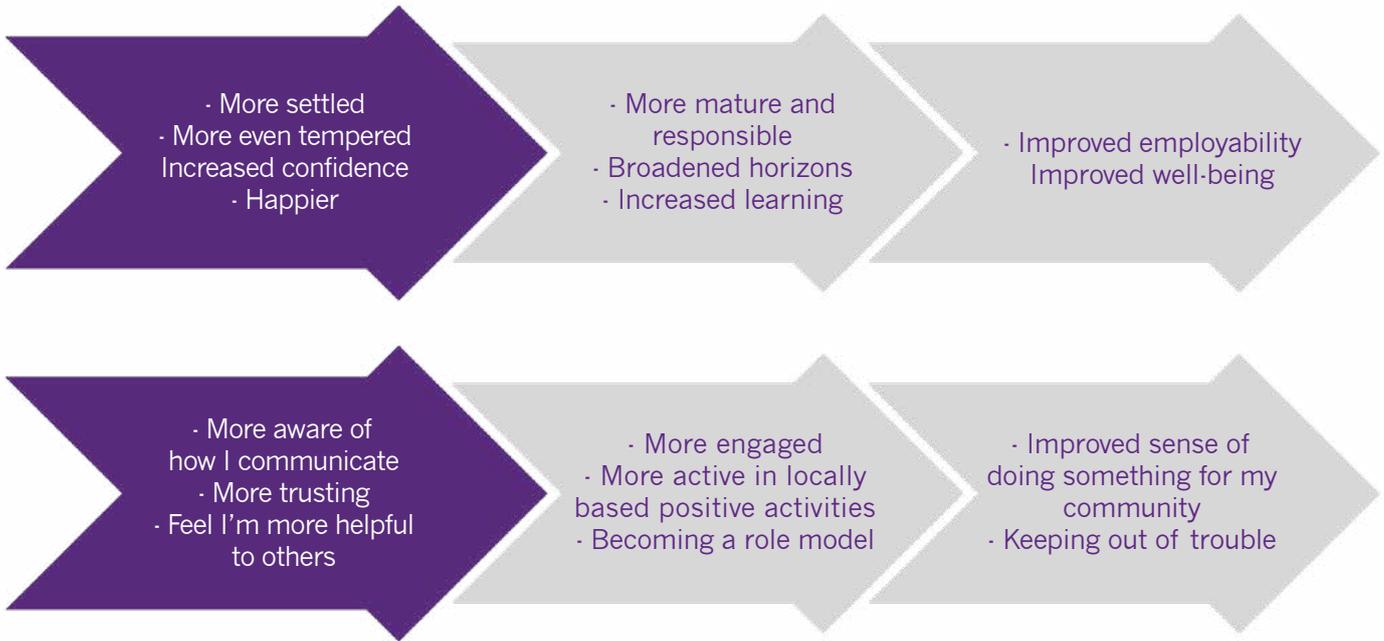


Figure 2: CHAIN OF CHANGE FOR VOLUNTEERS



Figure 3: CHAIN OF CHANGE FOR WIDER COMMUNITIES

## STAKEHOLDER OUTCOMES

The outcomes that appear in this section are those that have been included in the study and have been valued in the social account. Please refer to the next section on the application of Materiality for a discussion on why some outcomes were excluded. For a full picture of the outcomes, the indicators attached to outcomes (indicators are used to support the existence of outcomes and identify how much change has taken place) and the valuations used for each outcome, please refer to **Appendix B**.

**This SROI study has undertaken a process of stakeholder engagement to construct the theory of change, followed by additional meetings and survey monitoring to gather data that supports the existence of the outcomes identified for stakeholder groups.**

The resulting analysis asserts outcomes for the following stakeholders who experience material change:

- **Young Men under 17**
- **Young Men 17 and over**
- **Young Women under 17**
- **Young Women 17 and over**
- **Peers & Family of above stakeholders**
- **Young People Volunteers**
- **Wider community members (people living close to the project activities)**
- **State Agencies (also experiencing outcomes as a result of the activities)**
- **Strategic and activities delivery partners of Active Communities Network**

### OUTCOMES FOR YOUNG MEN UNDER 17

- Reduced stress
- Developing higher level sports skills
- Gaining sports qualifications
- Improved health
- Less or more engaged in school work
- Improved relationships with family members
- Reduced substance misuse leading to reduced involvement in crime
- Improved sense of personal well-being

Considerable time was expended looking at the chains of events that lead to the outcomes stated above. This involved discussion with young people and a number of sessions with staff and the SROI practitioners together, essentially working on past experience of events in the chain of change that occurs for young people in a youth work setting.

For the 'reduced stress' outcome young people reported directly feeling 'more chilled' as they went through a process of feeling less shy with youth workers. The new relationships presented opportunities to confront issues in their lives and they felt happier through experiencing less anger.

The sports activities presented opportunities for structured skills training allowing young men the opportunity to develop higher-level sports skills and in some cases gaining sports qualifications. These outcomes are presented and valued separately in the study to take account of young people who gained skills, and those who gained skills and associated qualifications.

## CASE STUDY - Mo

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Mo is 20 years old and got involved in Run Dem Crew six months before this research took place. He saw the project as a way to engage with his peers in a different way and improve the fitness of his fellow boxers. He was keen to develop his skills as a leader and access the training available through the project.

Mo was born in Somalia where he lived until he was six. London became the family's new home where he struggled at first. He found it difficult to settle and learning a new language was hard. As a teenager, Mo was involved in petty crime and started getting into fights. The crowd he hung around with were constantly getting into trouble and this had a negative effect on Mo. A change came with the discovery of Boxing. He has always had a love of martial arts and started attending the boxing sessions at Lillian Baylis. Mo's passion for sport deterred him from getting involved into any more trouble; it was a way to channel his energy in a positive way.



***Starting his own project and volunteering has boosted his confidence, which has been noticed by his boxing coach.***

Mo decided he would get more involved by applying to Live Unltd, an organisation which funds young people to deliver projects. Mo felt starting his own 'Run Dem Crew' session was a way to help his community and give something back; "a way to keep my community active and fit"



He was successful with his application and securing the money meant he had to manage and plan a budget for the first time. Starting his own project and volunteering has boosted his confidence, which has been noticed by his boxing coach.

Since becoming a Crew Leader, Mo has completed his Athletics Leaders award with England Athletics, a boxing tutor award and a Gym Level 2 qualification. He is currently completing his Community Sports Leaders Award and will be starting his personal trainer qualification. Mo is currently unemployed and saw the skills he could develop leading his own session as a way to improve his chances of securing a job in the future.

He has developed a number of transferable skills such as planning, completing risk assessments, being responsible and budgeting. Future plans include entering the Mini Marathon and continuing with training and improving his academic portfolio.

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Activities like these lead to higher levels of fitness and a number of young people reported feeling healthier.

SROI, in creating a social account, also deals with negative outcomes. For example, a few young people reported that the high level of commitment, more focus on new interests and time expended in their activities actually impacted on the time and interest they had in their studies. This negative effect is given a value in this analysis, as is the outcome for those who reported more interest and application to school study as a result of higher motivation in more stable lives as a result of their youth activity interests. For these young people there was more focus on what they now might like to do with their lives that in turn led them to seeing the benefit of more engagement in schoolwork. In one to one sessions with youth workers a significant section of this particular stakeholder group reported improvements in their relationships at home.

Given the general demographic background of these young people it is clear that many could be involved in anti-social behaviours. However, a number reported feeling their lives were more stable, and again that they were experiencing less frustration and anger leading to fewer confrontations in their lives; they also had a tendency to get into less trouble through involvement in gang activities and associated with this, were not involved in some level of crime, linked to their reduced substance misuse.

A key theme in this study of change is the process that leads to improved self-esteem for the young people who engage in the activities provided. There is a clear correlation with time invested in sports and other activities and reduced time for the lone activity of aimlessly watching television or playing computer games alone. Young people reported being more sociable, spending more time in a social group, feeling much better about themselves and their social engagements, and experiencing increased self-esteem. The study groups this chain of events into an outcome that for young people is described as an improved sense of personal well-being. Where young people reported reduced stress and improved well-being only latter outcomes was valued, and reduced stress was considered part of the chain of change on the way to feeling a sense of an improved quality of life.

### **OUTCOMES FOR YOUNG MEN 17 AND OVER**

- Gaining accredited sports coaching qualifications
- Improved health
- Reduced substance misuse leading to reduced involvement in crime
- Improved sense of personal well-being
- Improved employability
- Gaining employment

The process of stakeholder engagement with young men over 17 evidenced outcomes with more of an employability focus than for the younger age group. While outcomes on health, less involvement in crime and well-being were common to both groups of young men, employability and actually gaining employment were additional outcomes for this group. Improved employability for those experiencing it was determined through a follow-up survey, which asked the group to identify their position (before and after) on a specifically designed employability scale (see footnote 16). The chain of events involves positively changing personal and social skills and a focus on developing career skills. Gaining employment came from improved employability with the addition of accredited skills and qualifications.

### **OUTCOMES FOR YOUNG WOMEN UNDER 17**

- Less stress
- Improved health
- Reduced substance misuse - reduced involvement in crime
- Better family relationships
- Improved social and life skills
- Improved sense of personal well-being

There were no significant differences in articulations of young women about change that led to any different outcomes from their male counter-parts, although there were some differences in emotional expressions around feeling more accepted and confident about themselves.

### **OUTCOMES FOR YOUNG WOMEN 17 AND OVER**

- Improved social and life skills
- Improved sense of personal well-being
- Improved employability

In terms of young people attracted to Active Communities Network activities in their area, this group featured much less than other groups. Active Communities Network will need to address questions around why their objectives do not consistently target young women 17 and over – for example no members of this stakeholder group are attending activities in Lambeth or Southwark.

The above outcomes relate to women 17 and over attending Active Communities Network activities in Sutton Borough where programmes provided are quite diverse and in addition to sporting activities, include media and dance activities.

## CASE STUDY - Keeley

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Keeley was born and raised on the Roundshaw estate in Sutton which, until regeneration efforts in the mid 2000s, was a notorious area for youth crime and social deprivation. Keeley was interested in dance and it was through the dance studio that the then 15 year old began on her journey. She began attending free dance classes provided by Sutton Positive Futures which was dedicated to providing opportunities for young people such as Keeley. Encouraged by the Positive Futures staff, she began to show leadership in the session and within the year had advanced to volunteering.



*...she persevered and eventually completed an apprenticeship in Sports Development which she completed by the time she was 18.*



Keeley began to realise that community and youth work might be a career path that she wished to follow. As she studied for her A-Levels, she continued with Positive Futures and started to study dance teacher training.

Balancing her commitments to school work and her love for dance was difficult but she persevered and eventually completed an apprenticeship in Sports Development which she completed by the time she was 18.

Her dedication to hard work paid off as she got a job as Community Development Officer for Merton council. This was an extraordinary journey from starting dance sessions on her estate a few years previously. The success of the dance programme in Sutton Positive Futures recently led to creation of the social enterprise United In Dance where Keeley has become the Regional Development Officer. She has continued her studies and has combined her teaching skills with a Young Work Level 2 qualification.

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### OUTCOMES FOR PEERS & SIBLINGS OF END USERS

- Increased status and reputation in relationships
- Reduced involvement in crime
- Improved relationships at home

These outcomes relate to a group of people who are influenced by a young person they are in the stated relationship with. It largely covers friends of a similar age or siblings who come under the influence of a young person committed to and regularly attending youth activities.

The first outcome above is interesting because it is not reported as an outcome for the young people themselves, but rather for their friends and family members. It is therefore suggested that the rise in reputation in relationships for this stakeholder group comes from positive influences that these individuals are responding to. The remaining outcomes here resonate with the outcomes for young people generally.

## OUTCOMES FOR YOUNG PEOPLE VOLUNTEERS

- Increased maturity - better social circle
- Gained sports leadership qualification
- Improved sense of doing something for their community
- More active in locally based positive activities - keeping out of trouble
- Improved skills and employability
- Improved sense of personal well-being

## CASE STUDY - Aaron

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At the end of 2011, following several incidents with the police over the preceding years, Aaron was sentenced to serve eight weeks in prison for threatening behaviour and assault as a result of excessive drinking. This term in prison was not a pleasant one and he decided upon release that something had to change and he was determined to turn his life around. He enrolled himself on a Prince's Trust course and was given the opportunity to volunteer in his locality with the Kickz football-based social inclusion programme. The three-weeks in The Life Centre in Sutton proved to be a turning point as he gained experience in working with young people and in sports development.

After his obligatory volunteering period was up, Aaron expressed a desire to continue giving his time to the project. This produced a remarkable change in him where a previously surly young person with low aspirations and confidence was gaining skills in every aspect of social inclusion work. He was assisting in leading sessions, helping with the monitoring and evaluation of these sessions as well as starting to mentor the younger attendees.



*A previously surly young person with low aspirations and confidence was gaining skills in every aspect of social inclusion work.*



It was soon apparent that his skills were better suited towards youth work rather than football coaching and he set his sights on completing as many courses as possible to maximise his potential in this field. He attended courses on leadership, equality and diversity as well as the 'Introduction to Youth Work' certification.

What has been particularly impressive is his willingness to use his past experiences in his work. Aaron has led on workshops about substance misuse and assisted the Met Police on workshops on knife crime and personal safety.

Aaron has been punctual, hard-working and has been a great help in working with the young people of the locality. He has completed over 300 hours of volunteering with the project and, in addition to this, he has recently completed the accredited VRQ Level 1 award in 'Using Sport to Tackle Youth Crime' that he plans to use to gain employment as a youth worker.

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This is a stakeholder group that after regular activity becomes more integrated into the Active Communities Network delivery model and move from being purely recipients of activities to being part of the delivery mechanism as well. Volunteering in a structured way becomes an activity and has specific outcomes for stakeholders. On the input side of the SROI model, the value of young people contributing volunteer time has been estimated at £12,452 - if their time had to be paid for. This sum has been included as part of the investment amount in the activities.

Volunteers report a better social life as a product of their volunteering activity. This derives from their increased ability to engage, developing better communication skills and a more mature approach to their tasks and responsibilities in the role.

It is not surprising that significant numbers of the group report a feeling of purpose within and usefulness to their own neighbourhood. Trusting others and feeling more trusted is part of the chain of events as is feeling more able to communicate and feeling satisfaction at being able to be helpful to others. The involvement described above also has an effect of diverting individuals from negative behaviours and activity and the outcome is articulated in terms of keeping out of trouble.

Improved skills leading to increased employability and resulting improvement in a sense of personal well-being are outcomes common to other stakeholder groups.

**OUTCOMES FOR WIDER COMMUNITY MEMBERS** (people living close to the project activities)

- Less fear of harassment - reduced stress
- Reduced chance of being a victim of crime
- Enjoying improved reputation of the area
- Improved & safer living environment for my children

The Active Communities Network staff group are convinced that young people who take part in activities have, in time, a positive influence on how their area is perceived by other community members who live locally. However, accurately capturing outcomes for such a large, generic grouping, that carry meaningful social value and can be accounted for, is a challenge for SROI. Consequently it is unsurprising that the staff team had difficulties in engaging with the nebulous stakeholder group described as 'wider community'.

Nevertheless, some local members of the community living close to neighbourhood activities were engaged and were asked about changes for them as a result of local young people being involved in positive activities. The above four outcomes are those that were common across the boroughs and across the sample of people surveyed.

Reduced stress in this case related to people moving around the local area in which there was less anti-social behaviour and consequently a perception at least of reduced potential for harassment. Other stakeholder members reported a stronger feeling than being less prone to harassment i.e. that of feeling a reduced chance of being a victim of crime. The links to this outcome were the range of positive activities engaging

more young people, with consequent improvements in their behaviours, with fewer young people aimlessly hanging around the streets, resulting in older members of the community feeling safer. Allied to this, was enjoying living in an area with an improving reputation, a safer living environment for the family and feeling freer to move around within it.

