

Women's Support Network (WSN)

Social Return on Investment

Pilot Reports:

Falls Women's Centre

Shankill Women's Centre

Windsor Women's Centre



Executive Summary

This report presents the findings of a pilot Social Return on Investment (SROI) analysis of three programmes within three different organisations, Falls Women’s Centre, Shankill Women’s Centre and the Windsor Women’s Centre. The work was completed on behalf of the Women’s Support Network (WSN), an umbrella organisation for community based women’s centres, women’s projects and women’s infrastructure groups in Northern Ireland. All three groups are member groups of WSN and this project is a pilot for WSN with a focus on utilising SROI as a tool to measure and value the importance of the work provided by Women’s Centres. This report was completed in tandem with another report on two other projects within WSN member groups, namely Ardoyne Women’s Group and Women’s Information Groups (WIG).

The first SROI analysis was completed on the Falls Women’s Centre *‘Women’s Community Support Project’*. This project provides a service for women offenders which focuses on prevention and diversion from offending by offering a “women only” intensive support structure to female offenders and women at risk of offending.

The second SROI analysis was completed on the Shankill Women’s Centre *‘Health & Wellbeing Project’*. The aim of the health and wellbeing programme is to address issues relating to health, in its broadest sense, physical, social and mental health. To encourage women to take part in programmes to improve self-esteem and personal confidence and encourage them to make healthier lifestyle choices which benefit both the women and their families to live longer and healthier lives.

The third SROI analysis was completed on the Windsor Women’s Centre’s *‘Education & Training Project’*. This project offers the women opportunities to gain vital skills and qualifications which, in turn, enhance their prospects to gain meaningful employment, thus ending a cycle of decades of unemployment and poverty.

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1.0 Women’s Support Network

1.1 Organisational Overview

The Women’s Support Network was established in 1989 as an umbrella organisation for community based Women’s Centres, Women’s Projects and Women’s Infrastructure Groups in Northern Ireland.

It includes in its membership, community based Women’s Centres, Groups and Organisations, with a concentration in disadvantaged areas. WSN is a charitable and feminist organisation which adopts a community development approach. They provide a range of support and services to 55 community based Women’s Centres, Projects and Infrastructure Groups and 17 Associate Members drawn from across The Community and Voluntary Sector who support women, families and communities.

The Women’s Support Network believes that the art of networking is finding and representing the commonalities they share, while at the same time affirming, valuing and giving voice to their differences as organisations and individuals within them. The Women’s Support Network is not only accessible to its constituency but also directed by it. The Board of WSN is voluntary and is made up of representatives from a cross-section of WSN member groups.

1.2 Vision, Mission, Values, and Aims

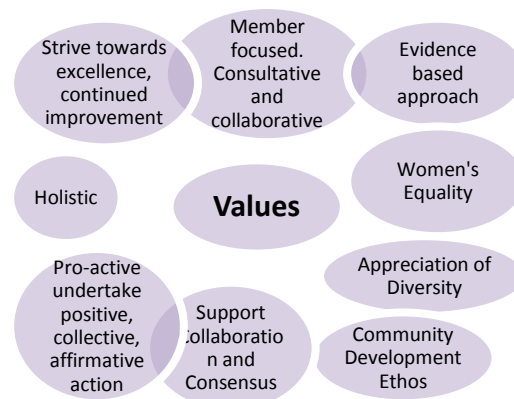
VISION

“a society where women’s experiences are fully recognised and valued and where women enjoy full and equal participation in all spheres of life

MISSION

“to support the development of women’s organisations, enable collective action and positively impact on policy and decision -making processes.”

WSN values are pivotal in the work they do on a daily basis. The Women’s Support Network provides support services to over 55 community based women’s centres, women’s projects and women’s infrastructure groups. WSN also has 17 associate members who have an interest in, and provide services to, women’s groups and organisations. WSN aims to achieve social, political and economic justice through the promotion of the autonomous organisation of women. They provide an invaluable service that is deemed both relevant and valued by its members. There are nine main values that are the backbone of the work completed by WSN.



Aims

- **Membership Support**
- **Challenge and Influence**
- **Raise Profile and Provide A Voice**
- **Organisational Development**

Membership Support

- Providing access to information needed by the members, through a comprehensive library of relevant research material
- Signposting member groups to other relevant agencies
- Promote networking opportunities amongst members, and with other relevant groups
- Provide outreach to existing members and recruit new members and assess group's needs

Challenge and Influence

- As a representative organisation act as a conduit between members and the government and statutory sectors
- To continue to lobby and campaign on key issues on behalf of our member groups
- To continue to promote and advocate for Gender Equality
- Research childcare, advice and education and training provision in the community based Women's Sector

Raise profile and provide a voice

- Promoting the work of the community based women's sector
- Providing a voice for members on key issues
- Developing member's capacity to influence government on key issues
- Represent the views of the Community Based Women's Sector on relevant forums and committees

Organisational Development

- Ensuring sustainability for the long term
- Learning, developing and improving the quality of the services
- Raise the profile of WSN by developing an effective Communications Strategy

1.3 Service Provision The Women's Support Network provides the following services:

Information to Support Groups

- E-briefings
- Newsletters sharing opportunities, best practice and developments
- Briefing papers

Advice & Signposting

- Signpost members to appropriate sources
- Advice and support
- Seek out appropriate providers as necessary

Networking Opportunities and Events

- WSN hosts quarterly membership events
- Provide information sessions on a range of issues
- Facilitate consultations and celebrations
- Provide platform to allow groups to network and exchange info

Outreach Support

- Provide support on an on-going basis customized per needs of group(s)
- Support either collectively and/or individually
- Issues include education, childcare, recruitment and governance

Policy Consultations & Campaigning

- Respond to sectorally specific consultations
- Allows for collective response unified voice
- Campaigning & Lobbying
- Past issues included; Childcare, Advice, Community – based education services and sustainability funding

Promotion of Community-based Women's Sector

- Showcase the work of the sector
- Through reports and research demonstrate the unique attributes of specific organisations part of WSN as well as the Women's' sector as a whole

2. Capacity Building SROI Pilot

Background to the Project

The WSN SROI Capacity Building Project is funded by the Belfast City Council Capacity Building grants scheme ¹under the auspices of the Department for Social Development's Community Support Programme.²

The Community Support Programme³ is a unique and collaborative initiative involving the Department for Social Development, the 26 District Councils in Northern Ireland, Local Community and Voluntary Groups and Local Advice Organisations. The grant scheme is designed to support Community Organisations to help other groups in their area with development work which strengthens their ability to build their structures, systems, people and skills. The Programme aim is:

"To strengthen local communities, increase community participation and promote social inclusion through the stimulation and support of community groups, community activity and local advice services".

Based on that premise WSN is having SROI reports completed on some of its member organisations to assist with analysing a specific programme and to implement new practices that will effectively capture the value of their work. This report will be used as a mechanism to record the social added value generated by WSN member groups.

¹ Belfast City Council website
www.belfastcity.gov.uk

² Department for Social Development website
www.dsdni.gov.uk

³ Department for Social Development website
www.dsdni.gov.uk

Participation in the Project will develop the capacity of the groups by incorporating the SROI principles into their day to day operational activities.

2.1 Introduction to SROI Methodology

Social Return on Investment (SROI)⁴ is a measurement framework intended to assist organisations with placing a value on the social and economic outcomes they are creating. It is a way of accounting for the value created by an organisation's activities and the contributions that made that activity possible. It is also the story of the change affected from organisations' activities, told from the perspective of the stakeholders.

SROI can encompass all types of outcomes - social, economic and environmental - but it is based on involving stakeholders in determining which outcomes are relevant.

There are two types of SROI:-

- **Evaluative SROIs** are conducted retrospectively and are based on outcomes that have already taken place.
- **Forecast SROIs** predict how much social value will be created if the activities meet their intended outcomes.

Forecast SROI's are useful at the planning stage of a project, or if you have not been collecting the right kinds of outcomes data to enable you to undertake an evaluative SROI Report. SROI was developed from social accounting and cost benefit analysis, and has a lot in common with other outcomes approaches. However, SROI is distinct from other approaches in that it places a monetary value on outcomes, so that they can be added up and compared with the investment made.

⁴ Social Impact Scotland www.sroiproject.org.uk

SROI measures change in ways that are relevant to the people or organisations that experience or contribute to it. It tells the story of how change is being created by measuring social, environmental and economic outcomes and uses monetary values to represent them.

This enables a ratio of benefits to costs to be calculated. For example, a ratio of 1:3 indicates that an investment of £1 delivers £3 of social value. In the same way that a Business Plan contains much more information than the financial projections, SROI is much more than just a number. It is a story about change (from which decisions can be made) that includes case studies, qualitative, quantitative and financial information.

The Principles; A Cabinet Office Sponsored Guide to SROI, and, further information is available at: www.thesroinetwork.org

Process of analysis

The development of the *Impact map* was used as the roadmap for this report. The Impact map takes us through the following stages:

Identify, involve and communicate with relevant identified **stakeholders**, their overarching goals and their specific objectives for the programme. **Prioritise key stakeholders and objectives.** Identify common or overriding objectives.

Determine what change happens for each of these stakeholders and what investment they make towards that change. (**Theory of Change and Inputs**).

Determine what the key objectives of the programme's activities are – **Outputs**.

Identify how the Programme works and how The Programme affects key stakeholders (linking this to stakeholders' objectives).

Capture this through an analysis of **Outcomes and Impacts** through communication with the stakeholders.

Determine a way of measuring these outcomes by identifying **financial proxies** and their source, checking and communicating this with the stakeholders throughout.

