



# SOCIAL RETURN ON INVESTMENT (SROI) EVALUATION REPORT OF DYNAMIC AFTER SCHOOL AND SUMMER PROGRAMME ACTIVITIES

Part of the Social Value Cymru project

*“Dynamic is the only service we use which provides us respite and provides our daughter with an opportunity for activity and independence in the school holidays.”*

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## Executive Summary

Dynamic, Centre for children and young people with disabilities is a charity and Company Limited by Guarantee based in Wrexham, North Wales. They aim to provide after school and holiday activities for disabled children and young people aged 8-25 years old.

Dynamic work in partnership with statutory agencies, the voluntary sector and the community. The aim is to provide a lively, safe and just environment in which children and young people with special needs, their carers, families and friends can benefit from an enhanced quality of life and the young people be empowered to help themselves.

The programme was analysed using the Social Return on Investment (SROI) framework to understand the total value created for individuals who were referred to the programme. The results demonstrate that significant value is created through the project.

**The result of £7.64:1 indicates that for each £1 of value invested, £7.64 of Social Value is created.**

There is a growing need for an alternative in our communities to support the growing concerns around mental health, poverty and to reduce isolation. This model offers individuals the opportunity to create changes in their own lives and to empower them to make positive decisions. The outcome of the programme, the children felt **reduced isolation, increased confidence to reach full potential and improved independence**. With parents also benefiting from the programme, with positive outcomes of **reduced Isolation, improved mental health & mental well-being and improved family relationships**.

## Acknowledgements

This report would not be possible without involving key stakeholders to understand what changes have taken place and establish their impact. We are extremely grateful to the parents who took part in the focus group and those who completed the questionnaires so they could share their experiences with us and give some insights as to the value of the service. Also, a huge thank you to the children who took part in some activities with the staff to let us know what was important for them.

A huge thank you to the Dynamic, who is clearly passionate about their work, and their enthusiasm and support to help the individuals was a crucial input in the chain of change. As they are part of the Social Value Cymru shows their commitment to both understand the impact of their work, but to also look at how they can maximise that impact.

Diolch yn fawr / Thank you

## 1.0 Introduction

This evaluation report will analyse the value of Dynamic, Centre for Children and Young Disabilities in Wrexham and will look specifically on the after-school club and the summer programme. The impact of this programme on individuals will be considered, but also the value to other potential stakeholders.

Through engagement with the individuals receiving support and the organisation, the available information and data was examined, and appropriate estimations made, which was further supported by secondary evidence.

The report will initially set out the background of this programme, followed by a discussion of the Social Return on Investment (SROI) framework used to evaluate the service. The SROI results will then be discussed in detail to explain the 'story of change' and value for key stakeholders. The report will look at the social value created for activities from April 2018 and until April 2019.

## 1.1 Background & Context

### Key Organisation(s)

Dynamic, Centre for children and young people with disabilities is a charity and Company Limited by Guarantee based in Wrexham, north Wales. They aim to provide after school and holiday activities for disabled children and young people aged 8-25 years old.

The level of disability experienced by the majority of those attending Dynamic is mainly high and includes learning, physical, severe and complex needs, autism and associated conditions, chromosome deletion, life limiting illness and other rare disorders i.e. Those who cannot access mainstream activities without support including medical support.

Dynamic work in partnership with statutory agencies, the voluntary sector and the community. The aim is to provide a lively, safe and just environment in which children and young people with special needs, their carers, families and friends can benefit from an enhanced quality of life and the young people be empowered to help themselves.

Dynamic currently supports over 80 youngsters by holding 7 weekly after school groups, Club 1925 and a Saturday group, activities during the school holidays and a major Summer Programme.

Dynamic is the only provider of this type of service in the area.

## Project Outline

This evaluation has been undertaken as part of the Social Value Cymru project managed by Mantell Gwynedd and led locally through Association of Voluntary Organisations in Wrexham. The focus of the project is internal decision making, and therefore this report will mainly focus on the value to those who matter the most – our clients / beneficiaries. These results will then be used as a baseline for the board to embed social impact measurement to inform their decision making.

Dynamic were eager to work with Social Value Cymru to assess the impact of their regular after school and weekend groups along with their provision provided in the summer holidays. They have 7 after school and weekend groups and they run with an average of 12 children and / or young people in each group, each with varying needs and disabilities.

The holiday schemes operate from Bradbury House, Y Canol which is a specialist primary school in Gwersyllt, and All Saints School Gresford. The Bradbury House Group are the regular group that attend weekly. At Y Canol they operate groups for those with severe and

complex needs and they work alongside health staff as assessed need requires. The at All Saints School, Dynamic offers activities for those very high on the autistic spectrum offering 2-1 support in spacious surroundings.

These activities offer some support for parents, especially during the school holidays and weekend if the parents are employed and no other options are available to them due to needing specialist care.

## Identifying the need

Dynamic is the only service of this type in the Wrexham area.

In the north Wales Population Needs Assessment in 2017<sup>1</sup>, it reported on some of the common themes from the stakeholder engagement process which included;