### **ACTIVE COMMUNITIES NETWORK STRATEGIC AND DELIVERY PARTNERS OUTCOMES**

ACN is experienced in partnership work and has a number of identified delivery partners across the three boroughs. In addition Sutton has some 'strategic' partnerships working at a policy level.

#### **OUTCOMES FOR STRATEGIC PARTNERS:**

- Savings as a result of resources not required (ability to re-allocate these resources elsewhere)
- Savings as a result of partners working together and not duplicating resources (ability to re-allocate these resources elsewhere)

#### **OUTCOMES FOR DELIVERY PARTNERS:**

- Improved service delivery – through reaching more of the YP target group
- Other YP services providers better informed and improving own practice as a result of partnership work
- Expertise from Active Communities Network - ability to pull in additional funding that would not have happened without the partnership

These outcomes are derived from staff experience of the partnerships and specific discussions with partners about how else they were using any resources saved as a result of pooled resources, both financial and human in actual service delivery. The outcomes relate to financial savings, resources made available for re-allocation through better service delivery facilitated by partnership work, and the ability to leverage more funding through a partnership approach and not least the transfer of important fundraising opportunities through Active Communities Network sources.

### **OUTCOMES FOR STATE AGENCIES**

The SROI framework enables a view of created social value through tracking the interest of multiple stakeholders who are likely to experience material change. Knowledge of other agencies working in the three boroughs alongside the Active Communities Network staff and years of experience of working alongside young people, leads to a view that the following state agencies are likely to experience outcomes as a result of the respective projects:

**Police Service**

**Judicial system agencies**

**National Health Service**

**Department Work & Pensions**

**Social Services**

- Cost savings from reduced numbers of young people involved in crime (Police – cost saving viewed as ability to re-allocate resources)
- Reduced cases being tracked through the court system (Judicial system)
- Cost savings from the improved health and fitness of young people reaching recognised fitness levels through sport (NHS – again not a cash saving but a potential re-allocation opportunity)
- Cost savings from reduced treatments for young people avoiding serious and recurring substance misuse (NHS – re-allocation)
- Reduced Job Seekers Allowance Claims (DWP)
- Reduced Social Worker costs in family support Services (Social Services)

The above outcomes have all very strong causal links to the outcomes for young people, except the Social Services one, where the causal link between improved family relationships and reduced family support costs is considered weak, not particularly supported in secondary research, and with attribution likely to be very high (for any value for Social Services that is linked to the activities run by Active Communities Network). Consequently, the outcome would not be material and it was therefore omitted from the social account during the analysis, which means that the stakeholder was excluded. For detail on the process of materiality, please see the next section.

The Department for Work and Pensions (DWP) were initially thought likely to experience less claims for Job seekers allowances among this cohort of young people. While some young people flagged this outcome up at stakeholder engagement stage, the later data gathering across the wider cohort did not produce as much value as was anticipated. However for one geographical area (Southwark) where there were more employment related outcomes, the value accruing to DWP is materially significant and was retained in the social account.

Savings in police budgets are linked to reduced numbers of young people involved in serious crime, with the judicial system experiencing savings in terms of reduced magistrate court cases. This presents opportunities for re-allocation of resources.

The NHS benefits from the upsurge in sporting activities engaged in by these young people and the resulting deflection from much less positive activities detrimental to health. This works in terms of general fitness levels, in developed sporting skills and in more advanced stages, accredited sports skills and coaching qualifications. The value of cost savings to the NHS from the improved health of young people reaching recognised fitness levels through sport is included in the account, as is the potential resource re-allocation from reduced treatments for young people avoiding serious and recurring substance misuse.

## MATERIALITY

In SROI materiality is concerned with the information and evidence that should be included to give a true and fair picture, and to enable stakeholders to draw reasonable conclusions about impact. Consequently, it is judged by testing for 'relevance' and 'significance'.

Relevance of an outcome is judged according to 'fit' with one or more of the following:

- Is it important to stakeholders?
- Is it important to the organisation's policies?
- Is it important to the aims of partners or peers?
- Does it fit with societal norms?
- Does it achieve short term financial impact?

Significance of an outcome means that magnitude of impact would influence decisions and actions. In this study significance screening was determined by isolating any outcome that was less than £5k in value after significant reductions in value, either due to having a low value attached in the first instance or due to later deadweight/attribution/drop-off adjustments.

Table 6 on the following two pages shows stakeholder outcomes considered, those included and excluded on materiality grounds and why.

Stakeholder/Outcomes	Included?	Material Relevance Test	Material Significance Test
<b>YOUNG PEOPLE</b>			
Improved well being	Yes	Important to ACN objectives and fit with societal norms	Significant value
Developing higher level sports skills/ Gaining sports qualifications	Yes in the main. No for one group	Important to stakeholders and organisation objectives	Not significant value for Sutton Young men
Improved health	Yes	Important to organisation, Important to partners/peers. Important norm for society	Significant value
Less or more involved in school work	Yes for both	Important to organisation and fit with societal norms	Low value for less involved but included for future tracking
Improved relations with family members	Yes	Important to stakeholders	Significant value
Reduced substance misuse leading to reduced involvement in crime	Yes	Important to organisation and peers/partners and important norm for society.	Very significant value
Improved employability	Yes	Important to stakeholder, and societal norms	Significant value to more than one stakeholder group
Gaining employment	Yes	Important to stakeholder, and societal norms	Significant value to more than one stakeholder group
<b>PEERS &amp; SIBLINGS</b>			
Increased status and reputation in relationships	No		Not significant value
Reduced involvement in crime	Yes in the main. No for one group	Important to organisation, Important to partners/peers. Important norm for society	Not significant value in Lambeth
<b>VOLUNTEERS</b>			
Increased maturity – better social circle	Yes	Important to stakeholder	Significant value
Gained Sports leadership qualification	No	Important to organisation	Not significant value
More active in locally based positive activities - keeping out of trouble	Yes for Sutton only	Important to stakeholder, to organisation and to partners/peers	Significant value in Sutton. Not in other areas
Improved skills & employability	Yes	Important to stakeholder and organisation	Significant value
Improved sense of personal well-being	Yes	Important to ACN objectives and fit with societal norms	Significant value
<b>WIDER COMMUNITY</b>			
Less fear of harassment – reduced stress	No	Fits with societal norm	Not significant value – attribution
Reduced chance of being a victim of crime	No	Important to stakeholder. Fits with societal norm	Not significant value – attribution
Enjoying improved reputation of the area	No	Important to stakeholder	Not significant value – attribution
Improved and safer living environment for my children	Yes	Important to stakeholder	Significant value

Stakeholder/Outcomes	Included?	Material Relevance Test	Material Significance Test
<b>WIDER COMMUNITY</b>			
Less fear of harassment – reduced stress	No	Fits with societal norm	Not significant value – attribution
Reduced chance of being a victim of crime	No	Important to stakeholder. Fits with societal norm	Not significant value – attribution
Enjoying improved reputation of the area	No	Important to stakeholder	Not significant value – attribution
Improved and safer living environment for my children	Yes	Important to stakeholder	Significant value
<b>PARTNER AGENCIES</b>			
Savings as a result of resources not required (resource re-allocation)	Yes	Important to stakeholder	Significant value
Savings as a result of partners working together and not duplicating resources (resource re-allocation)	Yes	Important to stakeholder	Significant value
Improved service delivery – through reaching more of the Young People target group	No	Important to stakeholder	Not significant value
Other Young People services providers better informed and improving own practice as a result of partnership work	Yes. No for Southwark	Important to stakeholder	Significant value – not in Southwark
Expertise from ACN - ability to pull in additional funding that would not have happened without the partnership	Yes	Important to stakeholder	Significant value
<b>STATE AGENCIES</b>			
<b>Police Service</b> Cost savings from reduced numbers of young people involved in crime	Yes	Important to stakeholder. Important to partners/peers. Fit with societal norm	Significant value
<b>Judicial system</b> Reduced cases being tracked through the court system (Judicial system)	Yes. No for Lambeth & Southwark	Important to stakeholder. Important to partners/peers. Fit with societal norm	Significant value. Not for Lambeth or Southwark
<b>National Health Service</b> Cost savings from the improved health and fitness of young people reaching recognised fitness levels through sport	Yes	Important to stakeholder. Fit with societal norm.	Significant value
<b>National Health Service</b> Cost savings from reduced treatments for young people avoiding serious and recurring substance misuse	Yes. No for Southwark	Important to stakeholder. Important to partners/peers. Fit with societal norm	Significant value. Not for Southwark
<b>Department for Work &amp; Pensions</b> Reduced Job Seekers Allowance Claims	Yes. No for Lambeth & Southwark	Important to stakeholder. Important to partners/peers. Fit with societal norm	Significant value. Not for Lambeth or Southwark
<b>Social Services</b> Reduced deployment Social Worker time (family services)	No	Important to stakeholder	Not significant value

Table 6: MATERIALITY OF STAKEHOLDER OUTCOMES

As a result of materiality testing at different stages throughout the analysis process, the following outcomes for stakeholders from the lists on the previous two pages were completely excluded from the final social account; on the grounds that they did not have significant enough value to be meaningful to the stakeholder and their exclusion would not lead to any different decisions about future action.

<b>Peers and Siblings</b>
Increased status and reputation in relationships
<b>Volunteers</b>
Gained Sports leadership qualification
<b>Wider Community</b>
Less fear of harassment – reduced stress
Reduced chance of being a victim of crime
Enjoying improved reputation of the area
<b>Partner Agencies</b>
Improved service delivery – through reaching more of the Young People target group
<b>State Agencies</b>
Social Services
Reduced deployment Social Worker time (family services)

Table 7: EXCLUDED OUTCOMES

## INDICATORS OF CHANGE

In SROI, indicators have a very specific role in helping demonstrate that changes are taking place. So while we may know the nature of the outcomes as expressed by stakeholders, subsequently monitored across the wider cohort of stakeholders, we need a check on whether or not the change can be properly evidenced beyond subjective reporting, and also the extent or quantity of change that is occurring.

While a number of outcomes in this study have been evidenced subjectively through self-reporting, it also includes a number of more objective indicators. For the end user stakeholders who are effectively the young people, young people volunteers, peers and siblings at whom the project is targeted, outcomes in many cases are evidenced and the extent measured by the professional youth workers who have the primary relationship with the stakeholder. In other cases and for specific requirements of SROI, measurement of the quantity of outcomes has been supported with the use of additional questionnaires that extend the use of subjective self-reporting. This is the case for two particular outcomes, the use of the Rosenberg scale to determine the extent of well-being change and the use of an employability questionnaire previously produced by Lodestar and Haldane Associates to determine employability ‘distance travelled’ for

young people who were reporting feeling better equipped to gain employment but had not yet arrived at that point of achieving employment.

The following table outlines a number of examples of how these outcomes are evidenced and measured.

Stakeholder and outcome	Indicator used	Indicator source
Increased status and reputation in relationships	Incidence of stakeholders reporting reduced stress	Project questionnaire/IEWS monitoring data
Increased self-esteem and reported improved Wellbeing by young people (under 17)	Distance travelled on well-being scale - Rosenberg scale	<a href="http://www.bsos.umd.edu/socy/research/rosenberg.htm">http://www.bsos.umd.edu/socy/research/rosenberg.htm</a>
Young people reduced involvement in crime	1 Incidence reported. 2 research on (a) reduced substance misuse by young people;(b) the level of cautioning for criminal offences	1. Project questionnaire/IEWS-monitoring data. 2(a) DoH/NTA data from the National Drug Treatment Monitoring System (NDTMS) Statistics relating to young people England, 1 April 2011– 31 March 2012. 2(b) 'Are Police Cautions fit for purpose?' <a href="http://www.the-platform.org.uk/2013/03/14/are-police-cautions-fit-for-purpose/">http://www.the-platform.org.uk/2013/03/14/are-police-cautions-fit-for-purpose/</a> - Where a crime has been 'detected' by the police 50% of offenders per annum are taken before a court and the other 50% receive a caution. Consequently, the reduced involvement in crime by young people is equivalent to 50% of those apprehended, and consequently the numbers impacted on through having a conviction is similarly reduced.
Volunteers in project (young people) engaging in positive leadership activities and keeping out of trouble	Self reported incidence	Project questionnaire/IEWS monitoring data
Project Delivery partners – Improved service delivery through partnership and with pooled resources reaching more young people	Self reported	Stakeholder engagement
Community members living near project activity centres – Local young people more positively engaged, less fear – reduced chance of being victimised near or at home	Self reported incidence	Interviews with Community Members

Stakeholder and outcome	Indicator used	Indicator source
Police Service - Savings in police budgets from reduced numbers of young people involved in serious youth crime.	Youth Justice statistics indicating that the number of proven offences by young people has fallen 37 per cent between 2007/08 and 2010/11 and fell 11 per cent in the 2last year, from 198,449 proven offences in 2009/10.	Youth Justice Board/ Ministry of Justice Statistics bulletin MoJ/Home Office January 2012
Judicial system – court costs - Cost savings on reduced cases being tracked through the court system	1 Incidence of reduced involvement in crime – self reported. 2 Research on relationship between sports interventions with young people and their reduced involvement in crime	1. Project data. 2 ‘Teenage Kicks - The Value Of Sport in tackling Youth Crime’ Laureus Sport for Good Foundation, 2012

Table 8: EVIDENCE & MEASUREMENT OF OUTCOME INDICATORS

Where the evidence of quantity was weaker through say a self-reporting indicator, additional support for indicators has been derived from relevant research that informs the outcome being evidenced. An example of this is the relationship between reduced substance misuse and the claim of young people that they were less likely to be involved in crime through the avoidance of substance misuse. This was supported by evidence from the National Treatment Agency (for Substance Misuse) now part of Public Health England. In addition, the quantity of crime reduction was informed by information from the levels of police prosecutions as opposed to offences that are treated by the use of police cautions.

**How much change?**

Quantities of outcomes have been provided in this study through ACN’s monitoring system (VIEWS) that were already in place, adapted to track SROI outcomes as a result of the findings of the study. This has been augmented for particular outcomes through the use of additional indicators to measure how much change.

<sup>17</sup>National Drug Treatment Monitoring System (NDTMS) Statistics relating to young people England, 1 April 2011– 31 March 2012.

<sup>18</sup>‘Are Police Cautions fit for purpose?’ <http://www.the-platform.org.uk/2013/03/14/are-police-cautions-fit-for-purpose/>

In the table below, the VIEWS monitoring system has provided the quantities across the whole cohort of active end user stakeholders as an example:

Outcome	Number reporting	Total in group
How many Sutton young men under 17 reporting improved well-being	94	282
How many Sutton young men under 17 report being in less trouble resulting in improved reputation locally	69	282
How many Sutton young men under 17 report gaining higher level sports skills	4	282
How many Sutton young men under 17 reporting fitness increase leading to improved health	113	282
How many Sutton young men under 17 report less engaged with their school work	2	282
How many Sutton young men under 17 report more engaged with school work	29	282
How many Sutton young men under 17 report improved relationship family members	37	282
How many Sutton young men under 17 report reduced involvement in crime	44	282

Table 9: OUTCOME QUANTITIES

In some cases the quantity is immediately appropriate to the calculation of the value of the outcome, whereas in others, further measurement is needed. This is the case for the well-being outcome (the first outcome in the table above). While 94 young people from this stakeholder group were tracked after one year as reporting improved well-being, a robust measure of the outcome also required a view of how much change took place on average for the cohort. Consequently, the use of the Rosenberg well-being measure in addition, showed that the average movement in improved well being was 12% of the possible change available in the metric. The final calculation of the outcome was therefore based on 12% of the number self-reporting (i.e.12% of 94).

See **Appendix C** for the full table of quantities, numbers from each stakeholder group experiencing outcomes, outcome durations and resulting values.