Calculate the overall value of the financial proxies taking into account various discount factors:

- **Deadweight** to take account of the extent to which the outcomes would have happened without the intervention.
- **Attribution** to take into account the extent to which the outcomes could be attributed to other parties help
- **Displacement** to take into account the extent to which the delivery of these outcomes would result in other areas of work being affected.

Analyse income and expenditure between social and financial elements.

Prepare projections of future costs and benefits over the 5 years (if Forecast evaluation)

Calculate the SROI. Create a discounted cash flow model using gathered data and projections.

Calculate the net present value of benefits and investment, total value added, and SROI.

Use sensitivity analysis to identify the relative significance of data.

Present the results in a way that brings out the subtleties and underlying limitations and assumptions and make recommendations.

Highlight limitations of the study.

2.2 Capacity Building Project SROI Study Methodology

This Project is a pilot for WSN with a focus on utilising SROI as a tool to measure and value the importance of the work provided by Women’s Centres. Women’s Centres provide an essential and high-quality service tailored to meet the needs of the women. Thousands of women in Northern Ireland avail of their services, many of whom are deemed the most forgotten and isolated women in our society whose needs are not met by Statutory, Voluntary or Other Community organisations. Women’s organisations are paramount in empowering and enabling women to transform their lives, the lives of their families and their communities.

Five diverse Programmes from WSN member groups were studied. These five programmes are delivered via local Women’s Centre Projects. Four will be Evaluative SROI’s and the fifth will be a Forecast SROI. This report will cover three of those centres with the other two in a separate report.

Participant Organisations Informing the SROI Study

The five different groups throughout the Belfast area were chosen for the SROI study due to the uniqueness of their programmes, as well as representing a cross section of communities. The member groups of the Women’s Support Network chosen for this SROI study include the following:

Ardoyne Women’s Group



Women’s Information Northern Ireland



Falls Women’s Centre



Shankill Women’s Centre



Windsor Women’s Centre



All five of the Women’s Groups are based within the Belfast City Council Area and provide a plethora of services to some of the most marginalised women in Belfast. These Centres and Groups are based in parts of Belfast that have experienced community division and inter-community tensions that exist due to the legacy of ‘The Troubles’.

North Belfast

According to the North Belfast Partnership⁵ it is sometimes described as “a patchwork of small communities, often separated by walls and peace lines, in which people have an intense sense of belonging.” The majority of people living in this patchwork landscape of communities are from different national, religious, economic and social backgrounds and are attempting to deal with the social and economic consequences of ‘The Troubles’. The segregation along politico-religious lines is particularly apparent in the poorer areas which exacerbate deprivation.

North Belfast has numerous poverty black spots and these areas suffer from many social problems as a result. Across a broad range of indicators these same Areas and Communities are consistently seen to be among the most deprived.

Consequently, North Belfast communities have encountered significant degrees of decline in the areas social and economic infrastructure. This decline is illustrated in the large number of electoral wards in the area ranked amongst the most multiple deprived neighbourhoods in Northern Ireland. Such deprivation is manifested in the high proportion of residents with no educational qualifications -10% lower than the Northern Ireland average. Economic activity in this area of The City is also lower at 53.3% when compared with Belfast at 56.9% and the Northern Ireland average of 62.3% - according to the 2001 Census.

South Belfast

South Belfast is often considered the most affluent quarter of The City. This perception of South Belfast needs to be balanced against the reality that within its boundaries lie some

of the most disadvantaged neighbourhoods in the City and, indeed, Northern Ireland. Two designated Neighbourhood Renewal areas are located in Inner City South Belfast, while Taughmonagh, on the outer edge of South Belfast, is included in the Department for Social Development’s Areas at Risk Pilot.

South Belfast is home to a number of long established and historical communities such as those in the Village, Sandy Row, The Markets and Ballynafeigh. All of these communities are feeling the impact of a changing social and economic environment. Rising house prices and the increase in the numbers of Houses in Multiple Occupancy are forcing families to look elsewhere for housing. Likewise, residents are also not always seeing the benefits of new employment opportunities provided by developments such as Laganside and the Gasworks.

The population of South Belfast is representative of both Protestant and Catholic traditions and also contains several mixed communities. South Belfast is home to a number of identifiable black and minority ethnic groups including Chinese, Pakistani, Indian, African, Bengali and Iranian.

West Belfast

According to 2001 Census data, the resident population of the area is 74,490, which represents 27% of the total population of Belfast.

The West of the City is also home to a large Traveller Community primarily concentrated in sites within the Upper Springfield, Glen Road and Glen Colin wards.

A further two Group Housing Schemes for members of the Traveller Community are located on the Monagh Road and Glen Road.

⁵ www.nthbp.org

Anecdotal evidence suggests that the number of residents belonging to a minority ethnic background is also increasing.

Shankill, Crumlin and Woodvale Wards are ranked 1st, 2nd, and 3rd, respectively as the most educationally deprived in Northern Ireland. The quality and availability of youth provision in the Greater Shankill is not consistent across areas or providers.

Strategic Regeneration Framework for The Shankill Area highlights the fact that you are twice more likely to live in an area of poverty and high social deprivation in the Shankill than in any other part of Belfast.

During those years of violence some 40% of the deaths were in Belfast and most of them in North and West Belfast. Every part of Northern Ireland suffered but the intensity of the violence was greater there than anywhere else.

The violence may be over but there is a legacy that remains, including a legacy of educational underachievement, and it will take years to see that legacy eradicated. That is why they need long-term action not short-term initiatives.

Women's Centres are based in areas that have been impacted by this economic and social disadvantage. They play a crucial role in not only in the sector as a whole but of the wider community infrastructure. The centres offer a range of comprehensive services including education and training, advice and support, self-help groups, social programmes and health programmes.

The services offered are underpinned by childcare provision ranging from playgroups to full day-care, including care for children with special needs. In addition, many of the

centres also provide a programme of activities for children and young people, including homework clubs, cross-community initiatives, youth discos, and after-schools programmes. Each Woman's Organisation provides such a wide range of services that, for this Report, one Project per Centre will be evaluated. The following projects per centre have been selected for the SROI study:

Ardoyne Women's Group -

Young Women's Project - focused on young woman aged 11-17

Women's Information Group -Champions

Programme- focused on providing advice within three regions of Belfast

Falls Women's Group -

Women's Community Support Project

Shankill Women's Centre -

Focused on the Health Awareness Programme

Windsor Women's Group -

Education & Training Project

This report will present evaluative SROI's studies for the following groups:

Falls Women's Centre;
Shankill Women's Centre; and
Windsor Women's Centre .

3. Falls Women's Centre



3.1 Organisational Overview

The Falls Women's Centre/Ionad Mhná na bhFál was established in 1982 in West Belfast by local women in order to improve the quality of life for women and their families living in areas of extreme deprivation and most affected by the conflict. It is based in West Belfast, a community recognised as one of the poorest in Western Europe.

The Centre was the first of its kind in the area and has continually worked to raise awareness within the community and with statutory agencies on issues that affect women's lives. A women-only centre, it is staffed and managed entirely by women and is seen as an important support for the community locally, nationally and internationally. It is used as a referral point by community, voluntary and statutory agencies.

FWC is a community development organisation who has many years of experience and expertise and can respond quickly and appropriately to community needs.

"These needs are not static but change and evolve as communities themselves change and evolve over time"

Staff Member

3.2 Mission, Values, Aims & Objectives

3.2.1 Mission

Falls Women's Centre / Ionad Mhná na bhFál is a feminist organisation committed to alleviating the effects of structural and gender inequality on the lives of women. We provide a safe, welcoming, comfortable, women-only environment, supporting women to recognise and develop their talents and skills, and become active in realising their full potential. We promote social and economic development and cultural diversity, locally, nationally and internationally

The Falls Women's Centre is involved in the economic development of the community and continues to support women's development within the area through the provision of training, education, childcare, advice, advocacy, counseling, health and well-being.

"People just think this is a centre for battered wives and they couldn't be more wrong. This centre gave me back my confidence and my will to live. They pick you up and help you with ALL your problems....nothing is too much trouble"

Participant aged 35

The Centre has developed many networks and partnerships over the years both at a local, regional, national and international level.

3.2.2 Organisational Aims & Objectives

Aim 1. To continue to secure the services of the Falls Women's Centre working at a strategic level implementing the current strategy.

Aim 2. To support and nurture the Young Women's Project.

Aim 3. To continue to provide a high quality, affordable, childcare service.

Aim 4. To continue to provide a confidential advice, advocacy, counselling service

Aim 5. To continue to provide training and educational opportunities that will enable women to identify and develop their skills and talents.

1.2.3. The Aims of the Centre

Acting as a focus as well as a resource for women, the centre provides:

- A befriending and listening ear service aimed at breaking down isolation and exclusion.
- Confidence building, education, training and health and well-being.
- Specific services to survivors of rape, child abuse, adult abuse, sexual violence, domestic violence and crime.
- Benefits' advice, information and support
- Debt advice, information and support
- A friendly, safe and confidential environment.
- Tailored individual education and training courses
- Assistance with CV production, job search, interview techniques, presentation skills and job applications.
- High quality, accessible and affordable childcare
- Volunteering opportunities providing training and support.

- Support for parents as first educators through the provision of education and counselling.
- Support projects for parents of young children.
- Participation in local forums and partnership boards.
- Support and specific information services to groups.
- Opportunities in the economic development of the community supporting women to play a greater role in the economic life of the community.
- Conferences, seminars and workshops on issues affecting women's lives.
- Contributions to social justice policy and consultations.
- Networking and working in partnership with other women's groups
- Information, awareness raising and support of women's cultural development.
- Opportunities to lobby and campaign on issues affecting the lives of women

"I wouldn't ever think of not being here, even if I got better I would still volunteer and help other women in my situation...This group is all there is, there is no real help outside."