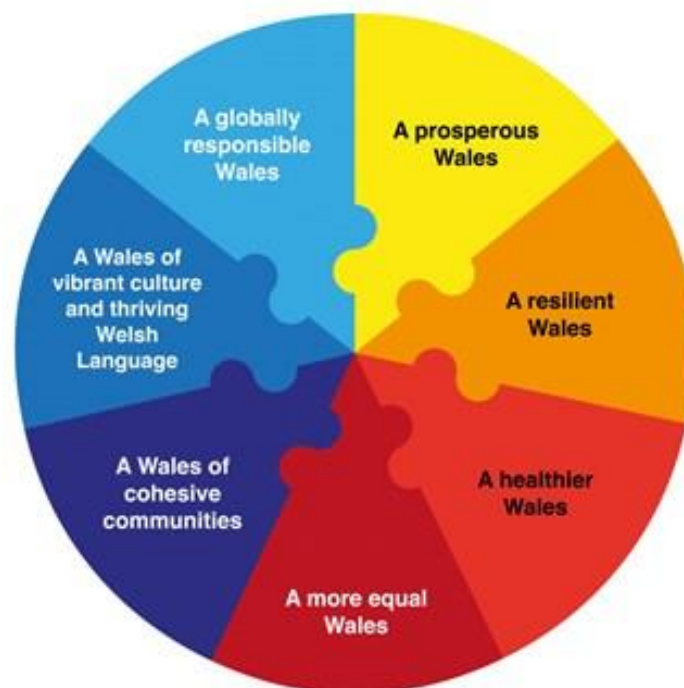
- Parents and children feeling social isolated
- Lack of understanding within communities
- Lack of available care for children, especially during the school holidays
- “Felt they needed more support to maintain their own emotional wellbeing – including extra help, respite/short-breaks, learning more coping strategies, baby sitters and support for emotional wellbeing. This was a concern when juggling work and caring for a disabled child and professionals who listen was suggested as being important. The physical and emotional impact of managing behavior problems on parents was also significant. Including; temper, difficulties communicating and safety concerns.”

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<sup>1</sup> <https://www.northwalescollaborative.wales/wp-content/uploads/2017/05/NW-Population-Assessment-Full-Report-1-April-2017.pdf>

In the report, it was recognised that there had been an increase over the last 5 years of children with disabilities living in north Wales. At the time of the report, there was 5,000 children known to local authorities in north Wales that needed support. In addition, those between 18-25 years old would be supported through adult services.

Acknowledging that there are many factors that affect a person's quality of life, the Welsh Government enacted the Well-being of Future Generations (Wales) Act 2015 which aims to improve the social, economic, environmental and cultural well-being of Wales, through improving the well-being of individuals. There are 7 Well-being Goals in the Act.



The work of Dynamic contributes to 'a healthier Wales', the goal of which is to be "A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood" (Essentials, p6). Supporting children and young people to develop to their full potential can have a positive impact on their health and well-being now and in later life.

The Act also outlines 5 Ways of Working for public bodies to meet the Sustainable Development Principle, which exists “to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs” (Essentials, p7). Three of the Ways of Working are:

- Prevention: how acting to prevent problems occurring or getting worse may help public bodies meet their objectives
- Long term: the importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs
- Integration: considering how the public body’s well-being objectives may impact upon each of the well-being goals, on their own objectives, or on the objectives of other public bodies

The Population Needs assessment is prepared in response to the Social Services and Well-being (Wales) Act 2014 and supports the Well-being Assessment as part of the Well-being of Future Generations Act (Wales) 2015. The fundamental principles of the Act are:

Voice and control – putting the individual and their needs at the centre of their care, and giving them a voice in, and control overreaching the outcomes that help them achieve well-being;

Prevention and early intervention – increasing preventative services within the community to minimise the escalation of critical need;

Well-being – supporting people to achieve their own well-being and measuring the success of care and support;

Co-production – encouraging individuals to become more involved in the design and delivery of services;

Multi-agency – strong partnership working between all agencies and organisations.

## 2.0 Social Return on Investment (SROI) Framework

By explicitly asking those stakeholders with the greatest experience of an activity, SROI is able to quantify and ultimately monetise impacts so they can be compared to the costs of producing them. This does not mean that SROI is able to generate an ‘actual’ value of changes, but by using monetisations of value from a range of sources it is able to provide an evaluation of projects that changes the way value is accounted for – one that takes into account economic, social and environmental impacts. Social Value UK (2014) states;

*‘SROI seeks to include the values of people that are often excluded from markets in the same terms as used in markets, that is money, in order to give people a voice in resource allocation decisions’*

Based on seven principles, SROI explicitly uses the experiences of those that have, or will experience changes in their lives as the basis for evaluative or forecasted analysis respectively.

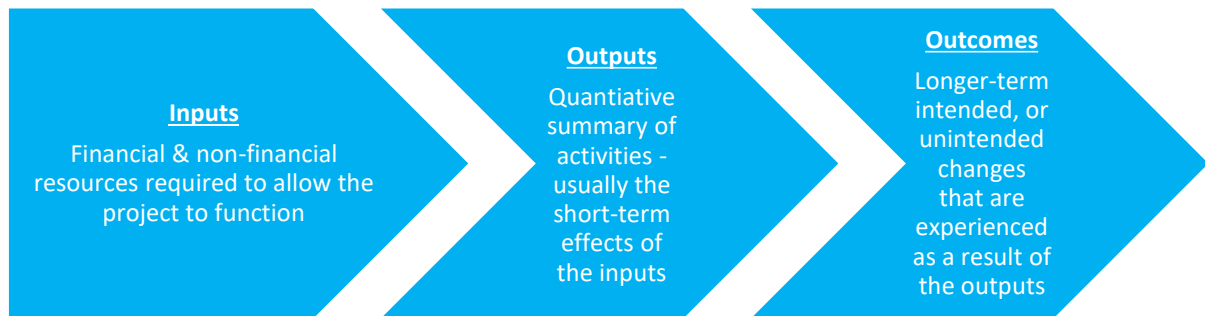
### Social Return on Investment Principles

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 monetisations of value 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 accurate and honest; and show that they will be reported to and discussed with stakeholders
7. **Verify the result** Ensure appropriate independent verification of the account  
([socialvalueuk.org](http://socialvalueuk.org))