## SUPPORTING RESEARCH

The context for the supporting research are the outcomes identified in the **'Involving Stakeholders'** section, starting on page 25. In summary, for **young people**, the primary end users of Active Communities Network's work, these included - stress reduction, sports skills and qualification acquisition, substance misuse reduction, improved health, family relationships, employability and well-being. **Volunteer's** outcomes focused on their improved employability and well-being, while also valuing the sense of 'doing something' for their community and being able to 'stay out of trouble' as a result of being contributors to the health of their neighbourhood. While the outcomes for the **Peers & Families** of the young people are about improved relationships with siblings, friends and children, and their perception that they have a reduced involvement in crime and have gained a higher status and improved reputation in their area.

The research on assessing the claimed economic value of engagement in sport (or indeed any other activity) highlights the importance of recognising that the benefit stakeholders '...achieve from **taking part** is felt individually...but also – crucially – by society as a whole...'19 and that understanding the complexity of the interplay between strengthened communities, social networks and individual impacts continues to be challenging. However, it is clear that there is increasing evidence of both short-term individual improvements in subjective well being, and long-term societal health benefits of engagement in sport.20

In terms of the outcomes experienced by the various groups of young people in the analysis of impact of Active Communities Network activities, these are broadly consistent with the wider policy context identified in other research sources. One of these is the Home Office led 2006 review of the impact of 'Positive Futures', an initiative that used sport to reduce anti-social behaviour, crime and drug use among 10-16 year olds within local neighbourhoods (based on a total of 109,546 young people who participated).21

With respect to gaining skills and qualifications, this report found a significant number of participants gaining sports related qualifications (including achievement, leadership and coaching awards) and that... 'There also appears to be an increase in the number of young people accessing education [provided by partnerships of educational providers] .....that can provide opportunities for structured and purposeful activity, and for developing skills and motivation'.22 Related achievements recorded included 736 participants (of a total of 4560 young people) returning to full time education and 1,756 'doing better'. Staff also reported that over 200 young people improved their relationships with peers and 1,237 made progress with their family relations.23 These findings are consistent with the outcomes analysed in the Active Communities Network social account.

Substance misuse prevention activities are also reported, including informal discussions with young people, drug awareness training for staff, leaflets and workshops. While recognising the difficulties of determining their effectiveness, project self-assessment of different levels of practice (deemed as core, specific and innovative) did

‘...demonstrate a growing confidence amongst Positive Futures projects that they do have the capacity to deliver effective substance misuse interventions.’<sup>24</sup>

However, 50% of Positive Futures Partners (PFP’s) expressed a belief that it makes a positive difference to drug use. In addition, 76% of PFP’s believe that the programme makes a positive difference to anti-social behaviour and 68% to local crime rates.<sup>25</sup>

This is in the context of ‘Youth crime and antisocial behaviour [costing] government at least £4bn a year. One in five young people [reporting] being involved in crime and antisocial behaviour, and ... around 75,000 new entrants into the youth justice system every year.’<sup>26</sup>

There is also a clear, long-standing and regular demonstration of ‘.. strong links that exist between employment and desistance from offending [and] employment is recognised as the *single most effective factor* in reducing rates of reoffending.’<sup>27</sup>

The **wider communities** within which young people reside also have relevant outcomes. In a sense, these are the ‘flip side’ of the positive engagement of young people, in terms of the perceived gains for the communities that Active Communities Network end users changed behaviour brings about i.e. reduction in stress, the fear of harassment and the chances of becoming a ‘victim’ of crime.

Interestingly, while the 2009 Audit Commission report<sup>28</sup> reinforces the importance of sport and leisure in preventing anti- social behaviour, it also highlights the different perceptions of adults and young people in terms of how they see it. So while adults are very concerned about young people ‘hanging around’, 8 out of 10 young people do so to socialise cheaply and keep safe, and only 2% of them think it is anti-social. Furthermore, young people are also concerned about being victims of anti-social behaviour, and believe that, having ‘nothing to do’ can trigger their involvement in it.

Our theory of change indicates that Active Communities Network work in the three study areas has an impact on the outcomes for some **state agencies** including the police, the judicial system and the NHS. For the police these relate to cost savings that result from reduced numbers of young people being apprehended for crimes committed, and for the judicial system, less young people appearing before the magistrates courts.

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<sup>19</sup>CASE: the culture and sport evidence programme – Understanding the drivers, impact and engagement in culture and sport, DCMS (2010)

<sup>20</sup>Ibid

<sup>21</sup>Positive Futures, impact report, End of season review, Home Office (2006)

<sup>22</sup>Ibid

<sup>23</sup>Ibid

<sup>24</sup>Ibid

<sup>25</sup>Ibid

<sup>26</sup>Cited in the Laureus Sport For Good/ NFP ‘Teenage Kicks – The value of Sport in Tackling Youth Crime report (2010) p13

<sup>27</sup>‘What do we learn from 400 research studies on the effectiveness of treatment with juvenile delinquents. Lipsey, M. (1995) quoted in ‘Exit and enterprise: the role of enterprise in supporting young people’s gang exit’ Catch 22 (2012) p1

<sup>28</sup>Tired of Hanging Around - Using sport and leisure activities to prevent anti-social behaviour by young people (Local Government Summary) Audit Commission (2009)

Indeed, it has been reported that: ‘Four in five magistrates say that the effectiveness of local community programmes influences their sentencing decision. If charities could give courts confidence in community alternatives, it could lead to a reduction in the use of custody for lower-level offences. This could save money and avoid the damaging consequences of custody’.<sup>29</sup>

On a broader level it has been suggested that charities like Active Communities Network can: ‘..provide many of the qualities that those in trouble with the law need. They are accessible and provide non-stigmatising support, and because they are not regarded as an ‘authority’ they can reach the young people that government services struggle to engage [and they are also] a valuable source of independence in an area where government is especially adverse to risk.’<sup>30</sup>

## 8. VALUING OUTCOMES

One of the important principles of SROI is the valuation of outcomes and, as indicated earlier, this study set about identifying and valuing outcomes adjudged to be material. Some outcomes are not difficult to value if they can be linked to readily available market values.

For example, the value of a young person who has taken up a part-time job while still at school could be represented by the earned income that results, assuming that they were reporting that the job represented a positive change in their life. The increase in expendable income information could be easily obtainable either from the stakeholder or by reference to known market valuations – e.g. in the case of the latter - the relevant minimum wage related to the age of the young person may be appropriate.

While use of the minimum wage valuation may not be exactly what the young person is earning, if it was not possible to get data on the exact wage, the use of this kind of appropriate financial proxy would give a good indication of the value, as a means of establishing an acceptable valuation of the outcome.

Financial proxies are used to value all outcomes included in an SROI account. This is also the case where a market value is not possible to obtain because it does not yet exist. Unlike the example above, where information is not available, valuations can be arrived at by a number of methods.

## VALUATION METHODS

Where no easily accessible market value exists, the SROI valuation process is interested in the consensus of value, by reference to stakeholders and/or other research. There are a number of approaches that exist in the field of valuation, some of which is driven by UK government planning processes e.g.

*Revealed preference – where value is approximated by looking at people’s choices in similar markets*

*Stated preference – where value is approximated by asking people what they would be willing to pay to achieve or avoid the outcome*

Another approach is to consider the effect of achieved outcomes on people’s well-being and to value this by reference to a reputable global measure. Again, in the UK and elsewhere considerable research is emerging on the subject of population well-being across many factors that contribute or detract from quality of life. One approach is to equate the value of a well-being to increases or decreases in Life Satisfaction indexing. Asking people to reveal a monetary sum in this case approximates value – for example the required increase in their salary that would create the equivalent feeling of improved Life Satisfaction achieved by the outcome.

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<sup>29</sup>Trail & Error- Children young people and the law - nef (2010)

<sup>30</sup>Ibid

Stakeholder & outcome	Financial proxy	Unit value	Source of value data
Reduced stress for young person	1. Cost of a personal stress and anger management short study course - distance learning course from Stonebridge associated colleges UK. 2. Reduction in stress is a good as the value of the a new large screen 'smart' TV	£149	Course provider - 1. <a href="http://www.hotcourses.com/uk-courses/stress-management-courses-stonebridge-associated-colleges/16180339/0/6171/HB.3/Z,Y,Q,R,T,U,V,C/any/county/united+kingdom/all/list.htm">http://www.hotcourses.com/uk-courses/stress-management-courses-stonebridge-associated-colleges/16180339/0/6171/HB.3/Z,Y,Q,R,T,U,V,C/any/county/united+kingdom/all/list.htm</a>
Increased self esteem and reporting improved Well-being by young people (under 17)	According to income compensation estimates, doing sport at least once a week generates SWB (Subjective Well Being) equated by individuals to an equivalent of £11000 p.a. increase in their salary for someone on the median income (30 to 39 year old £26578) FP adjusted here downwards proportionally from median income to entry level to reflect young person likely income level. Value of Subjective Well-being increase of £11000 represents a 41.38% increase. 41.38% applied to wage level of young people = £3215 (based on 48 week year. ONS 2011 gross weekly income for 30/39 = £553.70 and for 16/17 yrs. old = £161.90 - <a href="http://www.ons.gov.uk/ons/rel/ashe/annual-survey-of-hours-and-earnings/ashe-results-2011/ashe-statistical-bulletin-2011.html#tab-Earnings-by-age-group">http://www.ons.gov.uk/ons/rel/ashe/annual-survey-of-hours-and-earnings/ashe-results-2011/ashe-statistical-bulletin-2011.html#tab-Earnings-by-age-group</a>	£3215 (before adjustment for quantity and extent of outcome as measured by indicator used)	Income compensation estimates for engagement in culture and sport - 'Understanding the drivers, Impact and value of engagement in Culture and Sport' (July 2010) DCMS - <a href="http://www.culture.gov.uk/images/research/CASE-supersummaryFINAL-19-July2010.pdf">http://www.culture.gov.uk/images/research/CASE-supersummaryFINAL-19-July2010.pdf</a>
Young people reduced involvement in crime	The value of the effect to career of a conviction - the delay of start of earning time in work by 1 year. Value of 1 year lost income at level of the median gross weekly earnings by age for 16/17 years olds in full time employment - £161.90 x 48 weeks = £7771.20	£7771	<a href="http://www.ons.gov.uk/ons/rel/ashe/annual-survey-of-hours-and-earnings/2008-results/index.html">http://www.ons.gov.uk/ons/rel/ashe/annual-survey-of-hours-and-earnings/2008-results/index.html</a>
Volunteers in project (young people) engaging in positive leadership activities and keeping out of trouble	1. The value of avoiding the stigma of being considered a troublemaker equated with the value of a public recognition award for achievements. This is equated to receiving an iTunes voucher of £150 2. Value of attending awards ceremony with close family members to experience public recognition for achievement equated to cost of dressing up, transport, food and drinks (if stakeholder had to pay) £540	£690	Assumed iTunes voucher of £150, and estimated cost to stakeholder of attending ceremony - new clothes - £300, Transport £30, Cost of food and drink received - £70 all x 3 - young person + family members
Project Delivery partners – Improved service delivery through partnership and with pooled resources reaching more young people	Expenditure the partner would have needed to incur without acting with other partners to reach the additional young people; based on a comparison of the ACN 2012 levels of engagement with that outside the partnership (equal to the value of each agency's costs to reach this number of young people). Based on 171 young people engaged on average for 22 hours. 30 young people on average attend sessions, so 171/30 = 5.7 sessions. Average session length = 2 hours so 5.7 x 11 - 62.7 total session over year young people engaged x £62.50 per session = £4,076	£4076	Project financial accounting data

Stakeholder & outcome	Financial proxy	Unit value	Source of value data
Community members living near project activity centres – Local young people more positively engaged, less fear – reduced chance of being victimised near or at home	<p>1. The cost stakeholder would have to pay in the market place to have safety monitored when feeling vulnerable - cost of a lone worker protection scheme provided by employers for lone-workers - £44.30.</p> <p>2. The average cost in UK of spend on home security (4 lever mortise lock - £11.99 plus 6 lockable window handles - @ £11.49 each (£69.94) - total £80.93 per dwelling</p>	£125.23	<p>1. <a href="http://www.bracknell-forest.gov.uk/loneworker-schem">http://www.bracknell-forest.gov.uk/loneworker-schem</a>.</p> <p>2 <a href="http://www.wickes.co.uk/doors+windows/door+window-security/icat/doorwindowsecure/">http://www.wickes.co.uk/doors+windows/door+window-security/icat/doorwindowsecure/</a></p>
Police Service - Savings in police budgets from reduced numbers of young people involved in serious youth crime.	Value of the reduction of one police officer post in a Borough force as a consequence of a reduction in serious youth crime. In 2010/11 there were 33091 police officers (including recruits) in the Metropolitan Police Service. The total pay bill in the same period (excluding overtime) was £7,205,000. Consequently, the average total cost of a police officer in London £21,773.	£21,773	<a href="http://www.met.police.uk/foi/pdfs/priorities_and_how_we_are_doing/corporate/policing_london_business_plan_2011-14.pdf">http://www.met.police.uk/foi/pdfs/priorities_and_how_we_are_doing/corporate/policing_london_business_plan_2011-14.pdf</a> - 2.Safer Lambeth Partnership Performance Review 2012/13 p.8
Judicial system – court costs - Cost savings on reduced cases being tracked through the court system	Equal to the potential savings in the costs per case in the Magistrates Court. The total number of young people proceeded against for criminal offences in Magistrates Courts (in 2011) was 105,000 (19,000 in London). The estimated attributable cost per appearance (stipendiary magistrates) was £61.78. The average number of appearances per case is 1.64. Therefore the average cost per case is £101.30)	£101.30	<a href="http://www.justice.gov.uk/statistics/courts-and-sentencing/judicial-annual-2011">http://www.justice.gov.uk/statistics/courts-and-sentencing/judicial-annual-2011</a> <a href="http://library.npia.police.uk/docs/homisc/occ-judiciary">http://library.npia.police.uk/docs/homisc/occ-judiciary</a>

Table 10: FINANCIAL PROXY EXAMPLES

The above approach along with other methods of placing a value on outcomes has been used in this study.

Table 10 outlines some examples for illustration purposes. In the first (reduced stress) there were two potential financial proxies; first, the cost to the stakeholder (regardless of ability to pay) of purchasing support in the market place that would lead to the same outcome of reducing stress; or second, how stakeholders equated the outcome to an equivalent market value (in this case the cost of a large screen smart TV). Since the second valuation was thought to over-state the value, the first valuation has been used and the source noted.

The full list of outcomes and how they have been measured (demonstrating that they do take place and how much they take place for a given stakeholder) and valued (using financial proxies) appears at **Appendix B**.

## IMPACT ADJUSTMENTS

One of the key issues for Active Communities Network is the ability to isolate the value of outcomes that are solely attributable to its activities. This involves taking account of parts of the value of outcomes that are created by others, as well as parts that would have happened in any case for stakeholders, had they not got into a relationship with Active Communities Network.

The following concepts have been applied in making impact adjustments to the social account:

- Deadweight – value that would have taken place anyway without Active Communities Network interventions
- Attribution – taking the value of Active Communities Network generated outcomes - elements of these outcomes that were due to other influences in addition to the work of Active Communities Network
- Duration and Drop-Off – considering how long it is reasonable to claim that the projected value into the future is down to the work of Active Communities Network, as well as taking account of the fact that value attributable to the work of Active Communities Network will not be constant but tail off over time
- Displacement – rationale for whether or not any outcomes should be discounted because they are produced from activity that does not result in additional change but just prevents someone else experiencing the change; for example in creating a job for an individual are we just preventing another individual having that job

### Deadweight

The deadweight values in the analysis are derived from staff review, stakeholder feedback and practitioner experiences with most emphasis on the first two. Stakeholders defined the following range for both Deadweight (DW) and Attribution (ATT) adjustments:

Value	Interpretation
0%	No adjustment value
1% - 29%	Low adjustment value
30% - 49%	Moderate adjustment value
50% - 74%	Significant adjustment
75% - 99%	High adjustment
100%	100% adjustment

Figure 4: DEADWEIGHT & ATTRIBUTION ADJUSTMENT VALUES

Due to the nature of very specially designed interventions with these young people, the stark lack of alternative opportunities and the attractiveness of activities to the expressed interests of young people, it is felt that large proportions of outcomes claimed would not have happened without the existence of the activities. In stakeholder involvement interviews, young people have consistently reported that they did not have other choices available. This is partly the case because of the specific nature of the areas where young people live and spend most of their time, (with large pockets of deprivation in the areas where Active Communities Network is targeting their activities) and partly due to the consequent lack of provision of other activities by any other youth services provider.