Participant & Beneficiary

3.3 Service Provision

An extensive programme of activities is currently provided by the Centre and is aimed at providing a holistic service for local women. The current range of projects includes:

Childcare Services

Education & Training

Advice, Advocacy and Counseling

Young Women's Project

Live & Learn Project

Childcare Services

An integral part of the Falls Women's Centre is the childcare facility, which is used by children whose parents are in work, who have returned to education and training and who seek advice, support and respite care.

They are actively committed to the ethos of equal opportunities and have a proven track record of supporting children in an effective and practical way. Every child is welcome regardless of ability, culture, gender, race or religion.

They encourage all the children by stimulating and helping them to develop socially, emotionally, intellectually and physically. Encouraging creativity and good communication skills and work to enhance self-esteem and confidence by providing a range of spontaneous and planned activities, such as creative / imaginative play, physical play, junk art, manipulative play, art & design, early maths and early science and storytelling, music, rhymes & songs. All activities provided are appropriate to the age, physical and emotional development of the children.

Education & Training

The Falls Women's Centre has a long established history for quality and excellence in the field of education and training. As a grass roots community led organisation they have been involved in community based education for the past 28 years.

Their main aim is to promote equality of opportunity for women by identifying and removing barriers, thereby encouraging women who have been socially excluded, to participate in education courses, activities and employment opportunities.

They have a corporate social responsibility to equip marginalised under represented women with the tools, resources and skills that will empower them to make positive changes to

their lives, and the lives of their families living in areas affected by the conflict.

The Falls Women's Centre acts as a catalyst for change for local women and challenging the status quo as an integral part of their ethos.

Their aims and objectives are to empower and support women by providing education, training and services which address identified needs within a safe, welcoming, comfortable and confidential environment which is anti-oppressive and anti-discriminatory. All women from the community are welcome at the centre regardless of political opinion, age, disability, sexuality and ethnicity.

Young Women's Project

Launched in 2009 with funding from Children in Need, The Young Women's and Teenage Mothers Project delivers a variety of personal development programmes and workshops (accredited and non accredited) to young women aged between 13 to 18 years old in a community environment.

The project encourages young women to explore any issues that they face in their everyday lives and attempts to meet the needs of each individual through an in-house and outreach service.

The project encourages Teenage Mothers to increase their personal development and give them the confidence to seek guidance and support through their pregnancy/parenthood.

Live & Learn

The training and education programme is open to all women in the community, and the Live and Learn project aims to reach women who face additional barriers to engaging in education. A part-time training worker is employed to offer support to ethnic minority and older women, and women with health problems or disabilities.

Since the project started in November 2009 there has been a marked increase in the numbers of ethnic minority women using the centre and this has prompted the introduction of elementary ESOL (English as a Second Language) classes, in addition to the main training programme.

The centre has been enriched with the new multi-cultural focus and they are currently developing a wider range of programmes and opportunities for older women and women with disabilities to build their self-confidence and develop new skills, while meeting new friends in the centre.

Advice, Advocacy and Family Support

The unique Advice, Advocacy and Family Support Unit currently provides support to women and their families regardless of age, religious beliefs, nationality and sexuality. It is delivered in a friendly, welcoming, safe, non judgmental and comfortable environment in a women only space.

The services include Advice, Advocacy and on-going Family Support for:

Survivors of Domestic Violence, Sexualised Violence, Rape and Child Abuse	Drug and Alcohol Abuse
Relationship Breakdown/Divorce	Debt
Immigration	Mental Health/Depression
Legal	Welfare Benefits
Housing Issues	Listening Ear
In-house Counselling	Complimentary Therapies

3.4 Scope, Purpose and Duration of the Study.

Scope: Women’s Community Support Project

Purpose: The purpose of the study is to promote and support the use of the SROI working model.

The information generated by the report will be used as a mechanism to record the social added value generated by all the WSN member groups.

Participation in the project will develop the capacity of the groups through SROI information workshops.

Duration: September 2009 –December 2010

Theory of Change

The SROI Impact Map is based on the “Theory of Change” which is the account of the organisation’s resources (inputs) to do its work (activities) leading to direct results (outcomes) that the organisation can take credit for (impact). The Impact Map is a framework for showing the causal link between inputs, outputs and outcomes. The information from this map will allow the Falls Women’s Centre to better understand and support its theory of change for the Women’s Community Support programme.

Women’s Support Network have been working with women offenders since September 2009 through the unique *Women’s Community Support Project (WCSP)*, a partnership made up of the WSN supported by the Shankill, Falls & Windsor Women’s Centres, the Probation Board Northern Ireland (PBNI) & the Northern Ireland Association for the Care and Resettlement of Offenders (NIACRO) and the Northern Ireland Prison Service (NIPS) working together to address the needs of women offenders.

The Women's Community Support Project provides a service for women offenders which focuses on prevention and diversion from offending by offering 'women only' intensive support to female offenders and women at risk of offending.

The project provides a tailor made support and intervention service to address the needs of this diverse and vulnerable group. The service supports the women to tackle issues that trigger offending behaviour helping them to break the cycle of offending and the risk of re-offending.

Women are referred to the project through the partnership whose role is to share information and signpost the women to support and intervention services in the women's centres and the wider community.

Within Inspire and in the women's centres, women can access support and wraparound services in safe, women only space. This type of support and services helps them to deal with their emotional and practical needs and their offending behaviour, thus enabling vulnerable women to turn their lives around.

Between September 2009 and December 2010, a total of 86 women have been referred to the project through PBNI, NIACRO and the prison.

The staff support team (one of whom was based in Falls Women's Centre) have helped women to tackle a range of issues that trigger offending behaviour by linking them to services in the women's centres: Education, Health & Beauty, Personal Development, Alternative therapies, Counselling, Specialist Advice & Information, Court support, Family support, Post custody support and help to access wider community services.

Other services included one to one support going to solicitors, housing agencies and social services. Women have also been supported at case conferences and meetings with other statutory agencies. These services are underpinned by high quality *childcare* one of the biggest barriers to the social exclusion of women and this service is provided free of charge within the centres.

The project makes a valuable contribution within the PBNI Inspire helping to manage women offenders in the community including those in the risk of serious harm (ROSH).

The support staff work with individual cases within Inspire and also engage with women through a programme of pre-taster lunchtime meetings informing women of the services available, and through monthly "Taster" activities in Inspire and by linking to specialised programmes with WISPA (Women In Sport & Physical Activity). These activities regularly draw 11-12 participants at each session, building their confidence and creating a sense of belonging, helping them to take the step over the door of the women's centres.

The project has also provided support to women in custody by visiting the prison on a weekly basis and supporting women on a one to one basis. The project is supported within the prison. The prison landings house photographs of the project staff and details days and times of their attendance at the prison and leaflets outlining the project services are on display.

The women can ask to see the staff or make arrangements through the prison resettlement officers. Working with the women pre-release builds relationships and trust, gives staff an opportunity to assess need and provides a vital support link within the community on leaving custody.

This practical support provided by the project in which the Falls Women’s centre plays a pivotal role, has had a dramatic impact on the women, many of whom suffer from mental health problems, low confidence and self esteem, therefore support from other women plays a vital role in walking down the pathway to the local community and out of the criminal justice system.

3.5 Stakeholders and Materiality

At the start of any SROI it is necessary to identify the stakeholders for the project. The following chart highlights all the stakeholders involved in the programme.

The next part of the process was to determine what stakeholders were relevant and should be included in this SROI study.

An initial meeting with the project workers from the three organisations set a structure for the scope of each of the SROI reports.

Meetings were then held with each of the individual organisations to identify their stakeholders and discuss the reasons why each stakeholder should be included or excluded from the report and the reasons behind the rationale for each decision.



Please see below for a breakdown of relevant stakeholders, changes, reason for inclusion, consultation method and number of participants.

STAKEHOLDERS INCLUDED IN SROI				
Stakeholder	Changes	Reason for Inclusion	Method of Consultation	Participants
Participants	Practical information & support To build confidence & self esteem Improved health & Lifestyle Reduction in self harming Reduction in re offending	Key stakeholder	Focus Group	6
Lankelly Chase Foundation	Achievement of their strategic objectives	Funder	Through WSN	1
PBNI	Reduction in staff workload Financial savings	Refer clients to project	Questionnaire	1
PSNI	Reduction in incidents Financial savings	Benefit from the impacts of the project	Questionnaire	1
NIPS	Additional local resources Financial savings	Refer clients to project	Questionnaire	1
NIACRO	Additional local resources Financial savings	Refer clients to project	Questionnaire	1

STAKEHOLDERS NOT INCLUDED IN SROI		
Stakeholder	Changes	Reason for Exclusion
Community	More services & community capacity	Too complex to gain information from a significant portion of the community. Also hard to measure change- it would vary greatly between members.
Family members	Improved family relationships Improved lifestyles	Unable to arrange focus groups due to time restraints
Falls Advice Unit Staff & Volunteers	Providing a lifeline for people to change their lifestyles Improved community relationships	The staff members are paid through the funding investment included in the report.

Consultation Methods

After identifying the stakeholders of the project the next phase involved interviewing the stakeholders to determine the input and the outcomes.

Participants

As this was a small pilot project with only 86 women participating in total, and not all of them availing of the advice services provided by the Falls Women's Centre, it was decided at a meeting with Caroline McCord from the Women's Support Network to hold a focus group which would be facilitated by Briege Wright from the Falls Women's Group and Caroline McCord from WSN.