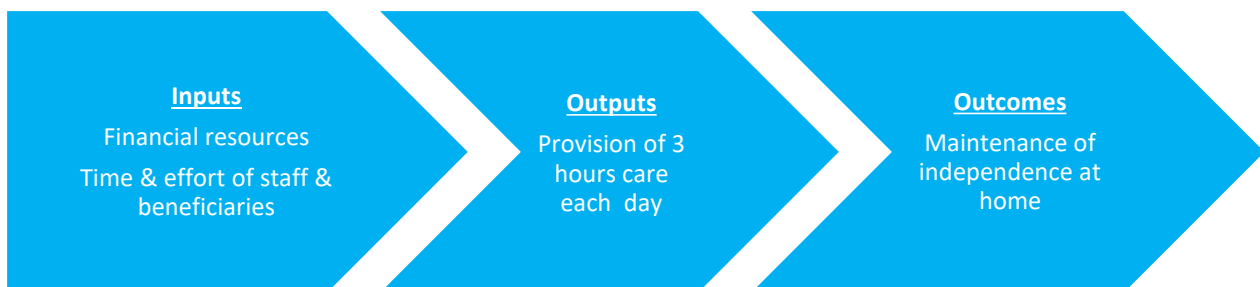
The guiding principles ensure that *how* value is accounted for remains paramount. To ensure a consistent approach is used, chains of change are constructed for each material stakeholder explaining the cause and effect relationships that ultimately create measurable outcomes. These chains of change create the overall Value Map (attached separately as appendix 6), and these stories of change are equally as important as the final result of analysis. In fact, SROI is best thought of as a story of change with both quantitative and qualitative evidence attached to it. Figure 2 summarises the different elements for each chain of change included within the SROI analysis (before the impact of outcomes is calculated).

Figure 2 – Outline of the Chain of Change



SROI is an outcomes-measurement approach, and only when outcomes are measured is it possible to understand if meaningful changes are happening for stakeholders. To illustrate this idea, figure 3 displays a brief theory of change for a domiciliary care programme to assist people to remain in their own home - only by measuring the final outcome, is it possible to understand the impact of the care-programme.

Figure 3 - Example Chain of Change –



As will be discussed at the point of analysis, SROI also incorporates accepted accounting principles such as deadweight and attribution to measure the final impact of activities that are a result of each particular activity or intervention. Importantly, SROI can capture positive and negative changes, and where appropriate these can also be projected forwards to reflect the longer-term nature of some impacts. Any projected impacts are appropriately discounted using the Treasury's discount rate (currently 3.5%). The formula used to calculate the final SROI is;

**SROI = Net present value of benefits  
Value of inputs**

**So, a result of £4:1 indicates that for  
each £1 invested, £4 of social value is  
created**

Overall, SROI is able to create an understanding of the value of activities relative to the costs of creating them. It is not intended to be a reflection of market values, rather it is a means to provide a voice to those material stakeholders and outcomes that have been traditionally marginalised or ignored. Only by measuring impacts are organisations able to not only demonstrate their impacts, but also importantly improve them. This thereby strengthens accountability to those to which they are responsible, which in the third sector is fundamentally the key beneficiaries of services.

### 3.0 Stakeholder Engagement & Scope of the Analysis

Including stakeholders is the fundamental requirement of SROI. Without the involvement of key stakeholders, there is no validity in the results – only through active engagement can we understand actual or forecasted changes in their lives. Only then can SROI value those that matter most.

In order to understand what is important for an analysis, the concept of materiality is employed. This concept is also used in conventional accounting and means that SROI focuses on the most important stakeholders, and their most important outcomes, based on the concepts of relevance and significance. The former identifies if an outcome is important to stakeholders, and the latter identifies the relative value of changes. Initially, for the evaluation of the Dynamic after school and summer activities, a range of stakeholders were identified as either having an effect on or being affected by the project – table 1 highlights each stakeholder, identifying if they were considered

#### Materiality

If a stakeholder or an outcome is both relevant & significant, it is material to the analysis. Being important to stakeholders and of significant value, means that if the issue was excluded from analysis it would considerably affect the result.

Table 1 – Stakeholder List & Materiality

Stakeholder	Material stakeholder?	Explanation
Children	Yes	As key beneficiaries of the service these are the most important stakeholders and some changes experienced will be both relevant and significant.
Parents / Carers	Yes	As key beneficiaries of the service these are the most important stakeholders and some changes experienced will be both relevant and significant.
Dynamic Centre	Yes	Provides material inputs of finance, skills and other resources to ensure the strategic direction of the project, so must therefore be included.
Volunteers	No	Volunteers are very important to Dynamic and their input will be considered in this report. However, measuring the impact to volunteers was beyond the scope of this analysis.
Local Authority	No	The Local Authority does partially fund the activities. The respite provided for families could have a big impact on how much support they would need without Dynamic, and the changes are likely to be relevant and significant, however, this was beyond the scope of this analysis.
Schools	No	As above, the schools will possible experience possible changes as a result of students feeling more confident but will not be measured in this report.

NHS	No	Many experienced positive changes in their mental health. The potential impact on health will be considered but is unlikely to be significant.
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Having identified the material stakeholders for analysis, table 2 highlights the size of the populations, the sample size engaged with and the method of engagement.

Initial discussions were held with the Chair of the organisation to understand the scope and potential list of stakeholders. Further activities were held as part of the Social Value Cymru project to do further stakeholder mapping and to start to identify any potential characteristics that can possibly provide some insights in the results.

Engaging with the individuals themselves is essential so ensure we adhere to the principle 1 of SROI which is involving stakeholders and then through them we can get a better understanding about the outcomes. All qualitative data was gathered through a focus group held at the centre with the parents. In addition to this, the staff used their expertise to ask some of the relevant questions to the children through activities. There are different ways of engaging with stakeholders and gathering qualitative data, and each option offers different advantages and disadvantages.