For young people's outcomes that are linked to direct involvement in provided activities where no alternative activities are provided locally, the deadweight has been set at low but not zero. Zero has not been chosen for prudence to allow for some possibilities that of part the outcome could have happened anyway through other avenues. Consequently, the deadweight value set for these outcomes is 10%.

For other stakeholders included in the study there is a different rationale for deadweight values applied. Outcomes for peers and siblings for example, claimed as a result of an influencing relationship with young people experiencing outcomes, have a much weaker causal link to the source intervention. So while some value is due to the intervention, the likelihood is that a lot more of these outcomes values would have happened anyway and consequently this is taken into account. The deadweight value for these outcomes is set at a very conservative 90% to guard against any possibility of over claiming social value.

Similarly, the outcomes experienced for strategic and delivery partners in the work with young people, are considered more likely to have happened in any case. This has resulted in a significant value of 50% being attached to most of the claimed outcomes for these stakeholders. The rationale here is that outcomes like; savings that accrue from partnership work, areas of delivery not being duplicated, improved practice and higher levels of service delivery through pooling resources, could have been achieved through seeking partners other than ACN. This would be possible but not certain due to the specialised nature of the services that are delivered, and it would take some considerable capacity building time and development of very specific areas of expertise to replicate these.

### **Attribution**

The attribution values have been informed by young people stakeholders – the key end users of the service and for other stakeholder groups by consultation with them or with the ACN staff group by proxy. ACN wanted to ensure that the value attributable to their services was not over-claimed by under-representing elements of the value that were really down to others – even though these contributions may not have been made without the existence of their projects.

Young people reported that some part of the outcomes they experienced came about as a result of support from peers and families, in particular a parent or guardian figure in their lives. While this was important as a supporting factor in achieving some of the personal development and skills development outcomes, it was not thought to be at a level described as significant.

However it is high enough to be considered a moderate contribution to the value creation and for these types of outcomes, attribution has therefore been set at 30%. As in the case of deadweight, this means that 30% of outcome value is deducted from value claimed by Active Communities Network to account for this attribution to others.

For other stakeholders in the study, the outcomes claimed are less direct and in a lower causal relationship with the activities leading to outcomes. Attribution values are higher as staff considered that there would be a number of other influences leading to these outcome values.

For wider community stakeholders, the attribution value is set at 75% (High attribution deduction from values claimed for the activities). In other cases, the ATT value is set to zero – for example for strategic partners where no-one else would have contributed to the outcome value which is there only because the relationship exists with Active Communities Network.

Table 11 on the next page is a summary of Deadweight and Attribution deductions made to outcome values claimed for Active Communities Network services to key stakeholders:

Stakeholder	Deadweight value	Rationale	Attribution value	Rationale
Young people	10%	Stakeholder reports no equivalent service is available to attend - 10% included for prudence but subject to sensitivity	30%	Stakeholder attributes influence to family or parental figures in their lives. Discussion with staff produces figure of 30% but subjected to sensitivity
Peers and Siblings	90%	In this case, the outcome is indirect and focus group work suggests that high proportion of change could have happened anyway	90%	Stakeholder attributes influence to family or parental figures in their lives. In this case, the outcome is indirect and further consultation with staff suggests that attribution to other causal influences is likely to be high - 90%
Wider Community	75%	In this case, the outcome is indirect and focus group work suggests that a reasonably high proportion of change could have happened anyway	75%	Stakeholder attributes influence to family or parental figures in their lives. In this case, the outcome is indirect and further consultation with staff suggests that attribution to other causal influences is medium to high - 75%
Volunteers	10%	Sub-group of young people so same rationale is applied	30%	Stakeholder attributes influence to family or parental figures in their lives - produces figure of 30% but subjected to sensitivity
Strategic Partners	50%	Could have found another Voluntary Sector partner – so significant DW	0%	Resource not expended comes from relationship with ACN only
Delivery Partners	50%	As above	0%	Resource not expended comes from relationship with ACN only
Delivery Partners	10%	Funding leverage outcome which was largely dependent on skills transfer through relationship built up	0%	Funding comes from relationship with ACN only
State Agencies	50%	Significant chance another agency would have done the work	0%	Resource not expended comes from relationship with ACN only

Table 11: SUMMARY OF DEADWEIGHT &amp; ATTRIBUTION DEDUCTIONS

Deadweight and Attribution values have been derived through estimates informed heavily by stakeholder views. This is considered a reasonably robust method of arriving at outcome values that can be claimed as a direct result of Active Communities Network work, but for prudence nevertheless, the values arrived at have been subjected to sensitivity analysis testing, which is dealt with later in the report.

### Duration and drop-off

Since Active Communities Network's work is very influential in shaping future lives of young people, there is a strong likelihood that some of the outcomes created last longer than the time that those young people spend using the projects. While it is true that young people use them on an on-going basis, it is worth noting that this SROI study takes one year of activity only and projects outcome values that begin during contact with the projects, but that there are also outcome values that would continue to accrue after the 1 year period.

In this study, some outcomes last for one year (those are that are more dependent on contact with the project and may not last much beyond if it ceased to operate). Other outcomes are projected to last for two years, as there is a reasonable chance that they would continue for that period; while others still are projected to last for three years, i.e. those that are likely to be more sustainable by the young people without the influence of a particular Active Communities Network project.

Drop-off takes account of the fact that the outcomes that are likely to last for more than the year of activities, nevertheless do not maintain an on-going constant value as the causal link to the original activity weakens. Drop-off values applied in this study tend to be moderate to high, to take account of the general view that in the case that young people did not have access to the projects, sustainability of outcomes would suffer, unless maintained by other influences outside the Active Communities Network projects.

Stakeholder	Outcomes durations	Drop-Off	Drop-Off rationale
Young people	1 year	0%	The outcome lasts as long as youth activity contact - no drop-off with duration of 1 year
Young people	2 years	75%	2 years duration with high drop-off in year 2 - set at 75% subject to sensitivity
Young people	3 years	50%	3 years duration with significant drop-off in year 2 and 3 - set at 50% subject to sensitivity
Other stakeholders	1 year	0%	The outcome lasts as long as youth activity contact - no drop-off with duration of 1 year

Table 12: DURATION & DROP-OFF RATIONALE

**Displacement**

The outcomes that result from the work of Active Communities Network do not displace outcomes that could be experienced by others.

The rationale for this is largely the stakeholder view that personal development outcomes experienced by young people are the result of activity that would not be replicated elsewhere, and so the resource that would go into the Active Communities Network activities would not result in the same activity for other similar stakeholders elsewhere.

Put another way – similar stakeholders who live in the project areas would need to be stakeholders of Active Communities Network activities to experience the outcomes claimed. One potential exception to this is the employment outcome for some young men over 17 years of age. However, the employment experienced is largely within Active Communities Network and again, other young people would not be in a position to take up part time work if they did not come through the Active Communities Network service delivery system. The jobs would not be advertised outside the activity.

Consequently for this study displacement of outcomes value for all outcomes is set at 0%.

## 9. THE SROI CALCULATION

### THE SROI RATIO

This study tells the story of the social value created by the work of Active Communities Network - which is all about important change for the main end users of the service; the young people as well as other stakeholders and the outcomes that make up that story for all the stakeholders have been established as having a strong causal link to the project work.

An important and unique aspect of SROI is the valuation of outcomes in order to view them as a return for the investment in the activities. The table below shows the value of outcomes experienced by the groups of stakeholders.

Outcomes for	Value attributable to ACN	% Share of value
Young People	£1,233,120	67%
Peers and Siblings	£15,542	1%
Wider Community	£45,853	2%
Volunteers	£138,746	8%
Strategic Partners	£63,081	3%
Delivery Partners	£71,821	4%
State Agencies	£267,418	15%
<b>Total Value</b>	<b>£1,842,930</b>	

Table 13: VALUE OF OUTCOMES EXPERIENCED BY STAKEHOLDERS

The SROI ratio; the return value from the activities expressed as a ratio of the investment is set out below. Calculations include discounting to take account of reduced value of money over time (discounted at 3.5% as advised in Government Green Book for grant-aided investments). This results in the total present value shown below in Figure 5.

Total Value	£1,842,930
Total present value (discounted at 3.5%)	£1,770,916
Investment cost	£339,909
<b>Ratio</b>	<b>£4.21</b>

Figure 5: SROI RATIO FOR ACN ACTIVITIES INCLUDED IN THIS STUDY

The Net present Value is the value of outcomes less the cost of the investment needed to create them. The ratio here is therefore the return value of outcomes derived from dividing the added value by the investment cost.

**Based on the data produced by the study, Active Communities Network returns over £4 for every £1 invested in the programmes detailed here. The result of just over £4 is the total ratio of outcomes value to investment.**

## PAYBACK PERIOD

One way to view this in context is to consider the payback period – the amount of time that would need to pass before the return value is equal to the investment. The following shows proportions of social value (total present value) claimed over three years (during the period of investment and for two years beyond).

Year 1	Year 2	Year 3	Year 4	Year 5
£1, 527,502	£211,019	£32,394	£0	£0

Figure 6: TOTAL PRESENT VALUE OVER 3 YEARS

**Assuming that social value is created at an even pace (unlikely to be the case in reality), the investment amount of £339,909 would be matched by return values in around three months.**

The total impact value is derived over three years. This is the longest period claimed because the causal link for outcomes lasting beyond the investment period tails off. In fact, the majority of outcomes last for one and two years with a small number projected for three.

**The considerably reduced value in Year 3 (see Figure 6 above) reflects the importance of continued contact with young people for their outcomes, and those of other stakeholders to be sustained.**

# VALUE RETURNED PER STAKEHOLDER GROUP

The chart below shows the share of value experienced by different stakeholders:

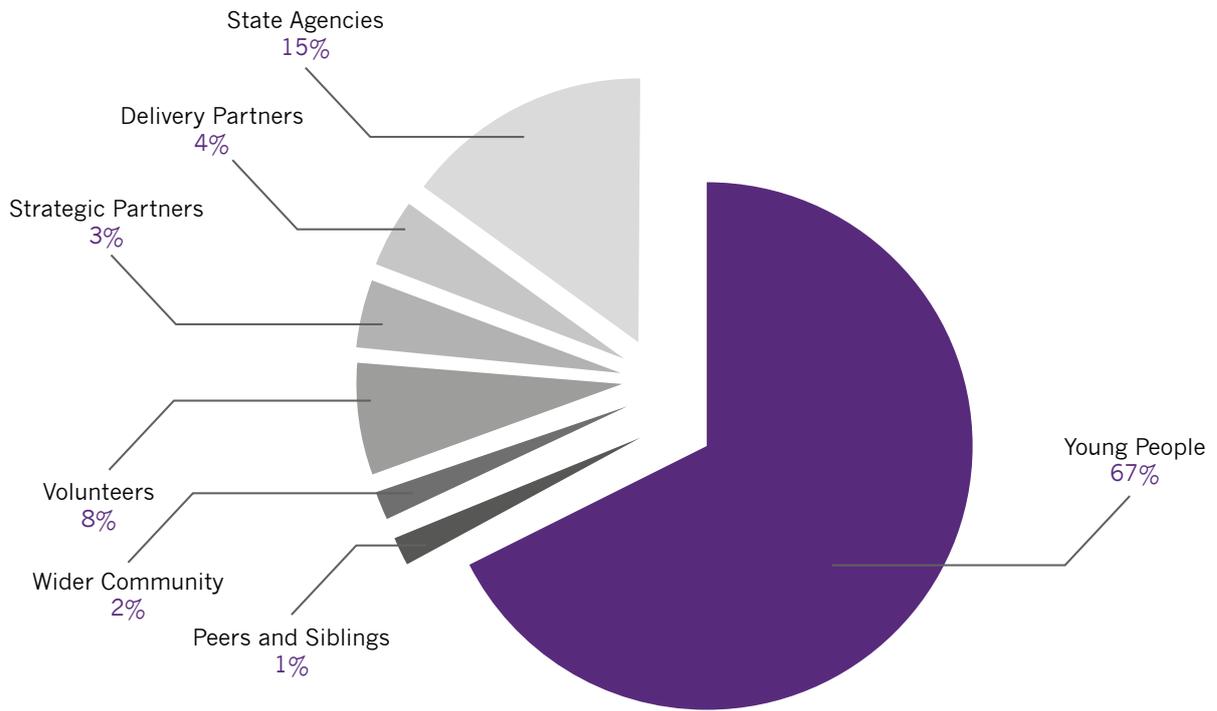


Figure 7: % VALUE RETURNED PER STAKEHOLDER GROUP

The figure below shows social value per stakeholder in context of the investment proportion.

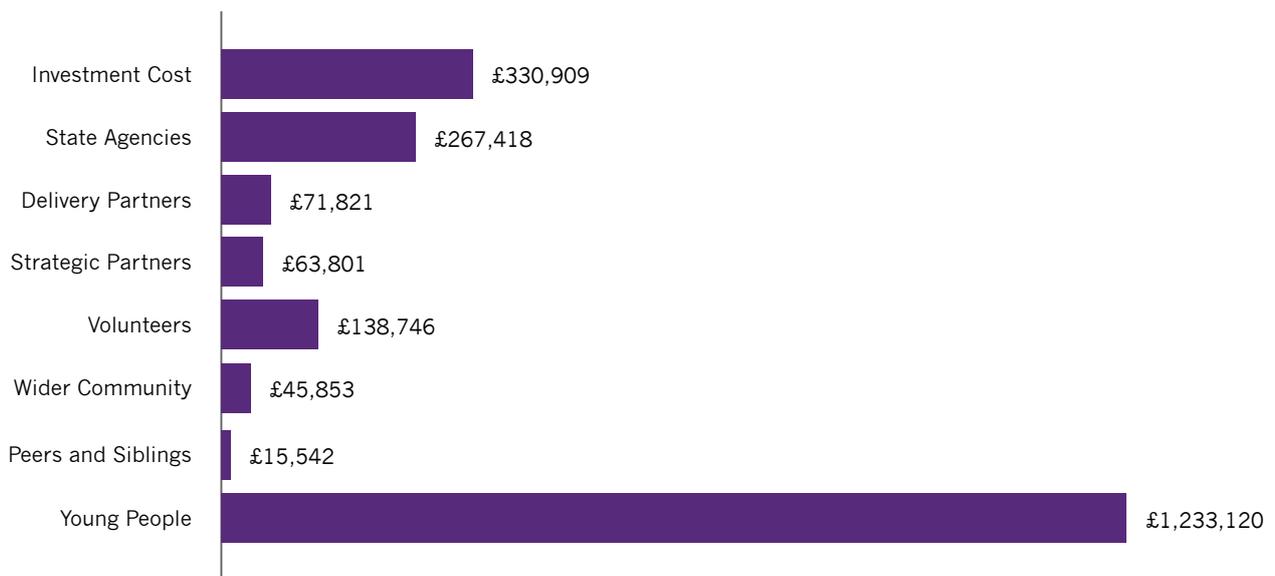


Figure 8: SOCIAL VALUE PER STAKEHOLDER

The figure below shows the Investment cost as a proportion of the Total Value returned (discounted to present Value)