This focus group was made up of 6 women from a range of ages and backgrounds that had all accessed the advice services through the Falls Women's Group.

The focus group was small enough to allow each of the participants to discuss the changes they had experienced as a result of the programme. This dialogue was a frank, open and honest account of their lives before they became involved in the project and the benefits they had experienced as a result of their participation.

Support Organisations

An e-questionnaire was sent to the following organisations;

- PSNI
- PBNI
- NIPS
- NIACRO

This questionnaire asked primarily about the investment made by the funding organisation, to what extent the outcomes and outputs for the project were met and what in their opinion changed for the participants as a result of their participation in the project.

3.6 Inputs, Outputs, Outcomes

The charts below highlight the inputs, outputs and outcomes for each of the stakeholders

3.6.1 Inputs

This information represents the physical input to the programme and what each of the stakeholders invested in monetary terms.

Stakeholder s	Stakeholder's Objectives	Inputs	
Who changes Who wants changes	What changes do they want Intended / Unintended changes	What do they invest (narrative)	What do they invest £
Participants	Practical information & support To build confidence & self esteem Improved health & Lifestyle Reduction in self harming Reduction in re offending	Time Energy and Commitment	£0
NIPS	Decrease in the numbers using the services	Staff resources	£0
PSNI	Reduction in crime	Staff resources	£0
PBNI	Decrease in the numbers using the services	Staff resources	£0
NIACRO	Decrease in the numbers using the services	Staff resources	£0
Lankelly Chase Foundation	Meet their funding requirements Supporting local community initiatives Delivery of value for money projects	Financial assistance	£31,000

Ref No	Stakeholder s	Outcomes
	Who changes Who wants changes	How would you describe the change
1	Participants Intended	Improvement in mental health Improvement in physical health Increased confidence & self esteem Increased access to bespoke advice and support Risk of suicide / self harm reduced
2	PSNI	Decrease in the demand for their services therefore freeing up of resources
3	NIPS	Decrease in the demand for their services therefore freeing up of resources
4	PBNI	Decrease in the demand for their services therefore freeing up of resources
5	NIACRO	Decrease in the demand for their services therefore freeing up of resources
6	Lankelly Chase Foundation	Funding outputs only

STAKEHOLDER 1- Participants

	Outcome	Indicator	Financial Proxy	Source for Proxy	Value of Proxy	Quantity	Value (over 1 year)
1.1	Improved mental health	Less mental health medical appointments	Cost of home social care	Unit cost of Social Care & Health 2010	£214 per wk x 4 weeks pa	20 people	£17,120
1.2	Improved physical health	Fewer visits to GP	Cost of GP visit	Unit cost of Social Care & Health 2010	£120	45 x 1 visit	£5,400
1.3	Increased confidence and self esteem	Less prescription meds	Cost of prescriptions	Unit cost of Social Care & Health 2010	£11	45 x 2 items	£990
1.4	Increased confidence and self esteem	Less involvement of Social Services	Cost of social worker or similar to support individual	Unit cost of Social Care & Health 2010	£63	40 x 2 visits	£4,050
1.5	Increased access to bespoke advice and support counselling services	Number of hours and sessions provided by project	Cost of alternative services	www.councillingdirectory.org.uk	£30 per hour £30 per session	2145 hours of services delivered 48 counseling sessions	£64,350 £1,440
1.6	Risk of suicide / self harm reduced	Less suicide attempts/ reduction in self harming	Cost of A&E visit and hospital stays	Unit cost of Social Care & Health 2010	£107 £240 per day	2 people x 1 visit 2 people x 2 days stay	£214 £960

STAKEHOLDER 2,3,4,5 –NIPS, PBNI, PSNI, NIACRO

Outcome	Indicator	Financial Proxy	Source for Proxy	Value of Proxy	Quantity	Value (over 1 year)
2.0 Decrease in re – offending	Decrease in the number of police crime responses	Cost of police response to crime	Police Service of Northern Ireland	£205 per response		£16,400
3.0 Decrease in re-offending	Decrease in staff time to deal with people in the justice system	Cost of dealing with individuals	Cost of Crime-Department of Justice	£1360 per person		£65,745
4.0 Decrease in re -offending	Decrease in staff time to deal with people on probation	Cost of dealing with individual on probation	Cost of Crime-Department of Justice	£2184 per person		£98,280
5.0 Decrease in re -offending	Decrease in staff time to deal with clients	Cost of dealing with individuals	NIACRO	£16 ph	60 x 10 hours per year	£9,600

Participants

Women make up a small percentage of the offender population in Northern Ireland and the majority of those who enter the Criminal Justice System have specific needs. The underlying issues attributed to women's offending are often complex, for example: addiction, mental health problems, domestic violence, educational underachievement, abuse, homelessness and poverty.

The women offenders referred to Falls Women's Centre through the Project were aged between 20 - 60 years and came from disadvantaged areas across greater Belfast. The women were on current Probation Orders, in custody, post release or going through the court process. They presented with a range of issues as outlined above and accessed help and support through the advice service and some availed of other services within the centre.

Probation Board for Northern Ireland -PBNI

The role of the PBNI is to help prevent reoffending by assessing offenders, challenging their offending behaviour, changing their attitudes and behaviour and thereby protecting the public. PBNI seeks to achieve its aims through the assessment and management of risk, through the preparation of professional assessments to assist sentencers, and the supervision of offenders in the community.

Northern Ireland Prison Service NIPS

The Northern Ireland Prison Service is an agency within the Department of Justice. It is responsible for the operation and delivery of services within the Northern Ireland prison system.

The Prison Service, through its staff, serves the community by keeping in secure, safe and humane custody, those committed by the courts and, by working with prisoners and with other organisations, seeks to reduce the risk of re-offending and in so doing aims to protect the public and to contribute to peace and stability in Northern Ireland.

Northern Ireland Association for the Care & Resettlement of Offenders –NIACRO

NIACRO is a voluntary organisation which has been working for the past 35 years to reduce crime and its impact on people and communities.

They provide services under the headings of:

Working in communities;

Working with children and young people who offend;

Working with offenders and ex-prisoners;

Working with prisoners, their families and children; Influencing policy and practice;

Their vision is to be acknowledged as making a unique contribution to the development of a society in which the rights of everyone, including offenders, are equally respected.

Police Service of Northern Ireland - PSNI

The Police Service is committed to working in partnership with local communities and community organisations to develop programmes which will contribute to crime reduction throughout Northern Ireland.

3.7 Unintended Outcomes

There was a negative unintended outcome identified in the process of this analysis.

3.8 SROI Calculation and SROI Ratio

Discount Rates

It is necessary to “discount” the values generated by each of the financial proxies. The following methods are used with the SROI application:

Attribution: An assessment of how much of the outcome was caused by the contributions of other organisations or people.

Deadweight: An assessment of how much of the outcome would have happened anyway, even if the programme did not exist.

Displacement: An assessment of how much of the outcome displaced other activities or outcomes that would otherwise have occurred.

In applying this methodology to the Women’s Community Support Project, each change was considered in relation to the discount factors. Using existing staff knowledge, stakeholder surveys and internet research, percentages were decided and applied. Accounting for **Attribution** required an historic and current examination of existing services and while attribution will vary from individual to individual the women on this project were not typically receiving services from many other providers.

Displacement considerations included a review of current activity and how changed activity has impacted on the outcomes. In the case of **Deadweight** it was felt that the majority of the individuals would not have made any changes to their circumstances without an intervention of some kind. Therefore 5% deadweight has been applied making an allowance for some self success in a small number of individuals for some of the outcomes.

Participants of the Women’s Community Support Project-

Considerations for Attribution, Displacement, Deadweight

When reviewing the objectives for the main beneficiary (women) the outcomes, indicators and financial proxy were discussed and it was determined that 5% would be used for???? and consideration given to possible alternatives for change. Information to support this came from the staff of the Women’s Community Support Project.

PSNI, NIPS, PBNI, NIACRO

Considerations for Attribution, Displacement, Deadweight

It was felt that the outcomes for the above organisations came from the activities and interventions provided by the Falls Women’s Centre. The rationale for this decision came from conversations with Falls Women’s staff members and participants and staff members for the Women’s Support Network. Therefore 0% has been assigned for attribution, displacement and deadweight.

TOTAL PRESENT VALUE	595,231.05
NET PRESENT VALUE (PV minus investment)	564,231.05
SOCIAL RETURN £ per £	1: 19.2
SROI RATIO - 1 : 19.20	

Outcome Reference number	Value	Attribution	Displacement	Deadweight	Total Impact Value £
1.1	17120	10%	5%	5%	13,696
1.2	5400	10%	5%	5%	4320
1.3	990	10%	5%	5%	792
1.4	5040	10%	5%	5%	4032
1.5	64350	10%	5%	5%	51,480
1.5	1440	10%	5%	5%	1152
1.6	214	10%	5%	5%	171.20
1.6	960	10%	5%	5%	768
2.0	16400	0%	0%	0%	13,120
3.0	65745	0%	0%	0%	52,596
4.0	98280	0%	0%	0%	78,624
5.0	14400	0%	0%	0%	11,520
Total Value					£232,271.20

3.9 Sensitivity Analysis

This analysis will look at the areas of the report creating the most value in the results and change some of the intricacies of the calculation. This will show how much of an impact these alterations have on the result in the SROI ratio and in turn give a realistic banding to be considered as the result.