Although a great deal of thought was given to the questions being asked to the individuals about their experiences, in order to adhere to the SROI principles and to understand what had changed, a loosely structured approach was taken that allowed them to tell us what happened as a result of the support given by the organisation. The added flexibility of semi-structured probing questions, such as asking people what they now do differently because of the change they had experienced, how long they believe the change will last, and importantly

if they had any negative experiences allowed them to tell their story from their own perspective. The focus groups lasted approx. 60 minutes. The participants were extremely open and was eager to speak about their experiences. They were also able to provide an insight into what had changed for them, but also what they think might have happened without the service and the possible difference it would have. Questions were also asked around impact such as who else contributed to any changes, and would they have support from somewhere else if this service wasn't available.

Unlike quantitative methods, qualitative interviewing does not have a statistical method for identifying the relevant number of interviews that must be conducted. Rather, it is important to conduct sufficient number until a point of saturation is reached – this is the stage at which no new information is being revealed.

It's important to recognise that not all individuals are the same. Understanding if different characteristics have an impact on the data can help us to manage and inform decision making.

**Table 2 – Stakeholder Engagement**

Stakeholder	Population size	Method of engagement
Parents	80	1 x focus group at Dynamic Centre with 7 parents Questionnaires completed by a small sample
Children	80	24 children took part in activities with the staff. Parents also discussed any impact on the children.
Dynamic	1	Meetings with the Manager and Chairman of the organisation

## 4.0 Project Inputs

This section of the report describes the necessary inputs from multiple stakeholders. Some inputs are financial, whereas others are not – yet where possible inputs are monetised.

### Parents/ Carer's and children

The main funder is Wrexham County Borough Council and many of the children will receive placements through this funding pot. However, some families will pay a fee to attend some but this is included in the overall expenditure. Their time and willingness to travel to the venue is considered, however, during the qualitative engagement, none of the families had travelled too far with the furthest being 10 miles.

The parents explained that for many, when they started to attend, it was the first time they had left their children somewhere apart from school. This caused some anxiety initially, but over time they developed trust with the staff, volunteers and the organisation.

Many parents were also very active on the parent's group and in fundraising.

For the children, it's important to recognise the trust that they also need to get with the staff and also their contribution to activities.

### Dynamic

The financial input is managed by Dynamic and funding is secured from various sources. Some of the group work is funded through Wrexham County Borough Council and the other funding is given through Families First also through Wrexham County Borough Council. Some of the families will also contribute towards the sessions. The total funding is £96,178.

This income pays for the salary of staff, including administrative support, management and resources, food costs and house costs for the events.

## Volunteer costs

During 2018-2019 there were 191 after – school sessions with an average 4 hours for the session and some time needed to set up and clear up afterwards. That is a total of 764 hours.

On average there will be 4 volunteers on duty at each session and therefore the total hours is **764 hours x 4 volunteers = 3,056 hours.**

In the summer there were 43 sessions with 5 hours per session plus additional 30 minutes to set up. Therefore 236.5 x volunteers gives another **946 volunteering hours.**

**3,056 + 946 x National Living wage £8.21 = £32,856**

The skills of the staff and the volunteers is very important. Many of the parents explained how the staff and volunteers would take the time to know their children, and even if they wouldn't visit for some weeks, they would still remember information such as their likes and dislikes.

## Total monetised inputs

The total inputs for the project over the one-year period have been calculated as £129,034 created by both financial and non-financial inputs from the range of stakeholders above. This information is displayed in table 3 and is compared to the costs per individual befriended (whatever the key stakeholder is you can identify the input value per key stakeholder).

It is important to recognise that this is the total amount of inputs, however, further work is needed to consider the variances in the input as some children will require more support than others.

**Table 3 – Total Monetised Inputs for Dynamic**

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Stakeholder	Financial input	Non-financial input	Cost per family
Parents	N/A		N/A
<b>Dynamic</b>	£96,178	Strategic management, time, expertise	
<b>Volunteers</b>	£32,856		
<b>Totals</b>	<b>£129,034</b>		<b>£1,612</b>

## 5.0 Outputs, Outcomes & Evidence

The immediate outputs for Dynamic, is the number of children and young people that are supported in the after-school groups and the summer school programme. From 4<sup>th</sup> April 2018 until 5<sup>th</sup> April 2019 there were 80 children supported and there would be between 8 -14 children and young people registered for each after school group. Actual attendances would vary, depending on the children's health or other school activities. During the summer programme 80 had again registered and the groups varied from 3 to 13 per session depending on the support needs for the group.

It is likely that both parent in some families, as well as siblings will have an impact from this service, but to avoid over-claiming only one parent per family was included. During the focus group, one father was represented, but many of the mothers explained that their partners wouldn't be as involved with the organisations or would not come to the parent's group – usually one would always need to stay home.

The after-school groups would run from 3.30 until 6.30 p.m. with a later session until 7.30p.m. on a Thursday. The Saturday group will run from 10.30a.m. until 2p.m. For the summer programme the sessions would run from 10a.m. until 3p.m. Monday to Friday at Bradbury House and then Monday, Wednesday and Friday at Y Canol and Tuesday and Thursday at All Saints.

Outcomes are those things that change and are sustainable. Table 4 below summarises all the stakeholders, their outcomes considers their materiality. Consideration is given to what will be included and excluded and can then be seen in the Theory of Change.

A full Theory of Change can be seen in Appendix 1, and those that are highlighted in green are those included in the value map. To ensure we are not over claiming, it is only those well-defined three outcomes that are given a value. However, this section will look at each stage to understand the importance of every step in the client journey, and to recognise the indicators for these changes. Consideration will also be given to potential negative outcomes.

