Measuring Impact using SROI

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CCRI, University of Gloucestershire
Measuring impact

- What is SROI?
- From outcomes to impact
- Examples from the *Local Food* Programme SROI
  - Measuring change in outcomes
  - Valuing Outcomes
"Too much and too long, we seem to have surrendered community excellence and community values in the mere accumulation of material things. Our Gross National Product [GNP]......

"Yet [GNP] does not allow for the health of our children, the quality of their education, or the joy of their play. ...... It measures neither our wit nor our courage; neither our wisdom nor our learning; neither our compassion … it measures everything, in short, except that which makes life worthwhile. ......”

- Robert F Kennedy
So SROI measure the things that matter... and

- It is driven by stakeholders and focused on outcomes
- It explores, measures and values change
- It tries not to over claim
Three stages...

- Exploring (describing) change.. Theory of Change to identify outcomes and chain of events

- Evidencing (measuring) change.. Indicators to measure change in outcomes over time (distance travelled)

- Valuing (monetising) change.. Financial proxies to calculate the return on investment, and to compare impact across outcomes / themes
Local Food: An SROI Approach

A 700% return on investment (Ratio 1:7)

- Food affordability 2%
- Training and education 8%
- Community Vibrancy 26%
- Physical health 24%
- Mental health and well being 38%
- Local economy and enterprise 2%

Social innovation
Social Prescribing
Happiness
New friends and connections
Knowledge of food, growing & provenance
Structure and skills for day to day life
Increased physical activity
New friends and connections

Short-term outcomes

Skills and confidence to grow independently and skill others
More control over life and self-esteem
Improved physical and mental health
Increased confidence and sense of belonging

Medium-term outcomes

More sustainable food and environmental behaviours
Improved employability, educational and life chances
Reduced pressures on local health service
Safer and stronger communities with greater involvement

Longer-term outcomes

Prevents
Lack of sectoral coordination, physical space
Prevents
Partner changes & capacity, reluctance to innovate
Prevents
Differing priorities, limited resources
Prevents
Organisational changes, resource competition

Needs
Education
Learn to grow food & now where it comes from
Increase physical activities
Social opportunities
Volunteering opportunities
Employment and training
Improve diets
Social networks & cohesion
Help people save money
Individual empowerment

Aims
Happiness
Health
Sustainability
Longevity
Live longer
Pass down skills

Activities
Meetings, training launched, pooling resources
Course attendance, training needs assessment
Support, mentoring, management for training & partnerships
Funding, sustainable Food Growing Centre

GROWING GREENWICH
Partnerships, champions, publicity & promotion
Champions, risk takers, vision, values, good practice
Sustainable relationships, mentoring & support, training providers
Maintained, supported & shared change, social enterprise activity
### The Warwick-Edinburgh Mental Well-being Scale

Below are some statements about feelings and thoughts. Please tick the box that best describes your experience of each over the last 2 weeks.

<table>
<thead>
<tr>
<th>STATEMENTS</th>
<th>None of the time</th>
<th>Rarely</th>
<th>Some of the time</th>
<th>Often</th>
<th>All of the time</th>
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</thead>
<tbody>
<tr>
<td>I've been feeling optimistic about the future</td>
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<td>I've been feeling useful</td>
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<td>I've been feeling relaxed</td>
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<td>I've been feeling interested in other people</td>
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<td>I've had energy to spare</td>
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<td>I've been dealing with problems well</td>
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<tr>
<td>I've been thinking clearly</td>
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<td>I've been feeling good about myself</td>
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<td>I've been feeling close to other people</td>
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The development of Warwick-Edinburgh Mental Well-being scale was funded by the Scottish Executive National Programme for improving mental health and well-being, commissioned by NHS Health Scotland and developed by Warwick University and Edinburgh University.

Some example questions:

**Before your involvement in growing Greenwich**

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<thead>
<tr>
<th>Strongly Agree</th>
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*Example questions:*

- My life involved a lot of physical activity
- I had a lot of energy
- I felt generally healthy
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- I had been feeling close to other people
- I had been able to make up my own mind about things
- I’ve been feeling optimistic about the future
- I’ve been feeling useful
- I’ve been feeling relaxed
- I’ve been dealing with problems well
Issues around measuring impact

- Looking back or forward? (Evaluative or forecast)
- Ideally longitudinal - building in Distance Travelled
- Where possible use validated / tested questions (nef, European Social Survey)
- Triangulate / validate with appropriate secondary data / comparable SROIs
- Dovetailing with existing evaluations or monitoring - consistency in questioning
Counterfactual

- Deadweight - What would have happened anyway (Secondary data)
- Attribution - How much change can you really attribute to this project or programme? (Scale)
- Displacement – Where an activity displaces other benefits or dis-benefits in the area, or simply moves them from one area to another
Translating outcomes into impact

• Financial Proxies (Approximations)

• Three main types: Stated preference (WTP); revealed preference (market data); Cost / income

• Benefit period, drop-off and discount rate

• Calculation of Net present Value (NPV)

• Sensitivity analysis to examine effect of varying assumptions
<table>
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<th>Outcome</th>
<th>Financial Proxy</th>
<th>Value/unit</th>
<th>Source</th>
<th>Rationale</th>
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<tr>
<td>Improved competence, engagement and purpose</td>
<td>Cost of personal development course on 'Delivering Beyond Yourself'</td>
<td>£660 p.p</td>
<td>REED Learning <a href="http://www.reedlearning.com/training-courses/personal-development/delivering-beyond-yourself">http://www.reedlearning.com/training-courses/personal-development/delivering-beyond-yourself</a></td>
<td>PD Course is likely to achieve a similar set of outcomes</td>
</tr>
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<td>Improved mental health</td>
<td>Mental health service costs per individual (anxiety and depression)</td>
<td>941 p.p (p.a)</td>
<td>SROI Wiki Vois Database - The Troubled Families Cost Database <a href="http://neweconomymanchester.com/stories/1336-evaluation_and_costbenefit_analysis">http://neweconomymanchester.com/stories/1336-evaluation_and_costbenefit_analysis</a></td>
<td>Represents a unit cost saving to the NHS through improved mental health as a result of the project.</td>
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<td>Increased resilience and self esteem</td>
<td>Cost of CBT to build psychological resilience and self esteem</td>
<td>1240 p.p</td>
<td>Personal Social Services Research Unit (PSSRU)</td>
<td>CBT could achieve equivalent outcomes. Used in previous SROI on growing Social Capital</td>
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