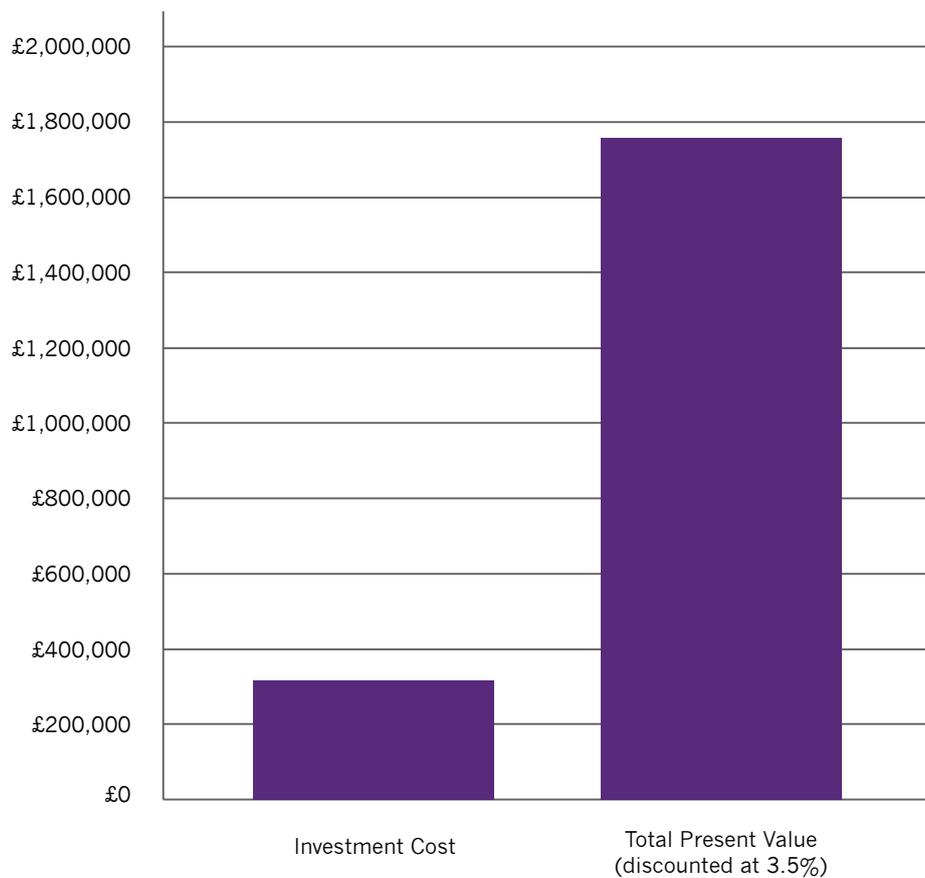


Figure 9: INVESTMENT COST AS A PROPORTION OF TOTAL VALUE

## SENSITIVITY OF THE FINDINGS

There are some reporting conditions and assumptions that are inherent in the development of the social account, and these are subjected to sensitivity analysis in order to judge the robustness of the result. This is about recognising that where proximity to value is required, when full data is not available, any aspects that require this approach should be tested.

The items included here are as follows:

- Deadweight values – testing for a higher and lower deadweight than the baseline used to test sensitivity on the final result
- Attribution values
- The duration of outcomes
- An outcome that is proportionally higher in value in relation to other outcomes in the account
- Materiality threshold

Item	Baseline Value	New Value	Baseline Ratio	Ratio Change
Deadweight	Variable - average 20% across all outcomes	Increased to 30% across all outcomes	£4.21	£4.18
	Variable - average 20% across all outcomes	Decrease to 10% across all outcomes	£4.21	£5.65
Attribution	Variable - average 26% across all outcomes	Increase to 50% across all outcomes	£4.21	£2.85
Outcomes durations	Variable - values between 1 and 3 years	Reduce all outcome durations to 1 year	£4.21	£3.63
High quantity outcome - reduced involvement in crime for young people	£215,417	Reduce people reporting outcome by half	£4.21	£3.90
Materiality Threshold (significance)	All outcomes with value lower than £5k excluded	Exclude all outcomes with value less than £10k	£4.21	£3.89

Table 14: SENSITIVITY TESTING

The deadweight variable is not sensitive and makes little difference to the final result. This shows that the stakeholder feedback that outcomes would not have happened without the respective projects is highly likely to be correct. In any case the 20% reduction across all outcomes is considered prudent to guard against over-claiming.

Most delivery organisations are tempted to overstate the stakeholder value that is attributable to their activities. Testing sensitivity on adjustments for the value that may have been created by others shows that even if that element doubled from the 26% applied on average across all outcomes, the return value is still almost three times the amount of the investment in the activity.

More striking than this though is the duration of outcomes. The result of £3.63 is significant if outcomes only lasted for the same period that the activities took place. This means that the sustainability of young people's positive outcomes is heavily dependent on the continued provision of the service.

**The ratio result claimed for this study is £1: £4.21** based on considerable review of primary data and secondary research. Should further prudence be required for stated claims, sensitivity testing shows that variation of impact adjustments made to outcome values would provide a ratio in the range of **£1: £2.85 - £1: £4.21**.

It is however asserted that even considering the ratio to lie within this range, the upper end is a highly valid position, since the lower end is informed only by use of a higher attribution variable.

Taking stakeholder feedback into account, it is highly unlikely that the outcomes claimed here result significantly from interventions other than those provided by Active Communities Network. While some attribution is recorded, this is about the contribution of the encouragement and support provided by a parent or guardian. However this is taking place in the context of the young people taking part in the provided activities and so is dependent on them.

## 10. FUTURE IMPLICATIONS

This study spanned the period of the London 2012 Olympics and commentary has been widespread on legacy issues, not least for communities in London. It demonstrates that the work of Active Communities Network (ACN), which evidences success in getting young people involved in sport and all the attendant benefits, can make a significant contribution to the realisation of a positive London 2012 Olympic legacy.

### **Social value for young people**

Given the general background of the young people participating in ACN activity and the demographics of the areas where they live, it is inevitable that a number have been drawn into anti-social behaviours. However, for many of them an important consequence of their participation in ACN projects was a belief that their lives were more stable, they experienced less frustration and anger, leading to fewer confrontations in their lives, getting into less trouble through involvement in gang activities and therefore reducing the potential for involvement in crime and, for some, a linked reduction in substance misuse.

Many of the issues observed by ACN staff prior to the SROI study and noted earlier in this report such as young people's low levels of confidence and self-esteem, lack of employment opportunities, participation in crime and substance misuse, were evident in the study. ACN's contribution to enabling young people who participated in their activities to deal with these issues are reflected in the outcomes exposed in this study and are valued in the social account.

However, some young people's 'fear' of becoming victims of crime (as opposed to them being perpetrators) did not emerge through the stakeholder engagement process and consequently were not particularly evidenced. ACN may therefore wish to consider whether these are issues that occur in significant numbers to require further work.

The study evidences young people feeling more sociable and much better about themselves, with significant increase in their levels of self-esteem as a result of their engagement with others in sport-related activities. There also seems to be a correlation between time invested in sports and other joint activities and reduced solitary activity of aimlessly watching television or playing computer games.

In terms of future service delivery, ACN will be aware of the interplay between the development of self-confidence and sports skills, improved relationships with peers and adults, and a consequent reduction in anti-social behaviour. The resulting outcomes (stress reduction, improved health, well-being, employability and family relationships) are all contributing to either reduced or prevented involvement in crime. This is clearly a key message, important to ACN wider stakeholders (not least funders) and progress in this area should clearly be tracked through SROI with an eye to sustaining future funding.

There was one example of negative outcomes that became evident in the study (i.e. more focus on new sporting interests leading to less engagement in school work).

However there was also evidence that the opposite to this was taking place - a much higher incidence of young people engaged in new sporting interests also achieving improved focus in schoolwork. The negative outcome was not significant enough to have any implications for patterns of future service delivery but it has been retained in the social account so that ACN can monitor levels and make colleagues aware that this aspect of positive engagement in activities could potentially have a downside for a few young people.

### **Gender and age variations**

There were some gender and age variations to these general findings. For young men under the age of 17, sports activities presented opportunities for structured skills training that allowed them to develop higher-level skills and for some, gain sports qualifications. While these outcomes are presented and valued separately in the study, to take account of young people who gained skills and those who also gained associated qualifications, participation in these activities certainly contributed to reported higher levels of fitness and feeling healthier.

Although there was a tendency for the outcomes for young men over 17 to have more of an employability focus than for the younger age group, with a positive commitment to changing personal, social and career development skills, outcomes on improved health, less involvement in crime and increased well-being were common to both groups of young men. Actually 'gaining' employment, as opposed to improving employability, was associated with the acquisition of accredited sports skills and qualifications.

For young women under 17, there were no significant differences in their articulations about change that led to any different outcomes from young men in the same age group, but there were some differences in emotional expressions around feeling more accepted and confident about themselves. However, with the exception of Sutton, where programmes provided included media and dance activities, this group featured much less in ACN activities than young men of a similar age.

There were fewer young women engaged in the SROI stakeholder engagement process than young men. There may be implications for ACN for how services are targeted at young women since potential social value for this stakeholder group may not be at an optimum level at this point in time. It may be that a wider discussion among ACN partner organisations could identify some of the challenges that would be faced by the sector in engaging with this particular group.

**Social value for volunteers**

For those who graduated to become volunteers, the acquisition of sports skills as participants in ACN's programmes subsequently enabled many of them to gain leadership and coaching qualifications, which reinforced both their employability and their feelings about being able to make a contribution to their local communities. However, volunteering as an activity in itself also provides a valuable input that contributes to ACN's ability to produce outcomes for other stakeholders. Consequently, it is important that ACN should continue to use SROI to capture the change that volunteering opportunities create, not just for volunteers but also for the value of outcomes created by the volunteer's contribution to the experience of others.

Volunteers themselves certainly reported a better social life as a product of their volunteering activity, which relates to their increased ability to engage, deploy improved communication skills and a more positive approach to their tasks and responsibilities in the role. Trusting others and feeling more trusted is a key part of this chain of events, as is feeling more able to communicate and the positive feedback associated with being able to be helpful to others, as opposed to their possible previous anti-social behaviours that was detrimental to the safety of their neighbourhoods. In addition to diverting individuals from negative behaviours and activity, this level of positive engagement also has an effect on the outcome articulated in terms of keeping out of trouble. However, improved skills leading to increased employability and resulting improvement in a sense of personal well-being are also outcomes common to other stakeholder groups that are beneficiaries of ACN projects.

**Social value for peers and siblings**

Funders investing in ACN's work may not be aware of outcomes created as a 'knock-on' effect of the work. This SROI study evidenced change for the peers and siblings of the primary end users of ACN programmes (those who are influenced by the young people participating in, for many of whom they may be role models) The changes identified concern perceived positive consequences for their friends, brothers and sisters who, as a result of responding to increased positive influences, are less exposed to opportunities to participate in substance misuse leading to improved behaviour, reduced involvement in crime and both improved reputations in their communities and relationships at home.

The benefit of SROI is the opportunity to track value for separate stakeholder groups and the change for this group can be viewed as additional value. There are implications for ACN in tracking change for this group and thought needs to be given to the specific challenges of how on-going monitoring systems can include data from this stakeholder group – either directly or indirectly. The most practical approach may be to monitor service users also for change experienced by their friends and family.

**Social value for wider communities**

For local community members living close to ACN activity delivery, the benefits of young people being more engaged in sports activities focused on the consequent improvements in their behaviour, accompanied with less 'hanging around', leading to feeling safer and the outcome of a reduction in the chances of being a victim of crime.

However, since the level of engagement with local groups of residents in the respective communities was variable, there are consequences for the SROI analysis in terms of how to accurately capture outcomes for such a large, generic grouping, that both carry meaningful social value and can be accurately accounted for.

ACN will need to find ways of engaging more fully with this group to flesh out the existing organisational theory of change that suggests there is social value created by ACN activities. There is significant evidence of benefits experienced around safety and living environments as a result of young people's improved behaviours which needs a more sound data gathering approach than is currently possible.

### **Social value for strategic & delivery partners**

For the purpose of this report 'Delivery' partners are those that ACN works alongside to directly provide services that contribute to the partner's organisational objectives; whereas 'strategic' partners are borough-based agencies with whom ACN has an indirect relationship, although their activities may contribute to the policies and priorities of the respective partners. While ACN has identified delivery partners in all three boroughs, it is only in Sutton that the relationships with strategic partners are developed enough to lead to outcomes that could be evidenced.

This reinforces the importance of agencies like ACN having the ability to invest senior staff time in developing and maintaining relationships with key agencies in the respective boroughs. However, in the context of the totality of available resources and the need to prioritise the delivery work that they are directly contracted for, it is inevitable that frontline service organisations will be limited in the capacity to invest in regular networking with a wider range of potentially relevant partner organisations.

An ability to develop positive value creation for (partner) stakeholders and to contribute to their resource allocation decisions and future planning of services, would clearly be of benefit to the achievement of both ACN's and their partners' objectives, and this should continue to be an integral part of service planning into the future.

The outcomes for the partners that ACN engage with regularly are derived from staff discussion with them about how much they were in a position to re-allocate resources as a result of pooled resources, both financial and human, in actual service delivery. Consequently, partner's outcomes relate to the potential to re-allocate financial resources retained through better service delivery facilitated by partnership work, and the ability to leverage more funding through a partnership approach, including ACN's access to additional funding sources.

### **Social value for state agencies**

Although state agencies outcomes all have causal links to the young people's outcomes (with the exception of the Social Services outcomes which were excluded on materiality grounds) ACN's expertise of working alongside young people will inevitably have an indirect bearing on the consequent likelihood that agencies will experience positive outcomes as a result of their work.

So for the police, reduction in the demands on officers' time is linked to reduced numbers of young people involved in serious crime, while the judicial system experiences savings in reduced numbers and therefore the overall costs of magistrate court cases. The NHS benefits from the improved health outcomes of increased engagement in sporting activities by the young people who participate in ACN's programmes, resulting in a deflection from much less positive activities detrimental to health. The opportunity to use resources elsewhere accrues from the improved health of young people reaching recognised fitness levels through sports; as does the reduced spend associated with a reduction in treatments for young people avoiding serious and recurring substance misuse.

ACN now have an opportunity to use the SROI framework they are developing to track the multiplier effect of partnership work on increasing resources available to work with disadvantaged young people, while at the same time potentially enabling some agencies to reallocate unspent resources to other areas of need.

### **Unintended consequences**

This study has identified the return value of important outcomes created by ACN activities. Those outcomes that resonate closely with organisational objectives could be said to have been anticipated or intended. However, unplanned outcomes can arise for stakeholders and if these fall into a general category of 'not anticipated' and pass the materiality threshold, they can give the organisation an interesting view of value they create that has not previously been accounted for.

The following outcomes are identified as those that are relevant to the objectives of ACN, but nevertheless would have been absent from the original vision for the work:

#### **Young People**

- Reduced stress
- Less or more engaged in school work - impact on career
- Improved relationships with family members

#### **Partner Agencies**

- Savings a result of resources not required (ability to re-allocate these resources elsewhere)
- Savings as a result of partners working together and not duplicating resources

These outcomes total around £248,000 of social value which as unintended positive outcomes for the work of ACN represents 17% of the value accounted for and as such would not have been included before in previous evaluation work.