Outcome		Indicator Chosen	Changed to	Indicator Chosen	Change d to	SROI ratio current	SROI ratio alteration
1.2	Improved physical health	Fewer visits to GP	35 visits	Displacement of 15%	15	1:19.2	1:19.08
1.5	Increased access to bespoke advice and support counselling services	Number of hours of sessions	1500	Attribution of 5%	15%	1:19.2	1:17.73
3	Decrease in re-offending	Value per year of cost	£55,000	Attribution of 5%	15%	1:19.2	1:18.26

As the table above shows the ratio banding is from the reported 1:19.2 to 1:17.73 using the sensitivity areas chosen.

3.10 Conclusions and Recommendations

From the information supplied by the project staff, the responses from the focus group meetings and replies to the e-questionnaires the SROI evaluation has found that for every £1 invested into the project a value of £19.20 is created.

Given that this project was a pilot project it has been extremely difficult to measure the long term effects of the Women's Community Support project on the participants but it is hoped that this short report and the impact map will highlight the previously unseen social value of such projects.

Recommendations:

- During the study it became apparent that the current methods used to record statistical information were not compatible with the information required for an SROI study which measures changes and impact on individuals rather than services provided for individuals.
- It is recommended that a review of the systems would include the recording of "soft" outcomes as well as the hard statistical outputs.
- These systems should include questions which will obtain relevant information outlining the "changes" or "impacts" on the participants and these can then be measured within the impact map.
- It would be useful to further engage with the organisations mentioned in the report to develop a more robust system which would explore how the project activities impact on participants and how these changes can affect an individual's life choices and, furthermore, how these choices

affect families, friends and the wider community.

- Consider the need for further SROI training for staff members to better understand the principles and practices behind such a study.

3.11 Limitations of Study

As this is a pilot study it only covers high level findings and more work is needed within the more subjective outcomes- determining appropriate measuring tools and implementing them as part of the evaluation

This project is preventative in nature and therefore makes it difficult to measure all the outcomes. This SROI has only included what can be measured. There are additional subjective outcomes as per the experience section as well as long term outcomes which could be included in the next SROI report.

Given the restrictions on the time allocated for the report it was only possible to give a snapshot of each of the projects. Therefore the information should be viewed on that basis.

While this report has been completed in tandem with a number of other SROI analysis of WSN organisation projects, it is not prudent to make comparisons of SROI ratio from one project to another as each of the project are completely individual in nature.

Finally, acknowledgement should be given to the staff and individuals who contributed to the report for participating in such a frank, open and honest manner and for sharing some very personal stories with the facilitator.

4.0 Shankill Women's Centre



4.1 Organisational Overview

Shankill Women's Centre was formed in 1987 by a small group of women interested in running women only education classes and by 1998 it had obtained new shared premises with North and West Belfast Health and Social Services Trust.

Originally located in 'The Hummingbird' on the Shankill Road, the Centre formed the first community/statutory partnership of its kind through its move to the Shankill Centre with the North and West Health and Social Services Trust. The group continues to enjoy this relationship with the Trust and is core funded by them.

The centre currently employs 40 people, 13 of whom are engaged in the social economy project "Small Wonders". This not-for-profit business provides high quality state of the art childcare for parents living and working in the Greater Shankill area and beyond.

The Shankill Women's Center's role is underpinned by a set of values and principles that support its role in championing women and promoting good relations.

The centre challenges sectarianism & racism in all aspects of their work and relationships with others and they strive to work collaboratively with other agencies, both locally and in the wider sphere, in order to progress their aims.

The project is managed by a voluntary management committee consisting of local people and representatives from statutory and voluntary organisations working in the Greater Shankill area.

4.2 Mission, Values, Aims & Objectives

Mission Statement:

Providing an accessible resource and development support for women in the Greater Shankill and beyond."

Organisational Aims & Objectives

- To provide accredited and non-accredited training that will enhance personal development and increase employability for women.
- To provide affordable and accessible childcare in a safe and nurturing environment.
- To promote the social inclusion of young people
- To provide outreach development and support to areas with low community capacity.
- To empower women about positive living through increased information on mental, physical and sexual health.

4.3 Service Provision

The project is currently involved in the delivery of a range of projects aimed at all sections of the local community.

These projects currently include:

Education Training & Employability Project

Young People's Empowerment Project

Culture & Diversity

Health & Wellbeing Programme

Childcare Project

Summer Schemes

Childcare Project

The aim of the childcare unit is to work in partnership with parents in the development of the children in our care and to support the parents in the recognition that they are the primary carers of their children. The unit provides high quality childcare for children across the 3 months to pre-nursery age, to enable parents coming in to the centre to use the facilities offered.

Young People's Empowerment Project

YPEP is currently funded by Big Lottery to work with young people aged 11 to 18 years from the Greater Shankill area. The aim of our project is to inform young people on a range of issues that they may face, so they have the correct and up-to-date information to make informed choices that are right for them.

Summer Scheme

The centre provides a summer scheme which is assessable to women who use the facilities within the centre during the year. It operates for five weeks in the summer for children aged 5/11 years and is funded by Belfast City Council. The young people are given an opportunity to participate and to engage with others, to learn and develop through play, to be encouraged and empowered to feel the freedom that the summer scheme provides.

4.4 Scope Purpose and Duration of the Study.

Scope: Health & Wellbeing Programme

Purpose: The purpose of the study is to promote and support the use of the SROI working model.

The information generated by the report will be used as a mechanism to record the social added value generated by all the WSN member groups.

Participation in the project will develop the capacity of the groups through SROI information workshops.

Duration: September 2009 – September 2010

Theory of Change

The SROI Impact Map is based on the "Theory of Change" which is the account of the organisation's resources (inputs) to do its work (activities) leading to

direct results (outcomes) that the organisation can take credit for (impact).

The Impact Map is a framework for showing the causal link between inputs outputs and outcomes. The information from this map will allow the Shankill Women's Group to better understand and support its theory of change for the future delivery of the Health & Wellbeing Programme

The Shankill Women's Centre's Health Awareness Programme was funded by Belfast Regeneration Office under the auspices of the Department for Social Development funding programme, "People and Place – a Strategy for Neighbourhood Renewal".

The project aims to address the wider determinates of mental health and social exclusion, lifestyle choices and to promote positive mental health through awareness programmes and accredited courses to build confidence and self-esteem.

The health and well-being of women throughout the greater Shankill area is of utmost importance to Shankill Women's Centre as the Greater Shankill area has been identified as one of the the most deprived areas in Belfast.

This project aims to improve both the physical and mental health of these women which will have a knock on effect to all others areas of their life. They will be equipped with the skills, knowledge and confidence to be able to avail of opportunities within education and employment.

These positive changes will benefit the individual, their families and friends thus strengthening the community as a whole having a positive effect on both the social and economic development of the area.

The project provides the following services:

- one to one support
- complementary therapies
- counselling sessions
- a holistic approach to support women through a progression route
- to build confidence and self-esteem

- to assist women in moving into education and, if appropriate, towards employment
- to increase participation in physical activity
- to increase mobility and improve quality of life for independent living
- to increase awareness and knowledge around healthy eating
- to give women the skills to prepare and cook nutritionally balanced meals
- to raise awareness and knowledge around the issues of drug and alcohol and drug misuse and how these impact on the individual, family and community.

The aim of the health and wellbeing programme is to address issues relating to health, in its broadest sense, physical, social and mental health. To encourage women to take part in programmes to improve self-esteem and personal confidence and encourage them to make healthier lifestyle choices which benefit both the women and their families to live longer and healthier lives.

The centre offers programmes to encourage healthier minds, physical exercise, healthy cooking on a budget, weight management, smoking cessation, cancer awareness and drug awareness. We also look at issues which directly affect women such as PMT and the Menopause. We have many workshops throughout the year on various health related topics.

They offer a range of classes including relaxation, personal development, and stress management; walking group, chair-based activity, and dancercise; arts and crafts, ceramics, crochet, painting and drawing and sewing at different times throughout the year.

“An important part of being able to sustain good health is when clients are equipped with the skills to better integrate socially into their local community. When clients are nearing completion of the condition management programme, onward referral to the Shankill women’s centre greatly facilitates such social inclusion. Referral participant

4.5 Stakeholder and Materiality

At the start of any SROI it is necessary to identify the stakeholders for the project. The following chart highlights all the stakeholders

Stakeholders



The next part of the process was to determine what stakeholders were relevant and should be included in this SROI study.

An initial meeting with the project workers from the three organisations set a structure for the scope of each of the SROI reports.

Meetings were then held with each of the individual organisations to identify their stakeholders and discuss the reasons why each stakeholder should be included or excluded from the report and the reasons behind the rationale for each decision.

Please see below for a breakdown of relevant stakeholders, changes, reason for inclusion, consultation method and number of participants.

STAKEHOLDERS INCLUDED IN SROI

Stakeholder	Changes	Reason for Inclusion	Method of Consultation	Number involved
Participants	Increased information & knowledge Improved health	Key stakeholders	Focus groups	10 women
Funders	Meeting objectives Delivery of value for money projects	Key stakeholders in terms of investment	Questionnaire Telephone interviews	Belfast Regeneration Office BRO
Belfast Trust	Decrease in demand for their services Monetary savings	Substantial outcome in resource saving potential	Questionnaire Telephone interviews	1 staff member

STAKEHOLDERS NOT INCLUDED IN SROI

Stakeholder	Changes	Reason for Exclusion
General Practitioners	Prescribe less medication Less use of GP services	Due to issues of confidentiality the GP's were unable to discuss individual patient details
Family Members	Improved relationships	Due to the maturity and health issues of many of the participants ,it was agreed that family members would not be included in the SROI
Staff & Volunteers	Improved relationships with the local community Opportunity to offer a range of other services within the group Signpost to other referral agencies	In this programme there were no volunteers and only one staff member who is paid through the funding investment included in the report
Referral Agencies	levels and decreased suicidal tendencies Increase interpersonal relationships How they view their life circumstances and choices	Most of the changes for this stakeholder relate to outcomes for the participant. Therefore the values created are already measured in the participant outcomes

Consultation Methods

After identifying the stakeholders of the project the next phase involved interviewing the stakeholders to determine the input and the outcomes.