Stakeholder	Outcomes	Included / Excluded	Materiality test	Indicator
Children	Increased trust in the staff and volunteers	Excluded	This was relevant to most stakeholders; however, this is an intermediate outcome that leads to the well-defined outcomes	
	Improved support network	Excluded	This was relevant to most stakeholders; however, this is an intermediate outcome that leads to the well-defined outcomes	
	Improved friendships and opportunities to socialise	Excluded	This was relevant to most stakeholders; however, this is an intermediate outcome that leads to the well-defined outcomes.	
	Reduced isolation	included	This was relevant to all stakeholders during the qualitative stages, and the quantitative data demonstrated a lot of change	Activities with children and questionnaires completed by parents.
	Feeling safe	Excluded	This was relevant for many stakeholders; however, this is an intermediate outcome that leads to the well-defined outcomes	

	Improved social skills and life skills	Excluded	This was relevant to all stakeholders during the qualitative stages, and the quantitative data demonstrated a lot of change	Activities with children and questionnaires completed by parents.
	Increased confidence to reach their full potential	Included	This was relevant to all stakeholders during the qualitative stages, and the quantitative data demonstrated a lot of change	Activities with children and questionnaires completed by parents.
<b>Parents</b>	Reassurance that they feel included and that their children feel included	Excluded	These was relevant to most stakeholders; however, this is an intermediate outcome that leads to the well-defined outcomes.	
	Feeling better that their children are given opportunities and are able to enjoy themselves	Excluded		
	Improved support network	Excluded		
	Feel less alone in their situation	Excluded	This was relevant to all stakeholders during the qualitative stages, and the quantitative data demonstrated a lot of change	Focus group and parent questionnaire
	Reduced isolation	Included		
	Maintain own mental health and mental well-being	Included		
	Improve family relationships	Included		

## Material Outcomes for each stakeholder

### 5.1 Children

#### Outcome 1 – Reduced isolation

The service is available for children 8 years and older, and during the stakeholder engagement process, many commented on the relief of having more options available to them once they reached 8 years old, as many felt they needed more support at the younger years. Some of the parents explained how isolated they and the children felt from society with limited options of activities they can do as a family.

The Dynamic staff coordinated some activities with the children in order to gain a better understanding of what was most important for them, and what they had gained from Dynamic. The majority of children noted that for them friendships and taking part in activities was very valuable to them.

The parents explained how important it was for them that their children were included, and implied that often in 'normal' circumstances this isn't the case. They explained how their children enjoyed attending the centre and felt included but also felt less alone in their situation.

#### Outcome 2 – Increased confidence to reach full potential

By having the support of the staff and volunteers, parents explained how the children would be able to develop their social skills as well as their life skills. The life skills were seen as especially important for the older children such skills such as dealing with money and cooking. The activities better prepare them for older life.

For the younger children, many explained how skills such XXX was important to them and whether it was X or X the centre allowed them all the time and opportunity to reach their full potential.

### Outcome 3 – Improved independence

“Dynamic gives my daughter the opportunity to have some independence in the holidays and get used to not always being with family which is good for her.”

This was felt as very important, especially as they got older. They wanted to ensure that their children had opportunities to take part in activities without their families, and with other friends.

## 5.2 Parents

### Reduced Isolation

As for the children, parents explained how less alone they felt since being involved with the centre. The parents explained how isolated they felt when their children were diagnosed and having the support network from the staff and other parents had a huge positive impact. The staff and the parents also explained how some had no support from statutory services and therefore the support from the centre was seen as highly valuable. There were many cases of how the centre were giving an advocacy service and was able to support parents with matters such as finances, form filling and advice.

“Friends made in Dynamic are like family. The support parents / carer’s give to one another is so valuable as we all have a special bond.”

Being able to share information and have a conversation with other parents helped them to feel less alone and isolated from communities.

### Improved mental health and mental well-being

As was seen in the North Wales Population assessment 2017, caring for a disabled child can also have a negative impact on the parent's mental well-being. During the focus group, many of the parents explained how the activities gave them some respite and time for themselves or to spend some time with other loved ones.

Parents prioritised their outcomes very differently, however, in the qualitative and quantitative data collection, many acknowledged how much the centre had helped to maintain their mental well-being and recognised the negative impact that could happen if support wasn't available. They all mentioned how no other support was available for them, and how a few hours helped to give them some time.

One parent explained how she struggles to cope at times as her child would need 24/7 care, and at times he would become violent with her and other family members. She explained how having the centre there helped them to cope and that some time with the parent's group also made them feel less alone and depressed. The centre not only provides their children with activities but offers them support and a shoulder to cry on when needed.

### Improved family relationships

During the focus group, many of the parents explained how guilty they sometimes felt as they were unable to spend as much time with other loved ones. Many siblings also had to make sacrifices to support the parents and support their sibling who is living with physical or mental disabilities. Having some time after school or in the school holidays allowed them to spend time with other loved ones also. Also, as the centre helped to maintain their own mental well-being, this does have an impact on all of their relationships. 6 out of the 7 parents in the focus group had put this outcome in their top three of outcomes, with two putting this as the most important outcome for them.

“Carol and the team have gone above and beyond to help and support not just my son but us as a whole family.”

### Negative outcomes or areas they would like to see developed

#### **Some insecurity and anxiety due to lack of funding**

The parents were very aware of the constant lack of security over funding for these activities, especially with local authorities facing cuts. The positive impact of the centre was clear, but they were extremely worried that this support would end and that they would become more isolated and that the options for their children would become very limited.

They were also concerned that other national competitors would compete but would not know about their children’s needs. The parents felt that the volunteers and staff knew their children and would remember about their needs, hobbies, likes and dislikes and they were concerned that this could be lost.

#### **Age**

Many felt that there is a big gap in services for disabled children between the ages of 5-8.

Some also felt that they needed more sessions – dependant on funding some could have many sessions and some would only have once a week.