## CONCLUSIONS

- Young people who engage in ACN's programmes benefit from their participation in terms of the development of self-confidence and sports skills, improved relationships with peers and adults, improved self-esteem and a consequent reduction in anti-social behaviour
- While there were some age and gender variations in the outcomes for young people, participation in ACN's programmes contributed to reported higher levels of fitness and feeling healthier
- ACN create significant social value through the reduced incentive for young people to get involved in negative behaviours, in the misuse of drugs and alcohol and in some cases in crime. While the development of a culture of involvement through sport and the attendant value system of fitness and ability, contributes significantly to a prevailing positive attitude displayed by engaged young people
- Young people who 'graduated' from being programme participants to becoming volunteers, both gained additional confidence and skills which they felt either contributed to their employability, or to their ability to gain employment
- Peers and siblings of participants in ACN's programmes benefited from the outcomes for key end users, particularly from the consequences of reduced anti-social behaviour
- Residents in the neighbourhoods where ACN's provided programmes for young people, also gained from their reduced anti-social behaviour and the consequent advantages of feeling that the areas were an improving place to reside. The further tracking and development of SROI analysis for outcomes relating to this group could play a significant role in the improving the reputations of areas, increased community safety and the resulting desire of residents to put down roots and feel some investment in the area, particularly as a place with a future for their children
- ACN's partner agencies had significant opportunities to deploy resources to areas of need elsewhere, through better service delivery facilitated by partnership work and the ability to leverage additional funding through ACN's expertise
- State agencies experienced positive outcomes as a result of ACN's expertise of working alongside young people

## 11. RECOMMENDATIONS

Active Communities Network's (ACN) work clearly has significant impact on the lives of young people who use their projects. There is a strong causal link between the resources made available, the very specific expert ACN staff skills those resources support and the creation of outcomes with significant value, not just for young people but a range of stakeholders detailed throughout this study.

It is therefore recommended that:

- The SROI framework is used and further developed internally as a means of evidencing how social value for young people can be created and increased, and to demonstrate to funders the return on their investment in the work of ACN.
- ACN review their monitoring systems to ensure that impact reporting continues within the organisation, and that the system is expanded to track outcomes for stakeholders who are their not end users.
- ACN review how they offer better-targeted and more diverse activities for young women 17 and over, particularly in Lambeth and Southwark locations and more generally, consider how they can engage with those young people who have expressed fears of being victims of crime as an issue.
- ACN and similar agencies in the field embed SROI relevant methodology into ongoing work and engage particularly with how it can contribute to strategic decision making about organisational priorities and direction.
- ACN and similar agencies consider developing their use of SROI methodologies to capture the changes that volunteering opportunities create, both in terms of the intrinsic worth of being a 'volunteer' and the contribution of 'volunteering' to the outcomes of other stakeholders.
- Since this SROI study demonstrates the real value that ACN can add to total resources available for work with disadvantaged young people, commissioners consider the means by which the kind of positive value creation achieved can be replicated both for partner stakeholders and other provider agencies in the field.
- ACN and similar agencies should explore with commissioners the resourcing of management time in the development and maintenance of focused networking relationships, that benefit their own and partner outcomes.
- ACN and similar agencies should explore how commissioners can support them to continue being innovative and contributing to creative social policy solutions, in the context of inevitable further reductions in available statutory resources.

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## APPENDIX A – Glossary of terms specific to SROI

**Attribution -**

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

**Deadweight -**

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

**Discounting -**

The process by which future financial costs and benefits are recalculated to present-day values.

**Discount rate -**

The interest rate used to discount future costs and benefits to a present value.

**Displacement -**

An assessment of how much of the outcome has displaced other outcomes.

**Drop-off -**

The deterioration of an outcome over time.

**Duration -**

How long (usually in years) an outcome lasts after the intervention, such as length of time a participant remains in a new job.

**Impact -**

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

**Impact Map -**

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

**Income -**

An organisation's financial income from sales, donations contracts or grants.

**Inputs -**

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

**Materiality -**

Information is material if its omission has the potential to affect the readers' or stakeholders' decisions. Material outcomes in SROI are determined by a test of both relevance and significance.

**Monetise -**

To assign a financial value to something.

**Outcome -**

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

**Outputs -**

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

**Outcome indicator -**

Well-defined measure of an outcome.

**Scope -**

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

**Sensitivity analysis -**

Process by which the sensitivity of an SROI model to changes in different variables is assessed.

**Social return ratio -**

Total present value of the impact divided by total investment.

**Stakeholders -**

People, organisations or entities that experience change, whether positive or negative, as a result of the activity that is being analysed.

## APPENDIX B - Outcomes, Indicators and Financial Proxies

The report references material outcomes claimed for included stakeholders in the SROI analysis. This section gives more comprehensive detail of outcomes and how they have been measured and valued.

<b>Outcome</b>	Becoming less shy and more assertive - experiencing less anger - feel happier - reduced
<b>Indicator</b>	Incidence of stakeholders reporting reduced stress
<b>Data source for indicator</b>	Project questionnaire/VIEWS monitoring data
<b>Financial proxy description for outcome</b>	1. Cost of a personal stress and anger management short study course - distance learning course from Stonebridge associated colleges UK.
<b>Value Financial proxy (per unit of outcome)</b>	£149
<b>Source of Financial proxy value</b>	1. <a href="http://www.hotcourses.com/uk-courses/stress-management-courses-stonebridge-associated-colleges/16180339/0/6171/HB.3/Z,Y,Q,R,T,U,V,C/any/county/united+kingdom/all/list.htm">http://www.hotcourses.com/uk-courses/stress-management-courses-stonebridge-associated-colleges/16180339/0/6171/HB.3/Z,Y,Q,R,T,U,V,C/any/county/united+kingdom/all/list.htm</a>

<b>Outcome</b>	Improved well-being.
<b>Indicator</b>	Distance travelled on well-being scale - Rosenberg scale
<b>Data source for indicator</b>	<a href="http://www.bsos.umd.edu/socy/research/rosenberg.htm">http://www.bsos.umd.edu/socy/research/rosenberg.htm</a>
<b>Financial proxy description for outcome</b>	According to income compensation estimates, doing sport at least once a week generates SWB (Subjective Well Being) equated by individuals to an equivalent of £11000 p.a. increase in their salary for someone on the median income (30 to 39 year old £26578) FP adjusted here downwards proportionally from median income to entry level to reflect young person likely income level. Value of Subjective Well-being increase of £11000 represents a 41.38% increase. 41.38% applied to wage level of young people = £3215 (based on 48 week year. ONS 2011 gross weekly income for 30/39 = £553.70 and for 16/17 yrs old = £161.90 - <a href="http://www.ons.gov.uk/ons/rel/ashe/annual-survey-of-hours-and-earnings/ashe-results-2011/ashe-statistical-bulletin-2011.html#tab-Earnings-by-age-group">http://www.ons.gov.uk/ons/rel/ashe/annual-survey-of-hours-and-earnings/ashe-results-2011/ashe-statistical-bulletin-2011.html#tab-Earnings-by-age-group</a>
<b>Value Financial proxy (per unit of outcome)</b>	£3,215.00
<b>Source of Financial proxy value</b>	Income Compensation estimates for engagement in culture and sport - 'Understanding the drivers, Impact and value of engagement in Culture and Sport' (July 2010) DCMS - <a href="http://www.culture.gov.uk/images/research/CASE-supersummaryFINAL-19-July2010.pdf">http://www.culture.gov.uk/images/research/CASE-supersummaryFINAL-19-July2010.pdf</a>

<b>Outcome</b>	Getting into trouble less - increased status and reputation in relationships
<b>Indicator</b>	Incidence self reported getting into trouble less
<b>Data source for indicator</b>	Project questionnaire/VIEWES monitoring data
<b>Financial proxy description for outcome</b>	1. The value of avoiding the stigma of being considered a trouble-maker equated with the value of a public recognition award for achievements. This is equated to receiving an iTunes voucher of £150 2. Value of attending awards ceremony with close family members to experience public recognition for achievement equated to cost of dressing up, transport, food and drinks (if stakeholder had to pay) £540
<b>Value Financial proxy (per unit of outcome)</b>	£690.00
<b>Source of Financial proxy value</b>	Assumed iTunes voucher of £150, and estimated cost to stakeholder of attending ceremony - new clothes - £300, Transport £30, Cost of food and drink received - £70 all x 3 - young person + family members

<b>Outcome</b>	Engaging in more sports activities -developing higher level sports skills
<b>Indicator</b>	No. of Young people achieving sports skills within programme
<b>Data source for indicator</b>	Project questionnaire/VIEWES monitoring data
<b>Financial proxy description for outcome</b>	Stakeholder feedback stated that Improvement in sports skills is worth the price of FA level 1 coaching course
<b>Value Financial proxy (per unit of outcome)</b>	£150.00
<b>Source of Financial proxy value</b>	<a href="http://www.amateur-fa.com/coaches/courses-available/level-1-award-in-coaching-football">http://www.amateur-fa.com/coaches/courses-available/level-1-award-in-coaching-football</a>

<b>Outcome</b>	More physically active - feeling more fit - improved health
<b>Indicator</b>	Incidence improved fitness and self reporting feeling healthier
<b>Data source for indicator</b>	Project questionnaire/VIEWES monitoring data
<b>Financial proxy description for outcome</b>	The cost of a personal trainer to achieve increased fitness and better physical health - In London personal training sessions can cost up to £150 an hour although the average is £50 - 15 personal trainer session over 1 year = £750 (average)
<b>Value Financial proxy (per unit of outcome)</b>	£750.00
<b>Source of Financial proxy value</b>	<a href="http://www.telegraph.co.uk/health/dietandfitness/8411521/Are-personal-trainers-worth-the-price.html">http://www.telegraph.co.uk/health/dietandfitness/8411521/Are-personal-trainers-worth-the-price.html</a>

<b>Outcome</b>	Regular engagement in youth activities - more focus on life plans - more engaged in school work
<b>Indicator</b>	Incidence reported at contact with worker
<b>Data source for indicator</b>	Project questionnaire/VIEWES monitoring data
<b>Financial proxy description for outcome</b>	Potential earnings gained through enhanced qualifications. Difference between pay rates in labour market between non-qualification roles and roles requiring some qualifications(up to GCSE). Percentage hourly pay gap to employees with GCSE or equivalent level of education, age 22 to 64 - median hourly pay - £16.10 (degree), £8.68 (GCSE grades A-C) £6.93 down to £4.63 (no qualification). Gain calculated on difference between £8.68 per hour and £4.63=£4.05 for a local job 15 hrs/week while still in study.(48 week year)
<b>Value Financial proxy (per unit of outcome)</b>	£2,916.00
<b>Source of Financial proxy value</b>	<a href="http://www.ons.gov.uk/ons/rel/lmac/earnings-by-qualification-in-the-uk/2011/earnings-by-qualification-in-the-uk.html">http://www.ons.gov.uk/ons/rel/lmac/earnings-by-qualification-in-the-uk/2011/earnings-by-qualification-in-the-uk.html</a>

<b>Outcome</b>	Improved relationship with family members
<b>Indicator</b>	Incidence Reported at contact with worker
<b>Data source for indicator</b>	Project questionnaire/VIEWES monitoring data
<b>Financial proxy description for outcome</b>	The market value that would have to be paid by the stakeholder if they were able to pay for improved family relationships - The cost of 6 family therapy sessions at £90 each.
<b>Value Financial proxy (per unit of outcome)</b>	£540.00
<b>Source of Financial proxy value</b>	<a href="http://www.familytherapy.org.uk/freehelpandfees.html">http://www.familytherapy.org.uk/freehelpandfees.html</a>

<b>Outcome</b>	Reduced substance misuse - reduced involvement in crime
<b>Indicator</b>	1 Incidence reported. 2 research on (a) reduced substance misuse by young people;(b) the level of cautioning for criminal offences
<b>Data source for indicator</b>	1. Project questionnaire/VIEWS monitoring data. 2(a) DoH/NTA data from the National Drug Treatment Monitoring System (NDTMS) Statistics relating to young people England, 1 April 2011– 31 March 2012. 2(b) 'Are Police Cautions fit for purpose?' <a href="http://www.the-platform.org.uk/2013/03/14/are-police-cautions-fit-for-purpose/">http://www.the-platform.org.uk/2013/03/14/are-police-cautions-fit-for-purpose/</a> - Where a crime has been 'detected' by the police 50% of offenders per annum are taken before a court and the other 50% receive a caution. Consequently, the reduced involvement in crime by young people is equivalent to 50% of those apprehended, and consequently the numbers impacted on through having a conviction is similarly reduced.
<b>Financial proxy description for outcome</b>	The value of the effect to career of a conviction - the delay of start of earning time in work by 1 year. Value of 1 year lost income at level of the median gross weekly earnings by age for 16/17 years olds in full time employment - £161.90 x 48 weeks
<b>Value Financial proxy (per unit of outcome)</b>	£7,771.20
<b>Source of Financial proxy value</b>	<a href="http://www.ons.gov.uk/ons/rel/ashe/annual-survey-of-hours-and-earnings/2008-results/index.html">http://www.ons.gov.uk/ons/rel/ashe/annual-survey-of-hours-and-earnings/2008-results/index.html</a>

<b>Outcome</b>	Communicating more - more engaged - improved social and life skills
<b>Indicator</b>	Incidence of self reported improved social & life skills
<b>Data source for indicator</b>	Project questionnaire/VIEWS monitoring data
<b>Financial proxy description for outcome</b>	Market value stakeholder would have to pay for achieving outcome, 10 sessions with a life coach - 10 one to one sessions with a life coach at £60 per session
<b>Value Financial proxy (per unit of outcome)</b>	£600.00
<b>Source of Financial proxy value</b>	UK life coaching.org - <a href="http://www.uklifecoaching.org/services.htm?nav=lm">http://www.uklifecoaching.org/services.htm?nav=lm</a>

<b>Outcome</b>	Improved employability
<b>Indicator</b>	Increase or decrease self reported on a before/after employability measure
<b>Data source for indicator</b>	Employability distance travelled measure
<b>Financial proxy description for outcome</b>	Value of the % travelled towards achieving a job if the young person had to pay themselves the job creation cost - equated to the cost to the government of providing a job for YP this age. = The value of the grant to Employers for every place provided under the National Apprenticeship scheme @ £1500
<b>Value Financial proxy (per unit of outcome)</b>	£1,500.00
<b>Source of Financial proxy value</b>	<a href="http://www.apprenticeships.org.uk/Employers.aspx">http://www.apprenticeships.org.uk/Employers.aspx</a>

<b>Outcome</b>	Increased leadership skills
<b>Indicator</b>	Incidence Reported at contact with worker
<b>Data source for indicator</b>	Project questionnaire/VIEWS monitoring data
<b>Financial proxy description for outcome</b>	The value of an outdoor leadership training course @ £96 per day x 3 days
<b>Value Financial proxy (per unit of outcome)</b>	£288.00
<b>Source of Financial proxy value</b>	<a href="http://www.sportsleaders.org/awardsqualifications/fees-charges/">http://www.sportsleaders.org/awardsqualifications/fees-charges/</a>

<b>Outcome</b>	Gaining sports qualifications
<b>Indicator</b>	Self reported incidence
<b>Data source for indicator</b>	Stakeholder engagement
<b>Financial proxy description for outcome</b>	NGB (National Governing Body) Sports Leadership Awards (organised by Sports leaders UK) are a suite of sport specific awards aimed at young people. Day courses are provided at 3 levels at a cost of £16 (level 1) £30.50 (level 2) and £42.30 (level 3). Volunteers in Community Sports activities would ideally need to get to level 3 (Higher Community Sports Leadership Award) and have previously undertaken levels 1 & 2) at a total cost of £88.80
<b>Value Financial proxy (per unit of outcome)</b>	£88.80
<b>Source of Financial proxy value</b>	<a href="http://www.sportsleaders.org/awardsqualifications/fees-charges/">http://www.sportsleaders.org/awardsqualifications/fees-charges/</a>

<b>Outcome</b>	Gained employment
<b>Indicator</b>	Incidence Reported at contact with worker
<b>Data source for indicator</b>	Project questionnaire/VIEWS monitoring data
<b>Financial proxy description for outcome</b>	The income earned
<b>Value Financial proxy (per unit of outcome)</b>	£2,868.48
<b>Source of Financial proxy value</b>	Project data