Participants

Trish Boyd the staff member responsible for the Health & Wellbeing project identified a group of participants to take part in a focus group to discuss the effects of the project on their lives.

This focus group was made up of 8 women from a range of ages and backgrounds who had all participated in various programmes delivered under the auspices of the Health & Wellbeing project.

The focus group was small enough to allow each of the participants to discuss the changes they had experienced as a result of the programme. This dialogue was a frank, open and honest account of their lives before they became involved in the project and the benefits they had experienced as a result of their participation.

Funders

An e- questionnaire was sent to the Belfast Regeneration Office who was responsible for the funding of the Health & Wellbeing project. This questionnaire asked primarily about the investment made by the funding organisation, to what extent the outcomes and outputs for the project were met and what, in their opinion, changed for the participants as a result of their participation in the project.

4.6 Inputs, Outputs, Outcomes

The charts below highlight the inputs, outputs and outcomes for each of the stakeholders

4.61 Inputs

This information represents the physical input to the programme and what each of the stakeholders invested in monetary terms.

Stakeholder s	Stakeholder’s Objectives	Inputs	
Who changes Who wants changes	What changes do they want Intended / Unintended changes	What do they invest (narrative)	What do they invest £
Participants Intended	Increased information & knowledge To build confidence & self esteem Improve health & lifestyle Improve social interactions	Time Energy and Commitment	£0
Belfast Regeneration Office	Meet their funding requirements Supporting local community initiatives Delivery of value for money projects	Financial assistance	£41,064.14
Belfast HSCT	To improve the health & lifestyle of clients To maximise their resources	Staff resources to refer clients	£0

4.62 Outputs

The main outputs for this programme include:

- a structured programme of activities
- provision of opportunities for social interaction
- Progression to new activities
- 243 women participating in life changing activities

When interviewing the stakeholders the focus was on how the programme has influenced behaviour changes that can be measured and assigned a monetary value.

4.63 Outcomes

The following table highlights the outcomes or changes experience by each of the stakeholders.

Ref No	Stakeholder s	Outcomes
	Who changes Who wants changes	How would you describe the change
1	Participants Intended	Improvement in mental and physical health Signposted to support agencies for further assistance Risk of suicide / self harm reduced Participation in structured groups, classes and social activities Reduction in medication in some circumstances Increased confidence Learning new skills
2	Belfast Regeneration Office	Funding outputs only
3	Belfast HSCT	Decrease in the demand for their services therefore freeing up of resource

STAKEHOLDER 1- Participants

	Outcome	Indicator	Financial Proxy	Source for Proxy	Value of Proxy	Quantity	Value (over 1 year)
1.1	Improved mental health	Less mental health medical appointments	Cost of home social care	Unit cost of Social Care & Health 2010	£214 per wk x 4 weeks pa	35	£29,960
<p>Of the 243 women participating in the project, 140 were aged 51 or over therefore it is assumed that at least a quarter of the participants would require some form of care package. The cost was estimated on a medium weekly care amount over a four week period per year</p>							
1.2	Improved mental health	Less suicide attempts	Cost of A&E visit and hospital stays	Unit cost of Social Care & Health 2010	£107	4	£428
1.3					£240 per day	4x3days	£2,880
1.4	Improved physical health	Fewer visits to GP	Cost of GP visit	Unit cost of Social Care & Health 2010	£120	243x 2 visits pa	£58,320
1.5	Increased confidence and self esteem	Less prescription meds	Cost of prescriptions	Unit cost of Social Care & Health 2010	£11	120x 2 pa	£2,640
1.6	Increased confidence and self esteem	Less involvement of Social Services	Cost of social worker or similar to support individual	Unit cost of Social Care & Health 2010	£63	40x 1hrs per week x 52 wks pa	£131,040
1.7	Learning new skills	List of courses in next table	Cost of courses in next table	Sources listed in table below	See table below	See table below	£236,778

List of the structured activities provided by the Health & Wellbeing project

Activity	Duration	Numbers attending	Calculation	Costing	Source
Child Behaviour Drop In	3hours bi month x 10 months pa	19	19 x 15hrs	285 hrs@£30ph =£8,550	www.councillingdirectory.org.uk
Complimentary Therapies	3 sessions per week x 30 weeks pa	30	30 x 90 hrs	2700 hrs@£30ph = £162,000	www.councillingdirectory.org.uk
Stress Management	2 hours for 10 weeks 10 weeks pa	8	8 x 20 hours	160 hrs@£30ph = £4,800	www.councillingdirectory.org.uk
Crochet Classes	4 hours per week x 30 weeks pa	35	35 x 120 hours	4200hrs @£3ph = £12,600	www.belfastmet.ac.uk
Walking Group	2 hours per week x 12 weeks pa	10	10 x 24 hours	240 hrs @5 ph = £1,200	www.craft.ni.org
Dancercise	1 hour per week x 20 weeks pa	10	10 x 20 hours	200 hrs @ £5ph =£1,000	www.danceweb.co.uk
Ceramics	4 hours per week x 30 weeks pa	35	35 x 120 hours	4200 hrs @£5ph=£21,000	www.craft.ni.org
Time for me	2 hours for 6 weeks 6 weeks pa	8	8 x 12 hours	96hrs @ £3ph=£288	www.craft.ni.org
Arts & Crafts	2 hours per week 30 weeks pa	15	15x 60 hours	900hrs @ £5ph=£4,500	www.craft.ni.org
Chair Based Activity & Weight Management	2 hours per week 30 weeks pa	10	10 x 60 hours	600hrs@ £5ph=£3,000	www.belfastmet.ac.uk
Counselling support	1 hour per week x 6 weeks	20	20 x 6 hours	120hrs @ £35ph=£4,200	www.councillingdirectory.org.uk
Sewing	2 hours per week 30 weeks pa	8	8 x 60 hours	480 hrs @ £3ph=£1,440	www.belfastmet.ac.uk
Life Coaching	2 hours for 10 weeks 10 weeks pa	8	8 x 20 hours	160 hrs @£55ph=£8,800	www.soulambition.co.uk
Painting & Drawing	2 hours per week 30 weeks pa	8	8 x 60 hours	480 hrs @ £5ph=£2,400	www.craft.ni.org
Basic Food & Hygiene	8 hours tuition per year	40	8 x 40 hours	40 people @ £25 course=£1,000	www.belfastcitycouncil.org

STAKEHOLDER 2 -BHSCT							
Outcome	Indicator	Financial Proxy	Source for Proxy	Value of Proxy	Quantity	Value (over 1 year)	
3.1 Improved physical health of participants therefore freeing up of resources in hospitals	Fewer stays in hospital	Cost of inpatient hospital stay	Unit cost of Social Care & Health 2010	£240 per day	30 x 5 days per year	£36,000	
3.2 Improved physical health of participants therefore freeing up of resources in A&E	Fewer visits to A&E	Cost of visit to A&E	Unit cost of Social Care & Health 2010	£107 per visit	20	£2,140	

Participants

Many of the women who joined the project came to take part in one of the social activities such as crochet or weight management and through this participation moved on to use the other services on offer such as counselling or child behaviour drop in.

Through conversations in the focus groups the women stated that through their involvement with the Centre they were able to find their “sense of belonging” and felt an important part of something as opposed to feeling removed from their local community.

They recognised existing skills and attributes that they were able to build on and this enabled them to access and take up new opportunities.

They felt their sense of isolation diminish as they moved from being someone with a debilitating health condition to becoming active in the management of their health and wellbeing.

Everyone agreed that the project greatly enhanced their sense of hope for the future and their connectedness to the world.

The energy, enthusiasm and mindfulness of the staff played a vital role in facilitating individuals to take responsibility for the continued management of their health and wellbeing.

I have now been coming to the Shankill Women’s Centre for over two years. Before coming to this centre I attended a mixed care centre 5 days a week. The staff there felt I would flourish by attending a female based centre and I could continue with the stimulation they gave me and courses that suited my needs.

Focus Group member

“This is my substitute family; it has given me a lifeline and helped me communicate with the outside world. Nothing is too much trouble for Trish....she is my rock”

Focus Group Member

Belfast Health & Social Care Trust

The Belfast Health & Social Care Trust has a remit to “Improve health and wellbeing and reduce health inequalities” for the residents of Belfast.

They cited in their consultation response that the outputs they received from their referrals to the Shankill Women’s Centre included; “clients improved management strategies with increased physical, emotional & social health and wellbeing”

Due to the role played by the Centre in freeing up much needed resources, the Trust are able to target other priority areas and therefore challenge and reduce health inequalities for other vulnerable groups and individuals.

“The centre is accessible to all those both within and outside the greater Shankill area. The energy, enthusiasm and mindfulness of the staff play a vital role in facilitating clients to take responsibility for the continued management of their health and wellbeing”

Staff Member BHST

4.7 Unintended Outcomes

There was a negative unintended outcome identified in the process of this analysis.

There is a potential that the project will create a dependency relationship/culture with the centre. There is an endemic reluctance to use mainstream services, that said there is genuine value in this projects delivery that would not be create with mainstream services. This is an area to note but is not included in the financial analysis.