#### **Overnight respite**

Some expressed how they would like to see this service developed in the area and felt Dynamic would be the best provider for this.

## Communication

Some were surprised that many didn't know who Dynamic was or that the service was available.

However, they recognised that there was a high demand and that wouldn't be able to accept many more.

## 6.0 Monetisations of Value & Impact

The difference between using SROI and other frameworks is that it places a monetary value on outcomes. By using monetisation, it allows us to not only give the story of what's changed in people's lives, but also allows us to put a value on those changes so we can compare costs and outcomes. This is not about putting a price on everything, but it allows us to demonstrate what impact the service has on other stakeholders, and the possible savings an intervention can create. It also goes beyond measuring and allows organisations to manage their activities to ensure the best possible impact is created for those that matter to them the most: the children and parents who attend the Dynamic Centre.

### Impacts of Dynamic

SROI analyses use accepted accounting principles to calculate the overall impact of activities. Taking into account any deadweight, attribution, displacement and drop-off factors, means that SROI analyses will avoid over-claiming value that is not a result of the project Empowerment programme activities. The boxes below outline each of the impact factors.

#### Deadweight

This asks the likelihood an outcome could have occurred without an activity taking place. So for example if it is believed that there was a 10% chance that someone could have found work without a training programme, the value of that outcome is reduced by 10%.

#### Attribution

Considers what proportion of an outcome is created by other organisations/individuals, so can therefore not be legitimately claimed by the SROI analysis. For example, if external agencies also support someone receiving training, that organisation is responsible for creating some of the value, not just the training organisation.

#### Displacement

This asks if an outcome displaced similar outcomes elsewhere. This is not always a necessary impact measure yet must be considered. For example, if a project reduces criminal activity in one area, which results in increases in other locations, there is a need to consider the displaced outcomes.

#### Drop-off

Outcomes projected for more than one year must consider the drop-off rate. This is the rate at which the value attributable to the focus of the SROI analysis reduces. For example, an individual who gains employment training may in the first year of employment attribute all of the value to the training organisation, but as they progress in their career less value belongs to the initial initiative owing to their new experiences.

There are a range of approaches to monetise outcomes including using financial proxies – that is using a market-based alternative as an approximation of a stakeholder’s value. However, some would argue that these do not represent the value that the particular stakeholder with experience of the change would attribute to it. Therefore, where possible, this analysis has applied the first SROI principle to involve stakeholders as much as possible. During the qualitative interviews, following an understanding of the changes and the outcomes gained, parents were asked to rank and rate their outcomes. Therefore, they were asked to put their outcomes in order of importance, and then to rate their importance out of 10. In the quantitative data, individuals were also asked to confirm their importance of any changes in the survey. As well as this, the Dynamic staff coordinate some activities with the children and asked them to say three of the most important changes and asked to put them in order. This is where we stopped with their involvement in valuing their outcomes and when it comes to placing a monetary value of their outcomes it was decided to use other techniques other than the value game. The value game identifies their material outcomes, and asks them to prioritise, and subsequently value them against a list of goods or services available on the market to purchase. However, it was decided that using well-being valuations was more appropriate for this analysis. The weighting of the values is summarised below;

#### Table 5 – Weighting of the outcomes

Stakeholder group	Outcomes	Average Weighting
Children	Reduced isolation	9
	Increased confidence to reach full potential	9
	Improved independence	8.5
Parents / Carers	Reduced isolation	8.5
	Maintain own mental health and mental well-being	8.5
	Improved family relationships	8

Many had scored the same for each outcome and could not differentiate them. Understanding the difference in the weighting allows the organisations to get more insights as to how important things are for different groups of people and allow them to see where even more impact could be achieved. For both children and parents, it was the reduced isolation that scored slightly higher, which was supported by the comments made in the focus group about how important it meant to have opportunities with people who truly understood, and how they had a support network through the centre and from the other families.

The valuations for the outcomes identified to the individuals were taken from HACT'S Social Value Calculator (version 4)<sup>2</sup> that identifies a range of well-being valuations. However, the data from the questionnaire results and provided a distance travelled on how much change had been experienced, therefore a proportion of the wellbeing valuations were used accordingly.

<sup>2</sup> Community investment and homelessness values from the Social Value Bank, HACT and Simetrica ([www.hact.org.uk](http://www.hact.org.uk) / [www.simetrica.co.uk](http://www.simetrica.co.uk)). Source: [www.socialvaluebank.org](http://www.socialvaluebank.org). License: Creative Commons Attribution-NonCommercial-NoDerivatives license([http://creativecommons.org/licenses/by-nc-nd/4.0/deed.en\\_GB](http://creativecommons.org/licenses/by-nc-nd/4.0/deed.en_GB))

Much consideration was given as to what best well-being valuation reflected the changes identified by the stakeholders. Many explained how the service had helped them to feel included and accepted in a community but also for the parents, having some time to themselves and to work or to spend time with other families helped them to cope and feel more in control. Therefore, for the parents the well-being evaluation from HACT social value calculator -Feel in control of life (adult) was used which has a value of £15,894 per individual. Consideration was given to use the HACT well-being valuation for reduced stress and anxiety which has a value of £36,766. Many reported how having the centre had a huge role in maintaining their own well-being, however, to avoid over-claiming, the financial proxy for Feeling in Control of Life was used. Following the principle of not over-claiming again, the amount of value that represents the amount of change was used. So, for the parents, for those with a positive change, there was a distance travelled of 72%, and therefore that percentage of the value was used in the value map, which gave a value of £11,444. The weightings for the other outcomes was then used.

For the children, as an anchor value the HACT well-being valuation for Improvement in Confidence (youth) was used with a value of £9,283. The children through their activities and communication with the parents demonstrated how children were able to reach full potential and allowed them to be in an environment where they were at ease with the staff and volunteers. The distance travelled for this outcome was 50% and therefore the value used as an anchor value was £4,642. The weighting was then used to get all the other value for the well-defined outcomes.