<b>Outcome</b>	Improved employability
<b>Indicator</b>	Increase or decrease self reported on a before/after employability measure
<b>Data source for indicator</b>	Employability distance travelled measure
<b>Financial proxy description for outcome</b>	Value of the % travelled towards achieving a job if the young person had to pay themselves the job creation cost - equated to the cost to the government of providing a job for YP this age. = The value of the grant to Employers for every place provided under the National Apprenticeship scheme @ £1500
<b>Value Financial proxy (per unit of outcome)</b>	£1,500.00
<b>Source of Financial proxy value</b>	<a href="http://www.apprenticeships.org.uk/Employers.aspx">http://www.apprenticeships.org.uk/Employers.aspx</a>

### Outcomes for young people's peers and siblings

<b>Outcome</b>	Getting into trouble less - increased status and reputation in relationships
<b>Indicator</b>	Incidence self reported getting into trouble less
<b>Data source for indicator</b>	Project questionnaire/VIEWS monitoring data
<b>Financial proxy description for outcome</b>	1. The value of avoiding the stigma of being considered a trouble-maker equated with the value of a public recognition award for achievements. This is equated to receiving an iTunes voucher of £150 2. Value of attending awards ceremony with close family members to experience public recognition for achievement equated to cost of dressing up, transport, food and drinks (if stakeholder had to pay) £540
<b>Value Financial proxy (per unit of outcome)</b>	£690.00
<b>Source of Financial proxy value</b>	Assumed iTunes voucher of £150, and estimated cost to stakeholder of attending ceremony - new clothes - £300, Transport £30, Cost of food and drink received - £70 all x 3 - young person + family members

<b>Outcome</b>	Reduced substance misuse - reduced involvement in crime
<b>Indicator</b>	1 Incidence reported. 2 research on (a) reduced substance misuse by young people;(b) the level of cautioning for criminal offences
<b>Data source for indicator</b>	1. Project questionnaire/VIEWS monitoring data. 2(a) DoH/NTA data from the National Drug Treatment Monitoring System (NDTMS) Statistics relating to young people England, 1 April 2011– 31 March 2012. 2(b) 'Are Police Cautions fit for purpose?' <a href="http://www.the-platform.org.uk/2013/03/14/are-police-cautions-fit-for-purpose/">http://www.the-platform.org.uk/2013/03/14/are-police-cautions-fit-for-purpose/</a> - Where a crime has been 'detected' by the police 50% of offenders per annum are taken before a court and the other 50% receive a caution. Consequently, the reduced involvement in crime by young people is equivalent to 50% of those apprehended, and consequently the numbers impacted on through having a conviction is similarly reduced.
<b>Financial proxy description for outcome</b>	The value of the effect to career of a conviction - the delay of start of earning time in work by 1 year. Value of 1 year lost income at level of the median gross weekly earnings by age for 16/17 years olds in full time employment - £161.90 x 48 weeks
<b>Value Financial proxy (per unit of outcome)</b>	£7,771.20
<b>Source of Financial proxy value</b>	<a href="http://www.ons.gov.uk/ons/rel/ashe/annual-survey-of-hours-and-earnings/2008-results/index.html">http://www.ons.gov.uk/ons/rel/ashe/annual-survey-of-hours-and-earnings/2008-results/index.html</a>

<b>Outcome</b>	Improved relationship with family members
<b>Indicator</b>	Incidence Reported at contact with worker
<b>Data source for indicator</b>	Project questionnaire/VIEWS monitoring data
<b>Financial proxy description for outcome</b>	The market value that would have to be paid by the stakeholder if they were able to pay for improved family relationships - The cost of 6 family therapy sessions at £90 each = £270. Not included in final social account as value to stakeholder family counted already in analysis under previous stakeholder.
<b>Value Financial proxy (per unit of outcome)</b>	£540.00
<b>Source of Financial proxy value</b>	<a href="http://www.familytherapy.org.uk/freehelpandfees.html">http://www.familytherapy.org.uk/freehelpandfees.html</a>

## Outcomes for young people's peers and siblings

<b>Outcome</b>	Better social circle
<b>Indicator</b>	Self-reported incidence
<b>Data source for indicator</b>	Project questionnaire/IEWS monitoring data
<b>Financial proxy description for outcome</b>	travel cost and spend value of going to more social events twice per month, comprised of transport, food/drink and entertainment event
<b>Value Financial proxy (per unit of outcome)</b>	£1,200.00
<b>Source of Financial proxy value</b>	Estimated taxi, £10, food/drink, £20 entertainment event, £20 = £50

<b>Outcome</b>	Gaining sports qualifications
<b>Indicator</b>	Self-reported incidence
<b>Data source for indicator</b>	Stakeholder engagement
<b>Financial proxy description for outcome</b>	NGB (National Governing Body) Sports Leadership Awards (organised by Sports leaders UK) are a suite of sport specific awards aimed at young people. Day courses are provided at 3 levels at a cost of £16 (level 1) £30.50 (level 2) and £42.30 (level 3). Volunteers in Community Sports activities would ideally need to get to level 3 (Higher Community Sports Leadership Award) and have previously undertaken levels 1 &2) at a total cost of £88.80
<b>Value Financial proxy (per unit of outcome)</b>	£88.80
<b>Source of Financial proxy value</b>	<a href="http://www.sportsleaders.org/awardsqualifications/fees-charges/">http://www.sportsleaders.org/awardsqualifications/fees-charges/</a>

<b>Outcome</b>	Improved sense of doing something for my community
<b>Indicator</b>	Self-reported incidence
<b>Data source for indicator</b>	Project questionnaire/IEWS monitoring data
<b>Financial proxy description for outcome</b>	Value of satisfaction equated to a bonus payment or honorarium for doing a good job
<b>Value Financial proxy (per unit of outcome)</b>	£1,000
<b>Source of Financial proxy value</b>	Estimated

<b>Outcome</b>	More engaged - more active in locally based positive activities - keeping out of trouble
<b>Indicator</b>	self reported incidence
<b>Data source for indicator</b>	Project questionnaire/VIEWS monitoring data
<b>Financial proxy description for outcome</b>	1. The value of avoiding the stigma of being considered a troublemaker equated with the value of a public recognition award for achievements. This is equated to receiving an iTunes voucher of £150 2. Value of attending awards ceremony with close family members to experience public recognition for achievement equated to cost of dressing up, transport, food and drinks (if stakeholder had to pay) £540
<b>Value Financial proxy (per unit of outcome)</b>	£690.00
<b>Source of Financial proxy value</b>	Assumed itunes voucher of £150, and estimated cost to stakeholder of attending ceremony - new clothes - £300, Transport £30, Cost of food and drink received - £70 all x 3 - young person + family members

<b>Outcome</b>	Improved well - being.
<b>Indicator</b>	Distance travelled on well-being scale - Rosenberg scale
<b>Data source for indicator</b>	<a href="http://www.bsos.umd.edu/socy/research/rosenberg.htm">http://www.bsos.umd.edu/socy/research/rosenberg.htm</a>
<b>Financial proxy description for outcome</b>	According to income compensation estimates, doing sport at least once a week generates SWB (Subjective Well Being) equated by individuals to an equivalent of £11000 p.a. increase in their salary for someone on the median income(30 to 39 year old £26578) FP adjusted here downwards proportionally from median income to entry level to reflect young person likely income level. Value of Subjective Well-being increase of £11000 represents a 41.38% increase. 41.38% applied to wage level of young people = £3215 (based on 48 week year. ONS 2011 gross weekly income for 30/39 = £553.70 and for 16/17 yrs old = £161.90 - <a href="http://www.ons.gov.uk/ons/rel/ashe/annual-survey-of-hours-and-earnings/ashe-results-2011/ashe-statistical-bulletin-2011.html#tab=Earnings-by-age-group">http://www.ons.gov.uk/ons/rel/ashe/annual-survey-of-hours-and-earnings/ashe-results-2011/ashe-statistical-bulletin-2011.html#tab=Earnings-by-age-group</a>
<b>Value Financial proxy (per unit of outcome)</b>	£3,215.00
<b>Source of Financial proxy value</b>	Income Compensation estimates for engagement in culture and sport - 'Understanding the drivers, Impact and value of engagement in Culture and Sport' (July 2010) DCMS - <a href="http://www.culture.gov.uk/images/research/CASE-supersummaryFINAL-19-July2010.pdf">http://www.culture.gov.uk/images/research/CASE-supersummaryFINAL-19-July2010.pdf</a>

## Outcomes for wider community members living close to centres of activity

<b>Outcome</b>	Reduced stress
<b>Indicator</b>	Reported incidence
<b>Data source for indicator</b>	Stakeholder Questionnaire
<b>Financial proxy description for outcome</b>	1. Cost of a personal stress and anger management short study course · distance learning course from Stonebridge associated colleges UK.
<b>Value Financial proxy (per unit of outcome)</b>	£149.00
<b>Source of Financial proxy value</b>	1. <a href="http://www.hotcourses.com/uk-courses/stress-management-courses-stonebridge-associated-colleges/16180339/0/6171/HB.3/Z,Y,Q,R,T,U,V,C/any/county/united+kingdom/all/list.htm">http://www.hotcourses.com/uk-courses/stress-management-courses-stonebridge-associated-colleges/16180339/0/6171/HB.3/Z,Y,Q,R,T,U,V,C/any/county/united+kingdom/all/list.htm</a>

<b>Outcome</b>	Feel safer · Reduced chance of being a victim of crime
<b>Indicator</b>	Self-reported incidence
<b>Data source for indicator</b>	Stakeholder engagement with community members
<b>Financial proxy description for outcome</b>	1. The cost stakeholder would have to pay in the market place to have safety monitored when feeling vulnerable · cost of a lone worker protection scheme provided by employers for lone-workers · £44.30. 2. The average cost in UK of spend on home security (4 lever mortise lock · £11.99 pls 6 lockable window handles · @ £11.49 each (£69.94) · total £80.93 per dwelling
<b>Value Financial proxy (per unit of outcome)</b>	£125.23
<b>Source of Financial proxy value</b>	1. <a href="http://www.bracknell-forest.gov.uk/loneworkerschem">http://www.bracknell-forest.gov.uk/loneworkerschem</a> . 2. <a href="http://www.wickes.co.uk/doors+windows/door+window-security/icat/doorwindowsecure/">http://www.wickes.co.uk/doors+windows/door+window-security/icat/doorwindowsecure/</a>

<b>Outcome</b>	Enjoying improved reputation of area
<b>Indicator</b>	Self-reported incidence
<b>Data source for indicator</b>	stakeholder engagement with community members
<b>Financial proxy description for outcome</b>	Savings in a home insurance premiums reflecting difference between average and higher risk premiums (average cost of home insurance in 2010 was £149; the increase across the country from 2010 to 2011 was 5% but 28% in SE11) = a cost difference of 23% · £34.27 per dwelling
<b>Value Financial proxy (per unit of outcome)</b>	£34.37
<b>Source of Financial proxy value</b>	<a href="http://www.thisismoney.co.uk/money/mortgageshome/article-1721287/Home-insurance-postcode-lottery-revealed.html">http://www.thisismoney.co.uk/money/mortgageshome/article-1721287/Home-insurance-postcode-lottery-revealed.html</a>

<b>Outcome</b>	Improved & safer living environment for my children
<b>Indicator</b>	self reported incidence
<b>Data source for indicator</b>	stakeholder engagement with community members
<b>Financial proxy description for outcome</b>	Cost of childminder to oversee safety outside the home 3 hours a day inc. journey to and from school, some leisure time outside the home = 15 hours per week x 48 weeks (@ £5.02 per hour -2011 London average rate)
<b>Value Financial proxy (per unit of outcome)</b>	£3,614.00
<b>Source of Financial proxy value</b>	<a href="http://www.ncma.org.uk/for_parents/paying_for_childcare/childminder_fees.aspx">http://www.ncma.org.uk/for_parents/paying_for_childcare/childminder_fees.aspx</a>

### Outcomes for strategic partners of Active Communities Network

<b>Outcome</b>	Savings as a result of resources not required
<b>Indicator</b>	Self-reported
<b>Data source for indicator</b>	Stakeholder engagement
<b>Financial proxy description for outcome</b>	Savings into central funds as a consequence of ACN contribution through the delivery of their sports based programmes for young people in the Borough. (£125,052 minus £40,000 from CSP = £85052)
<b>Value Financial proxy (per unit of outcome)</b>	£85,052.00
<b>Source of Financial proxy value</b>	Project data

<b>Outcome</b>	Savings as a result of partners working together and not duplicating resources
<b>Indicator</b>	Self-reported
<b>Data source for indicator</b>	Stakeholder engagement
<b>Financial proxy description for outcome</b>	The value of savings achieved through a reduction in the duplication of services, through joint working that increased reach in excess of previous targets. Equivalent to the salary and on-costs of a relevant LA sports services manager
<b>Value Financial proxy (per unit of outcome)</b>	£41,110.00
<b>Source of Financial proxy value</b>	Project data

## Outcomes for delivery partners of Active Communities Network

<b>Outcome</b>	Improved service delivery - through reaching more of the YP target group
<b>Indicator</b>	Self-reported
<b>Data source for indicator</b>	Stakeholder engagement
<b>Financial proxy description for outcome</b>	Expenditure the partner would have needed to incur without acting with other partners to reach the additional young people; based on a comparison of the ACN 2012 levels of engagement with that outside the partnership (equal to the value of each agency's costs to reach this number of young people). Based on 171 young people engaged on average for 22 hours. 30 young people on average attend sessions, so $171/30 = 5.7$ sessions. Average session length = 2 hours so $5.7 \times 11 = 62.7$ total session over year young people engaged x £62.50 per session = £4,076
<b>Value Financial proxy (per unit of outcome)</b>	£4,076.00
<b>Source of Financial proxy value</b>	Project data

<b>Outcome</b>	Other YP services providers better informed and improving own practice as a result of partnership work
<b>Indicator</b>	Self-reported
<b>Data source for indicator</b>	Stakeholder engagement
<b>Financial proxy description for outcome</b>	What stakeholder otherwise would need to spend on staff training to achieve improvement in practice. Calculated on the minimum requirements of ACN staff, costed on the basis of each course, multiplied by the number of staff members required, multiplied by the additional throughput achieved. Equivalent to investment of £2,450 (Youth work Level 2, NGB Coaching award, Community Training awards and First Aid Qualifications) multiplied by 4 members of staff = £9,800
<b>Value Financial proxy (per unit of outcome)</b>	£9,800.00
<b>Source of Financial proxy value</b>	Project data

<b>Outcome</b>	Expertise from ACN / ability to pull in additional funding that would not have happened without partnership
<b>Indicator</b>	Self-reported
<b>Data source for indicator</b>	Stakeholder engagement
<b>Financial proxy description for outcome</b>	Value of the gross amount of funding generated for partners attributable to ACN. Calculated on the level of funds ACN secured which was directly invested into delivery which partner agencies were not in a position to secure, and where ACN supported agencies access funds as the lead agency (Fight for Change. £21,134 Crystal Palace in the Community. United in Dance - £22,500 = £65,934)
<b>Value Financial proxy (per unit of outcome)</b>	£65,934.00
<b>Source of Financial proxy value</b>	Project data

#### Indirect outcomes for state agencies – Police, Judicial System, NHS and DWP & Social Services

<b>Outcome</b>	Savings in police budgets from reduced numbers of young people involved in serious youth crime.
<b>Indicator</b>	Youth Justice statistics indicating that the number of proven offences by young people has fallen 37 per cent between 2007/08 and 2010/11 and fell 11 per cent in the 2last year, from 198,449 proven offences in 2009/10.
<b>Data source for indicator</b>	Youth Justice Board / Ministry of Justice Statistics bulletin MoJ/Home Office January 2012
<b>Financial proxy description for outcome</b>	Value of the reduction of one police officer post in a Borough force as a consequence of a reduction in serious youth crime. In 2010/11 there were 33091 police officers (including recruits) in the Metropolitan Police Service. The total pay bill in the same period (excluding overtime) was £7,205,000. Consequently, the average total cost of a police officer in London £21,773.
<b>Value Financial proxy (per unit of outcome)</b>	£21,773
<b>Source of Financial proxy value</b>	<a href="http://www.met.police.uk/foi/pdfs/priorities">http://www.met.police.uk/foi/pdfs/priorities</a>