4.8 SROI Calculation and SROI Ratio

Discount Rates

It is necessary to “discount” the values generated by each of the financial proxies. The following methods are used with the SROI application:

Attribution: An assessment of how much of the outcome was caused by the contributions of other organisations or people.

Deadweight: An assessment of how much of the outcome would have happened anyway, even if the programme did not exist.

Displacement: An assessment of how much of the outcome displaced other activities or outcomes that would otherwise have occurred.

In applying this methodology to the Health & Wellbeing project each change was considered in relation to the discount factors using existing staff knowledge, stakeholder surveys and internet research, percentages were decided and applied.

Accounting for **Attribution** required an historic and current examination of existing services and while attribution will vary from

individual to individual the women on this project were not typically receiving services from many other providers.

Displacement considerations included a review of current activity and how changed activity has impacted on the outcomes.

In the case of **Deadweight** it was felt that the majority of the individuals would not have made any changes to their circumstances without an intervention of some kind. Therefore 5% deadweight has been applied making an allowance for some self success in a small number of individuals for some of the outcomes.

Participants of the Health & Wellbeing project-

Considerations for Attribution, Displacement, Deadweight

When reviewing the objectives for the main beneficiary (women) the outcomes, indicators and financial proxy were discussed and it was determined that 5% would be used for and consideration given to possible alternatives for change. Information to support this came from the staff of the Shankill Women’s Centre

BHSCT

Considerations for Attribution, Displacement, Deadweight

It was felt that the outcomes for the Belfast Trust came from the activities and interventions provided by the Shankill Women’s Centre. The rationale for this decision came from conversations with Shankill Women’s staff members and participants and staff members for the Belfast Trust. Therefore 0% has been assigned for attribution, displacement and deadweight.

Outcome Reference number	Value	Attribution	Displacement	Deadweight	Total Impact Value
1.1	£29,960	5%	0%	5%	£26,964
1.2	£428	5%	0%	5%	385.2
1.3	£2,880	5%	0%	5%	£2,592
1.4	£58,320	5%	0%	5%	£52,488
1.5	£2,640	5%	0%	5%	£2,376
1.6	£131040	5%	0%	5%	£117,936
1.7	£236778	5%	0%	5%	£213,100.20
3.1	£36000	0%	0%	0%	£36,000
3.2	£2140	0%	0%	0%	£2,140
Total Value					£453,981.40

TOTAL PRESENT VALUE	£720,818.32
NET PRESENT VALUE (PV minus investment)	£679,754.18
SOCIAL RETURN £ per £	1:17.55
SROI RATIO - 1 : 17.50	

4.9 Sensitivity Analysis

This analysis will look at the areas of the report creating the most value in the results and change some of the intricacies of the calculation. This will show how much of an

impact these alterations have on the result in the SROI ratio and in turn give a realistic banding to be considered as the result

Outcome		Indicator Chosen	Changed to	Indicator Chosen	Changed to	SROI ratio current	SROI ratio alteration
1.3	improved physical health	Number of GP visits of 2 a year	Once a year	Attribution of 5%	15%	1:17.5	1:16.4
1.4	Increased confidence and self esteem	Number of weeks of social worker 52	48	Attribution of 5%	15%	1:17.5	1:17.1
1.6	Learning new skills	Cost of the courses	Average of £10 per course	Deadweight of 5%	10%	1:17.5	1:14.3

As the table above shows the ratio banding is from the reported 1:17.5 to 1:14.3 using the sensitivity areas chosen.

4.10 Conclusions and Recommendations

From the information supplied by the project staff, the responses from the focus group meetings and the replies to the e-questionnaires, the SROI evaluation has found that for every £1 invested into the project over £17.50 of value is created.

Due to the nature of the project it is extremely difficult to measure the long term effects of the Health & Wellbeing project on the participants but it is hoped that this short report and the impact map will highlight the previously unseen social value of such projects

Recommendations:

- During the study it became apparent that the current methods used to record statistical information were not as comprehensive as they could have been. It is recommended that a review of the systems would include the recording of “soft” outcomes as well as the hard statistical outputs.
- When eliciting feedback from participants it would be useful to review the questions to included information on “changes “or impacts which take place with each of participants
- It would also be useful to include a pre and post evaluation to assess the progress that individuals have made during their journey with the organisation. Either a customised made version or a reliable and valid tool
- Consider the need for further SROI training for staff members to better understand the principles and practices behind such a study.
- Utilise SROI or principles of it for other projects within the Shankill Women’s Centre and to value the impact of the entire programming of the centre.

4.11 Limitations of Study

As this is a pilot study it only covers high level findings and more work is needed within the more subjective outcomes- determining appropriate measuring tools and implementing them as part of the evaluation

This project is preventative in nature and therefore makes it difficult to measure all the outcomes. This SROI has only included what can be measured. There are additional subjective outcomes as per the experience section as well as long term outcomes which could be included in the next SROI report.

Given the restrictions on the time allocated for the report it was only possible to give a snapshot of each of the projects. Therefore the information should be viewed on that basis

While this report has been completed in tandem with a number of other SROI analysis of WSN organisation projects, it is not prudent to make comparisons of SROI ratio from one project to another as each of the project are completely individual in nature.

Finally acknowledgement should be given to the staff and individuals who contributed to the report for participating in such a frank, open and honest manner and for sharing some very personal stories with the facilitator.

5. Windsor Women's Centre



5.1. Organisational Overview

Since its establishment in 1990, Windsor Women's Centre has been committed to providing vital services for the diverse needs of women within the local community.

Situated in the 'Village' area of South Belfast, the centre currently has 23 staff working with a management committee of 18 people, 15 of whom are women from the community itself.

Within an area of major social and economic deprivation, the needs of the local community include provisions for education, training, childcare, advice and information capacity building, developing confidence and addressing issues of health and the environment.

As the only Women's Centre in South Belfast, the organisation works closely with the Women's Support Network and has been involved with many other women's groups across Northern Ireland in bringing the sector together in agreement towards a comprehensible structure of Greater Belfast, Rural and Northeast.

Together with the voluntary and community sectors, the centre also endeavours to bring services to the area that are capable of supporting the women in the community towards building a better life for themselves and their families.

Through these various programmes and services, the centre contributes significantly

to community cohesion and social inclusion, in empowering women to become proactive and vocal members of the community.

Through its educational and training programmes, the centre offers women opportunities to gain vital skills and qualifications in increasing the prospects available for meaningful employment in posing a challenge to decades of poverty.

The building itself seems to symbolise the centre's positive impact within its community, having been designed by the local participants and founders of the centre, who also carried out much of the building work. In an area where issues of deprivation and poor housing conditions are crucial concerns, the creation of a colourful, welcoming and lively environment adds a constructive and vital energy to its surroundings

5.2 Mission, Values Aims & Objectives

5.2.1. Vision Statement

"Windsor women's centre is a place for learning and growing, through education and personal development, women are gaining skills, knowledge and confidence to make a better life for ourselves and our families and to have a stronger voice in the wider Community"

5.2.2. Mission Statement

“Our mission is to continue to build upon the foundations laid down over the past decade in providing a service and creating opportunities for women and their families so that they may experience the chance to learn, grow and develop their capacity to make a better future for themselves”.

Windsor Women’s Centre originally known as “Women Too” was founded on the basis of the findings of the Blackstaff survey, which highlighted as a major concern, the fact that no facilities for women existed within the Blackstaff Ward.

“Women Too” began in May 1990 in a two up, two down, terrace house in the ‘Village’ area of the ward. Informal classes with childcare provided soon proved to be very popular in the area and the level of response from women of all ages demonstrated the great need and urgency of such a provision in an area beset by a host of economic, social and political problems.

The success of “Women Too” was such that the small terrace house was unable to accommodate the demand from women who, for the first time were encouraged to develop their self-confidence, to believe that they had a stake in the community, encouraged to embark on a series of learning which fostered their understanding of community and gave them hopes for a

better life for themselves and their families.

Fundraising efforts by local women and support from the B.A.T Team led to the first purpose built women’s centre in Belfast being opened in May 1996.

For those today it is impossible to imagine the impact that the establishment of Windsor Women’s Centre has had not only within the Blackstaff Ward but citywide and far beyond our shores. The centre has, since its inception, operated on a non-sectarian open door basis, which given its locale, is a truly outstanding achievement and has proved to be a model of good practise for many emerging community groups, for statutory bodies etc: From the beginning Windsor Women’s Centre has striven to be as open, accessible and user friendly as is possible for an organisation to be.

The achievements of the centre have been widely recognised and highly acclaimed throughout Northern Ireland and this is due to a number of factors not least the passion and commitment of local management committee, staff, volunteers and centre users. The centre holds itself accountable to the community and operates its’ services in response to local need and demand.

For many years the centre has responded to and catered for identified needs within the community without the benefit of long term funding and no government support, providing services which are often the responsibility of statutory

bodies and indeed catering for women, families, youth, elderly, ethnic minorities, the disabled, the learning impaired, survivors of violence etc: Windsor Women's Centre is proud today of its ability to have initiated, expanded and developed these services in the face of adversity, lack of long term funding.

As a community based charitable organisation, dependant entirely upon its' success in fundraising to sustain its' services Windsor Women's Centre has been remarkably successful. Successful not only in consolidating early achievements but successful too in that the work and services of the centre have developed, expanded and diversified in response to change in need, in policy and political change.

This success is reflected in the staff, management committee and volunteers of the Centre who have responded to change not as a threat, but as an opportunity for the centre to fulfil its fundamental aim.

Windsor Women's Centre is unique in the area for the approach it takes to creating an environment that is safe and conducive to learning and which is itself accountable to the community from which it grew.