## The state

Any changes to other stakeholders was not considered in this analysis as the focus of this report is to support Dynamic to understand the impact for its main client group and to support them to better manage their impact. However, consideration can be given to other changes to services.

The staff and parents explained how families have different levels of support from social services. Some receive quite a lot of support, and others very little or none at all. Many explained that they believed without this support in the area, some would not have any respite at all which would have a huge impact on the parents and children.

During the focus group, many of the parents explained that without the support they might not be able to cope. They believed that things would deteriorate to a point where perhaps the children would need to be cared for by the state, which would have huge costs implications, but also a negative impact on the whole family. In the PSSRU Health and Social Care Costs 2018<sup>3</sup>, the costs of per child living in a local authority care home is £4,527 per week. If one child had to enter the care system this would cost £245,388 without considering the negative impact and costs on the child and family members.

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<sup>3</sup> <https://kar.kent.ac.uk/70995/1/Unit%20Costs%202018%20-%20FINAL%20with%20bookmarks%20and%20covers%20%282%29.pdf>

**Table 6 – Examples of Outcome Valuations**

Outcome	Weighting	Identified value	Value of average distance travelled	Quantity of stakeholders experiencing outcome
<b>Children – Increased confidence to reach full potential</b>	<b>9</b>	Used HACT well-being valuation, Improvement in confidence (youth) valued at £9,283 for unknown area. Took 50% of this value based on the distance travelled, therefore £4,642 per individual.	Taking the lowest point for our questionnaire scale – asking individuals to rate against measures (not applicable / no change =0%, little change = 25%, some change = 50%, quite a lot of change = 75%, a lot of change = 100%). The average movement was equals 50%. Although based on a sample size the results were in line with the tone of interview comments – this was cited as an extremely significant change.	From the data in second review, 70% had experienced change here, so 56 individuals.
<b>Parents – Reduced isolation</b>	<b>8.5</b>	Used HACT well-being valuation, Feel in Control of Life valued at £15,894 for unknown area was used for the anchor value of ‘Maintain own mental health and mental well-being’. Took 72% of this value based on the distance travelled, therefore £11,444 per individual.	Taking the lowest point for our questionnaire scale – asking individuals to rate against measures (not applicable / no change =0%, little change = 25%, some change = 50%, quite a lot of change = 75%, a lot of change = 100%). The average movement was equals 72%. Although based on a sample size the results were in line with the tone of interview comments – this was cited as an extremely significant change.	From the data in second review, 80% had experienced change here, so 64 individuals.

## Establishing Impact

In order to assess the overall value of the Dynamic Centre outcomes we need to establish how much is specifically a result of the project. SROI applies accepted accounting principles to discount the value accordingly, by asking;

- What would have happened anyway (deadweight)?
- What is the contribution of others (attribution)?
- Have the activities displaced value from elsewhere (displacement)?
- If an outcome is projected to last more than 1 year, what is the rate at which value created by a project reduces over future years (drop-off)?

Applying these four measures creates an understanding of the total net value of the outcomes and helps to abide by the principle not to over-claim.

## Deadweight

Deadweight allows us to consider what would happen if the service wasn't available. There is always a possibility that the individuals would have received the same outcomes through another activity or by having support elsewhere.

All stakeholders were asked during the stakeholder engagement process and in the quantitative data collection to consider what could have happened anyway. Many commented in the focus group about how Dynamic was the only such service in the area that could support them,

“Dynamic is the only service we use which provides us respite and provides our daughter with an opportunity for activity and independence in the school holidays.”

“There is NO other place that could deliver a service like the one we have from Dynamic.”

In the questionnaire results the majority of parents answered that any changes were ‘very unlikely to have happened anyway’ and this was also confirmed by engaging with the staff and looking at what other service there were in the area. There is no other option for families with disabled children for activities after-school and during the holidays.

To have a consistent approach, the different levels of deadweight and attribution will be considered using the rates below;

**Low = 30%**

**Medium = 60%**

**High = 90%**

Through the interviews with individuals and other stakeholders, and the results of the questionnaires, a reasonable estimate is given in Table 7 below.

**Table 7 – Deadweight**

Stakeholder	Outcome	Deadweight	Justification
Children	All well-defined outcomes	60%	The children and parents identified positive changes since their time at Dynamic. A medium rate is used for the children, higher than for the parents, due to that some of these changes might have happened anyway through the school. The rate was also used to adhere with the principle of not over-claiming.
Parents	All well-defined outcomes	30%	The parents were very clear that no other services were available to them in the area. They did identify that there was a gap between the ages of 5-8-year-old also. A low deadweight percentage is used here. To avoid over-claiming a % for deadweight is still considered.

## Attribution

Attribution allows us to recognise the contribution of others towards achieving these outcomes.

There is always a possibility that others will contribute towards any changes in people's lives, such as family members or other organisations. Attribution allows us to see how much of the change happens because of the support by this project.

Considering the results of the survey, similar responses was seen as to that of deadweight.

However, some did say that they had support through the school and through social services, but this varied greatly. The same percentages are used here as for the deadweight with a medium rate used for children. The impact for the parents of having a unique service that could give them respite resulted in positive changes in their lives.

## Displacement

We need to consider if the outcomes displace other outcomes elsewhere. For example, if we deal with criminal activity in one street, have we just moved the problem elsewhere? This service is very unique to the area and therefore doesn't displace anything.

## Duration & Drop-off

As this programme is evaluated as part of the Social Value Cymru project, the evaluation considered 12 months of value only, and therefore no drop-off rate is needed. Many of the parents engaged with, had been involved with the charity for many years and whilst they were involved felt that the changes would be maintained. For the children, some of the skills developed is likely to have an impact for a long time. One student had started at University and therefore it is likely that the positive impact from Dynamic would last a long time, however, it is recommended that only 12 months of value should be considered to avoid over-claiming.