<b>Outcome</b>	Cost savings on reduced cases being tracked through the court system
<b>Indicator</b>	1 Incidence of reduced involvement in crime as recorded by project data (self reported). 2 Research on relationship between sports interventions with young people and their reduced involvement in crime
<b>Data source for indicator</b>	1. Project data. 2 'Teenage Kicks - The Value Of Sport in tackling Youth Crime' Laureus Sport for Good Foundation, 2012
<b>Financial proxy description for outcome</b>	Equal to the potential savings in the costs per case in the Magistrates Court. The total number of young people proceeded against for criminal offences in Magistrates Courts (in 2011) was 105,000 (19,000 in London). The estimated attributable cost per appearance (stipendiary magistrates) was £61.78. The average number of appearances per case is 1.64. Therefore the average cost per case is £101.30)
<b>Value Financial proxy (per unit of outcome)</b>	£101.30
<b>Source of Financial proxy value</b>	<a href="http://www.justice.gov.uk/statistics/courts-and-sentencing/judicial-annual-2011">http://www.justice.gov.uk/statistics/courts-and-sentencing/judicial-annual-2011</a> <a href="http://library.npia.police.uk/docs/homisc/occ-judiciary">http://library.npia.police.uk/docs/homisc/occ-judiciary</a>

<b>Outcome</b>	Cost savings on reduced cases being tracked through the court system
<b>Indicator</b>	1 Incidence of reduced involvement in crime as recorded by project data (self reported). 2 Research on relationship between sports interventions with young people and their reduced involvement in crime
<b>Data source for indicator</b>	1. Project data. 2 'Teenage Kicks - The Value Of Sport in tackling Youth Crime' Laureus Sport for Good Foundation, 2012
<b>Financial proxy description for outcome</b>	Equal to the potential savings in the costs per case in the Magistrates Court. The total number of young people proceeded against for criminal offences in Magistrates Courts (in 2011) was 105,000 (19,000 in London). The estimated attributable cost per appearance (stipendiary magistrates) was £61.78. The average number of appearances per case is 1.64. Therefore the average cost per case is £101.30)
<b>Value Financial proxy (per unit of outcome)</b>	£101.30
<b>Source of Financial proxy value</b>	<a href="http://www.justice.gov.uk/statistics/courts-and-sentencing/judicial-annual-2011">http://www.justice.gov.uk/statistics/courts-and-sentencing/judicial-annual-2011</a> <a href="http://library.npia.police.uk/docs/homisc/occ-judiciary">http://library.npia.police.uk/docs/homisc/occ-judiciary</a>

<b>Outcome</b>	Cost savings from reduced treatments for young people avoiding serious and recurring substance misuse
<b>Indicator</b>	Young people self reported elsewhere in social account
<b>Data source for indicator</b>	Project questionnaire/VIEWES monitoring data
<b>Financial proxy description for outcome</b>	Equal to the savings to the NHS as a result of a reduction in the numbers of young people requiring substance misuse treatment. 20,688 young people accessed specialist substance misuse services in 2011-12. Government investment in specialist misuse services for young people was £25.4m in 2009/10. The average cost of treatment per head is therefore £1208.40
<b>Value Financial proxy (per unit of outcome)</b>	£1,208.40
<b>Source of Financial proxy value</b>	<a href="http://www.nta.nhs.uk/uploads/yannualreport-statisticalrelease.pdf">http://www.nta.nhs.uk/uploads/yannualreport-statisticalrelease.pdf</a>

<b>Outcome</b>	Reduced Job Seekers Allowance costs
<b>Indicator</b>	Self-reported incidence
<b>Data source for indicator</b>	Project questionnaire/VIEWES monitoring data
<b>Financial proxy description for outcome</b>	Value of the reduced level of JSA in the relevant LA's. JSA for young people is paid at the rate of £56.25 per week or £2925 p.a.
<b>Value Financial proxy (per unit of outcome)</b>	£2,925.00
<b>Source of Financial proxy value</b>	<a href="http://www.turn2us.org.uk/information__resources/benefits/">http://www.turn2us.org.uk/information__resources/benefits/</a>

<b>Outcome</b>	Cost savings from less need for social worker services in family support
<b>Indicator</b>	Outcome excluded from final SROI account –not material on causal connection and Deadweight high resulting in insignificant outcome value
<b>Data source for indicator</b>	
<b>Financial proxy description for outcome</b>	
<b>Value Financial proxy (per unit of outcome)</b>	
<b>Source of Financial proxy value</b>	

## APPENDIX C - Outcomes, quantities per stakeholder and Social Value

Stakeholder	Outcome	Quantity Experiencing outcome	Duration of outcome (years)	Social Value
Sutton Young men under 17	Feeling happier and more sociable-becoming more assertive-experiencing less anger-improved social circle-increased self-esteem - improved well-being.	11	2	£22,847.08
	More stable temperament - less aggressive - causing less anti-social behaviour - getting into trouble less - better reputation	69	1	£29,994.30
	Improved confidence - engaging in more sports activities -developing higher level sports skills	4	0	£378.00
	More physically active - feeling more fit - improved health	113	3	£53,392.50
	Regular engagement in youth activities - more focus on new interests - less engaged in school work	2	1	-£3,674.16
	Regular engagement in youth activities - more focus on life plans - more engaged in school work	29	1	£53,275.32
	Improved relationship with family members	37	2	£12,587.40
	Less hanging around streets - less time for negative behaviour - staying out of gangs - reduced substance misuse - reduced involvement in crime	44	1	£215,417.66
Sutton Young women under 17	More physically active - feeling more fit - improved health	63	3	£29,767.50
	Feeling happier and more sociable-becoming more assertive-experiencing less anger-improved social circle-increased self-esteem - improved well-being.	6	2	£11,423.54
	Less hanging around streets - less time for negative behaviour - staying out of gangs - reduced substance misuse - reduced involvement in crime -	23	1	£112,604.69
	Engagement in club activities - more stable behaviour - less anxious - better family relationships	36	2	£65,318.40
Sutton Young men over 17	Regular involvement in club activities - more physically active - improved health	20	3	£9,450.00
	Feel more even tempered - less anger - better behaviour - getting into less trouble - staying out of gangs - less substance misuse - reduced involvement in crime	6	1	£29,375.14
	More sociable - improved social skills - increased self-esteem - improved well-being	2	2	£7,924.62

Stakeholder	Outcome	Quantity Experiencing outcome	Duration of outcome (years)	Social Value
Sutton Young women over 17	More outgoing - improved aspirations - communicating more - more engaged - improved social and life skills	12	3	£4,536.00
	Feel happier - improved self-esteem - increased well-being	2	2	£7,090.45
	Improved confidence - increased positive relationships in club - increased mentoring skills - improved employability	20	2	£18,654.30
Sutton Peers and Siblings	Peers staying out of gangs - reduced substance misuse - reduced involvement in crime	100	1	£7,771.20
Sutton Wider Community	Less ASB - Reduced harassment - Reduced stress	16	0	£149.00
	More activities for YP to do - Improved behaviour - Less hanging around - Feel safer - Reduced chance of being a victim of crime	16	0	£125.23
	YP less on streets - YP more positively engaged - Enjoying improved reputation of area	16	0	£34.37
	Improved & safer living environment for my children	16	0	£3,614.00
Sutton Volunteers	More sociable - Increased ability to engage - Better communication skills - Increased maturity - Better social circle	27	1	£20,412.00
	Increased responsibility & independence - Broadened horizons - Increased learning - Improved skills & employability	23	2	£21,829.50
	Increased confidence - Feel more engaged - Feel much happier - Increased self esteem - Improved well being	5	2	£16,266.32
	More engaged - more active in locally based positive activities - keeping out of trouble	22	1	£9,563.40
<b>Sutton Strategic Partners</b>				
Community safety partnership	Savings as a result of resources not required	1	1	£42,526.00
All partners	Savings as a result of partners working and not duplicating resources	1	1	£20,555.00
Sutton Delivery Partners	Improved service delivery - through reaching more of the YP target group	1	0	£3,057.00
	Other YP services providers better informed and improving own practice as a result of partnership work	1	1	£7,350.00
	Expertise from ACN ability to pull in additional funding that would not have happened without partnership	1	1	£59,340.60
Sutton State Agencies				
Police	Savings in police budgets from reduced numbers of young people involved in serious youth crime.	1	1	£10,886.50
Judicial system	Cost savings on reduced cases being tracked through the court system	152	1	£7,698.80

Stakeholder	Outcome	Quantity Experiencing outcome	Duration of outcome (years)	Social Value
NHS	Cost savings from the improved health of young people reaching recognised fitness levels through sport	196	1	£59,878.00
	Cost savings from reduced treatments for young people avoiding serious and recurring substance misuse	152	1	£91,838.40
Funders	Outcomes for funders, apart from specific outcomes that relate to partners, reflected elsewhere in Impact Map for other stakeholders			
<b>Lambeth Young People</b>				
Lambeth Young men under 17	Regular engagement in youth activities - more focus on new interests - less engaged in school work	2	1	-£3,674.16
	Regular engagement in youth activities - more focus on life plans - more engaged in school work	29	1	£53,275.32
	Improved confidence - engaging in more activities - increased leadership skills	39	2	£7,076.16
	Feeling happier and more sociable-becoming more assertive-experiencing less anger-improved social circle-increased self-esteem - improved well-being.	12	2	£23,819.29
Lambeth Young women under 17	Feeling happier and more sociable-becoming more assertive-experiencing less anger-improved social circle-increased self-esteem - improved well-being.	6	2	£11,180.48
	Less hanging around streets - less time for negative behaviour - staying out of gangs - reduced substance misuse - reduced involvement in crime -	3	1	£14,687.57
Lambeth Young men over 17	Increased confidence - higher aspirations - gaining accredited sports coaching skills	12	0	£1,134.00
	More active - more sociable - increased social skills - increased self esteem - improved well-being	2	2	£5,839.19
	Better relationship with youth workers and peers - feeling more responsible - increased desire to become role model - better behaviour towards those in authority - getting into less trouble - staying out of gangs - less substance misuse - reduced involvement in crime	10	1	£48,958.56
	Improved person, social & career skills - improved employability	6	2	£5,953.50
Lambeth Young women over 17				
Lambeth Peers and Siblings	Staying out of gangs - reduced substance misuse - reduced involvement in crime	47	0	£3,652.46
	Closer relationships - responding to increased positive influences - improved behaviour - increased status and reputation in relationships	47	0	£324.30

Stakeholder	Outcome	Quantity Experiencing outcome	Duration of outcome (years)	Social Value
Lambeth Wider Community	Less ASB · Reduced harassment · Reduced stress	50	0	£465.63
	More activities for YP to do · Improved behaviour · Less hanging around · Feel safer · Reduced chance of being a victim of crime	50	0	£391.34
	YP less on streets · YP more positively engaged · Reputation of area improves	50	0	£107.41
	Improved & safer living environment for my children	50	3	£11,293.75
Lambeth Volunteers	Increased confidence · Learning more skills · Become a role model · Make a difference to YP & community · improved employability	6	2	£5,670.00
	Happier & motivated · Increased passion & determination · Positive outlook on life · Improved well-being	8	2	£27,805.68
	More life experience · enhanced level of independence · More focused · Improved skills & personal development · Gained sports leadership qualification	10	0	£559.44
	More engaged · more active in locally based positive activities · keeping out of trouble	4	0	£1,738.80
Lambeth Delivery Partners	Improved service delivery · through reaching more of the YP target group	1	0	£4,766.25
	Other YP services providers better informed and improving own practice as a result of partnership work	1	1	£7,350.00
	Expertise from ACN ability to pull in additional funding that would not have happened without partnership	1	0	£2,250.00
<b>Lambeth State Agencies</b>				
Police	Savings in police budgets from reduced numbers of young people involved in serious youth crime.	1	1	£10,886.50
Judicial system	Cost savings on reduced cases being tracked through the court system	38	0	£1,924.70
NHS	Cost savings from reduced treatments for young people avoiding serious and recurring substance misuse	38	1	£22,959.60
Funders	Outcomes for funders, apart from specific outcomes that relate to partners, reflected elsewhere in Impact Map for other stakeholders			
<b>Southwark Young People</b>				
Southwark Young men under 17	Improved interaction · increased enjoyment · more relaxed · less stressed	54	1	£5,068.98
	More involved in activities · feeling more responsible · helping out more at home · improved relationship with close family members	72	2	£24,494.40
	Involved in wider activities · increasing skills · gaining sports qualifications	119	2	£6,657.34

Stakeholder	Outcome	Quantity Experiencing outcome	Duration of outcome (years)	Social Value
	Regular engagement in youth activities - more focus on new interests - less engaged in school work	0	1	£0.00
	Regular engagement in youth activities - more focus on life plans - more engaged in school work	49	1	£90,016.92
Southwark Young women under 17	More active - feel fitter - improved health	4	0	£1,890.00
	More engaged - increased opportunities - improved social and life skills	6	0	£2,268.00
	Engagement in club activities - more stable behaviour - less anxious - better family relationships	2	0	£680.40
	Feeling happier and more sociable-becoming more assertive-experiencing less anger-improved social circle-increased self esteem - improved well-being.	1	0	£1,944.43
Southwark Young men over 17	Increased confidence - Gained new skills - Gained employment	13	2	23492.8512
	More active - more sociable - increased social skills - increased self esteem - improved well-being	8	2	£26,693.45
	Regular involvement in club activities - more physically active - improved health	43	3	£20,317.50
Southwark Young women over 17				
Southwark Peers and Siblings	Staying out of gangs - reduced substance misuse - reduced involvement in crime	100	1	£7,771.20
Southwark Wider Community	Less ASB - reduced harassment	50	0	£465.63
	More activities for YP to do - Improved behaviour - Less hanging around - Feel safer - Reduced chance of being a victim of crime	50	0	£391.34
	YP less on streets - YP more positively engaged - Reputation of area improves	50	0	£107.41
	Improved & safer living environment for my children	50	3	£11,293.75
Southwark Volunteers	Increased experiences - more mature and responsive - Improved coaching skills - More mature and responsible - Improved employability	3	0	£3,175.20
	More settled & even tempered - Increased confidence - Happier - Improved well-being	1	0	£3,475.71
	More aware of how I communicate - more trusting - Feel I am more helpful to others - Improved sense of doing something for my community	6	0	£3,780.00
	More engaged - more active in locally based positive activities - keeping out of trouble	3	0	£1,304.10

Stakeholder	Outcome	Quantity Experiencing outcome	Duration of outcome (years)	Social Value
Southwark Delivery Partners	Improved service delivery - through reaching more of the YP target group	1	0	£1,476.50
	Other YP services providers better informed and improving own practice as a result of partnership work	1	0	£4,900.00
	Expertise from ACN ability to pull in additional funding that would not have happened without partnership	1	1	£5,130.00
<b>Southwark State Agencies</b>				
Police	Cost savings from reduced numbers of young people involved in crime	1	1	£10,886.50
Judicial system	Cost savings on reduced cases being tracked through the court system	8	0	£405.20
NHS	Cost savings from the improved health of young people reaching recognised fitness levels through sport	47	1	£14,358.50
	Cost savings from reduced treatments for young people avoiding serious and recurring substance misuse	8	0	£4,833.60
DWP	Reduced JSA	13	2	£19,012.50
Social Services	Cost savings from less need for social worker services in family support			
Funders	Outcomes for funders, apart from specific outcomes that relate to partners, reflected elsewhere in Impact Map for other stakeholders			

Items in blue font in tables above have been removed from the social account through repeated materiality testing (removed on relevance and/or significance criteria applied) – significance threshold for group or individual stakeholder outcomes has been set at those with a value of less than £5K.



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**MAYOR OF LONDON**