## 7.0 SROI Results

This section of the report presents the overall results of the SROI analysis of the Dynamic Centre for Children. Underpinning these results are the seven SROI principles which have carefully been applied to each area of this analysis. The results demonstrate the positive contribution that the Dynamic makes through the dedication of staff and volunteers to create a positive change in the lives of children and young people, as well as their families.

By giving families support and respite, and allowing children to have the opportunity to have experiences and to reach their full potential, they are having a positive impact in their lives.

The results in Table 8 indicate a positive return for children and parents who attend the Dynamic Centre. This is based on current data but also secondary research.

**Table 7 - Present Value Created per child and parent Involved**

<b>Stakeholder</b>	<b>Average value for each individual involved</b>
<b>Children</b>	£1,279
<b>Parents</b>	£11,049

It is worth noting here that the value to the parent were much higher. Although the value to the children as the main beneficiary is of high importance, there was a higher deadweight and attribution rate as many of the changes could also happen through school. The value of the centre to the parents offering respite, allowing them time to work and spend time with other loved ones, as well as providing the support and understanding that they need meant that this was seen as highly valuable. The overall results in Table 8 highlight the total value created, the total present value, the net present value, and ultimately the SROI ratio.

**Table 8 – SROI Headline Results**

Total value created	£
Total present value	986,323
Investment value	129,034
Net present value (present value minus investment)	857,289
Social Return on Investment	<u><b>7.64</b></u>

The result of £7.64:1 indicates that for each £1 of value invested in Dynamic Centre, a total of £7.64 of value is created.

## 8.0 Sensitivity Analysis

The results demonstrate highly significant value created by the Dynamic and is based on application of the principles of the SROI framework. Although there are inherent assumptions within this analysis, consistent application of the principle not to over-claim leads to the potential under-valuing of some material outcomes based on issues such as duration of impact.

Conducting sensitivity analysis is designed to assess any assumptions that were included in the analysis. Testing one variable at a time such as quantity, duration, deadweight or drop-off allows for any issues that have a significant impact on the result to be identified. If any issue is deemed to have a material impact, this assumption should be both carefully considered and managed going forward. To test the assumptions within this analysis, a range of issues were altered substantially to appreciate their impact. A summary of the results is presented in table 9.

As seen in section 8, different steps were taken to support the assumptions for the deadweight and attribution percentages. If all of the stakeholder segments were to have a 60% deadweight and attribution percentage, the results still demonstrated a positive result of £3.03 for every £1 invested. From the sensitivity analysis table on the following page, the social value evaluation can be estimated to be between £3.03 and up to £4.71 for every £1 invested. The assumptions used in the value map estimate the social value is £9.28.

Table 9 – Sensitivity Analysis Summary

Variable	Current assumption	Revised assumption	Revised SROI	Proportion of change
Children – Children felt more confident to reach full potential	Quantity: 40	Quantity: 20	7.53	1.4%
	Deadweight: 60%	Deadweight:90%	7.47	2.2%
	Attribution: 60%	Attribution: 90%	7.47	2.2%
	Value: £4,641	Value: £2,000	7.51	1.7%
Parents – Parents felt less isolated	Quantity: 56	Quantity: 30	6.51	14.7%
	Deadweight: 30%	Deadweight: 60%	6.60	13.6%
	Value: £11,444	Value: £6,000	6.49	15%
Parents – Improved family relationships	Quantity: 40	Quantity: 20	6.83	10.6%
	Attribution: 30%	Attribution: 90%	6.24	18.3%

## 9.0 Conclusion

This report has demonstrated that the Dynamic Centre has created over £850,000 of value and  
for each £1 invested, £7.64 of value is created;

**What that means in practical terms is that people's lives have been positively changed.**

Dynamic, Centre for children and young people with disabilities is a charity and Company Limited by Guarantee based in Wrexham, north Wales. They aim to provide after school and holiday activities for disabled children and young people aged 8-25 years old.

Dynamic work in partnership with statutory agencies, the voluntary sector and the community. The aim is to provide a lively, safe and just environment in which children and young people with special needs, their carers, families and friends can benefit from an enhanced quality of life and the young people be empowered to help themselves.

### Key findings

- For every £1 invested there is £7.64 social value created.
- The children and parents identified positive changes since their time at Dynamic
- The children now have improved the to reach their full potential with enhance feeling of independence
- Parents feel positively about the future family relationships with improved mental well-being.
- The findings are aligned with that needed for a 'Healthier Wales' in the Well-being of Future Generations (Wales) Act, "A society in which people's physical and mental well-being is maximized and in which choices and behaviors that benefit future health are understood.

## 10.0 Recommendations

- 1) **Data collection** – in order to realise how much change and impact the programme is having on all stakeholders we need data to understand if there is any change, but also how much change, and whether there are differences in the needs of different individuals. It is therefore recommended that any continuation of this scheme, needs to invest the time and finances into ensuring suitable systems and processes are in place to measure social value, and also to extend this to include other important stakeholders. When such data is collected over a period of time, the potential to use the resultant information to inform decision making is possible. Ultimately, this means that value is not just being measured, but it is being managed to improve the impacts of the project. Dynamic are part of the north Wales Social Value Cymru project, and therefore will be moving on to having their own impact management system and putting these changes in place.
- 2) Further insights is needed by segmenting the children and parents by considering different characteristics. The organisation does collect data on each child and measures their outcomes by looking at baseline data and regular reviews. By considering age and the amount of support they require we can consider the amount of change and the value for each child. His information will support the organization with decision making.

## 11.0 Appendices





Parents