It is the belief of the organisation that every woman has the right to access educational and training opportunities as a means of empowerment and of gaining a voice within their own community.

5.3 Service Provision

Projects currently delivered by Windsor Women's Centre



Other services currently offered by Windsor Women's Group:

- Lobbying & Campaigning
- Legal advice
- Individual student guidance
- Promotion / lobbying of women's interests / issues
- Respite Care
- Elderly groups with facilitator
- Free childcare
- Drop In
- After School
- Office facilities / room hire

5.4. Scope, Purpose and Duration of the Study

Activity: Education & Training Programme

Purpose: The purpose of the study is to promote and support the use of the SROI working model.

The information generated by the report will be used as a mechanism to record the social added value generated by all the WSN member groups.

Participation in the project will develop the capacity of the groups through SROI information workshops

Duration: 2009-2010

Theory of Change

The SROI Impact Map is based on the “Theory of Change” which is the account of the organisation’s resources (inputs) to do its work (activities) leading to direct results (outcomes) that the organisation can take credit for (impact).

The Impact Map is a framework for showing the causal link between inputs outputs and outcomes. The information from this map will allow the Windsor Women’s Group to better understand and support its theory of change for the future delivery of the Education & Training Programme

Since the early 1980’s women’s community based education in Northern Ireland has been part of the delivery of formal and informal adult education.

“As experienced generally in society, women in disadvantaged communities are normally responsible for the caring roles within their immediate and extended families and for the most part there is little financial remuneration attached to ‘caring’ however it has been proven that where cognizance is taken of the

needs of women then women are keen to access training and educational opportunities that lead on to further education and training, part time and full time employment and engagement with community activities through volunteering.”⁶

The Education & Training project aims to provide opportunities for participants to enhance their employability by providing vocational training and qualifications from entry level to Diploma level.

Participants benefit from a range of support structures built into the programme such as one-to-one guidance and support addressing essential skills needs, English language needs, progression in the training at their own pace where relevant and have access to a qualified counsellor.

All participants are encouraged to set both short term and long term goals by having a detailed assessment of needs carried out and by preparing individual action plans.

Participants have access to job search and interview skills and work based skills such as team working, active listening and customer care and time keeping.

Training is delivered locally and this aspect is crucial as many of the women would not have the confidence to access more formal training environments or meet the costs involved in travelling which is compounded by the poor infrastructure of public transport in the area.

The nature of funding for education and training programmes within women’s community based provision is very complex which has resulted in a “short term” approach

⁶ Women’s Centres Community Based Education - WSN

where some centers feel it is difficult to plan for the future and to develop their educational services to fully meet the needs of the learners.

Windsor Women’s Centre, through its educational and training programmes offers women opportunities to gain vital skills and qualifications thereby increasing their employability prospects

5.5 Stakeholder and Materiality

At the start of any SROI it is necessary to deem who are the stakeholders for the project. The following chart highlights all the stakeholders

Meetings were then held with each of the individual organisations to identify their stakeholders and discuss the reasons why each stakeholder should be included or excluded from the report and the reasons behind the rationale for each decision.

Please see below for a breakdown of relevant stakeholders, changes, reason for inclusion, consultation method and number of participants.

Stakeholders



The next part of the process was to determine what stakeholders were relevant and should be included in this SROI study.

An initial meeting with the project workers from the three organisations set a structure for the scope of each of the SROI reports.

STAKEHOLDERS INCLUDED IN SROI

Stakeholder	Changes	Reason for Inclusion	Method of Consultation	Number involved
Participants	Confidence development Skill development Knowledge Improved attitude and behaviour	Key stakeholders	Focus groups	45
Families of women	Improved family life and community participation Improved access to services	Stakeholders behaviour impacts on family members	Focus group	20
Funder – DEL	Achievement of their strategic objectives Improved communities and social cohesion Value for money projects	Financial input	Questionnaire	1
Funder - BRO	Achievement of their strategic objectives Improved communities and social cohesion Value for money projects	Financial input	Questionnaire	1
DSD	Decrease in the amount of benefits paid	Beneficiary of project success	Telephone	1

STAKEHOLDERS NOT INCLUDED IN SROI

Stakeholder	Changes	Reason for Exclusion
Community	Improved skills base Increased workforce	Too complex to gain information from a significant portion of the community. Also hard to measure change- it would vary greatly between members
Further education colleges	Increase in potential students Increased skills	Too complex to gauge direct benefits from the project
Management Committee	Empowered individuals Success in delivery of funded project	Not seen as relevant outcomes to be measured
Other community organisations	Benefit from volunteering opportunities	Not regarded as material

Consultation Methods

After identifying the stakeholders of the project the next phase involved interviewing the stakeholders to determine the input and the outcomes.

Participants

The two staff members within the Education & Training project Martina Magee and Satya Roberts identified a group of participants to take part in the first focus group to discuss the effects of the project on their everyday lives.

This focus group was made up of 16 women from a range of ages and backgrounds who had all participated in the Education & Training project. Many of the women had come to the centre to learn English as this was not their first language and had progressed onto other courses.

The focus groups encouraged the women to talk about their experiences and share their stories which not only related to their time in the Training & Education project but of their lives before they joined the centre.

Funders

An e-questionnaire was sent to DEL Department for Education & Learning and BRO the Belfast Regeneration Office who were responsible for the funding of the Training & Employment project.

This questionnaire asked primarily about the investment made by the funding organisation, to what extent the outcomes and outputs for the project were met and what in their opinion changed for the participants as a result of their participation in the project.

Family members, Committee members & Staff members

A second focus group was organised consisting of 15 women who were family members of the participants of the Training & Education project, committee members and staff members.

This group vocalised their perceptions of the changes and development of the women who had participated in the programme.

5.6 Inputs, Outputs, Outcomes

The charts below highlight the inputs, outputs and outcomes for each of the stakeholders

5.61 Inputs

This information represents the physical input to the programme and what each of the stakeholders invested in monetary terms.

Stakeholder s	Stakeholder's Objectives	Inputs	
Who changes	What changes do they want	What do they invest	What do they invest
Who wants changes	Intended / Unintended changes	(narrative)	(financial)
Participants	Skills development Qualifications Improved access to services Confidence development	Time Effort Commitment Trust	£0
Families	Improved family relationships Improved lifestyles	Support Time Effort Resources	£0
Community	Better qualified people More confident people	Support Time Effort	£0
Funders – Department of Education & Learning DEL & Belfast Regeneration Office BRO	Achievement of their strategic objective Improved communities Improved social cohesion	Finances Strategic direction	£150,000
Department for Social Development	Financial saving on benefit allocation	Information	£0

5.62 Outputs

The main outputs for this programme include:

- a structured programme of training courses
- provision of opportunities to volunteer
- Signposting to other training & employment opportunities
- Gaining of accredited qualifications

When interviewing the stakeholders the focus was on how the programme has influenced behaviour changes that can be measured and assigned a monetary value.

5.63 Outcomes

The following table highlights the outcomes or changes experience by each of the stakeholders.

Stakeholder s	Outcomes
Who changes	How would you describe the change
Who wants changes	
Participants	<ul style="list-style-type: none"> Increased qualifications Increased volunteering opportunities Increase in confidence and self esteem Accessibility to a range of other services Secured employment
Families	<ul style="list-style-type: none"> Family unit given access to other services Financial benefits Increased lifestyle opportunities
Community	Community benefitting from increase in volunteer hours
Funders – Department of Education & Learning DEL & Belfast Regeneration Office BRO	<ul style="list-style-type: none"> Additional complementary education & training opportunities to enhance the employability skills of women Better equipped to compete in the labour market
Department for Social Development	Decrease in the amount allocated through benefits

STAKEHOLDER 1- Participants

	Outcome	Indicator	Financial Proxy	Source for Proxy	Value of Proxy	Quantity	Value (over 1 year)
1.0	Increased qualifications	46 qualifications obtained	Cost of alternative providers	Belfast Metro College	See below	46	£7,357
1.1	Increase in confidence and self esteem	No further requirement for counselor	Cost of counseling sessions	www.councillingdirectory.org.uk	£30 per hour	243 x 2 sessions pa x £30 per session	£14,580
1.2	Increase in confidence and self esteem	Reduction in medication	Cost of prescriptions	Unit cost of Social Care & Health 2010	£11 £120	150 x 4 per year	£6,600
1.3	Increase in confidence and self esteem	Fewer visits to GP	Cost of GP Visit	Unit cost of Social Care & Health 2010	£120	80 x 2 visits pa	£19,200
1.4	Increased confidence and self esteem	Less involvement of Social Services	Cost of social worker or similar to support individual	Unit cost of Social Care & Health 2010	£63	40x 1hrs per week x 52 wks pa	£131,040
1.5	Secured employment	13 people secured employment with a range of employers	13 people employed at the National Minimum wage for 37 hrs per week	HM Revenue & Customs	£5.80 ph	37hrs x £5.80 ph x 52 wks x 13	£145,070

Breakdown of costs of alternative providers for training courses

Course	Numbers attending	Cost per person £	Total Costs	Source
GCSE English	6	209	1254	www.belfastmet.ac.uk
GCSE Maths	3	209	627	www.belfastmet.ac.uk
Book Keeping	1	77	77	www.belfastmet.ac.uk
ECDL	4	198	792	www.belfastmet.ac.uk
CLAIT	2	61	122	www.belfastmet.ac.uk
WAVE	8	95	760	www.belfastmet.ac.uk
Diploma in Counselling	6	295	1770	www.belfastmet.ac.uk
IT Essential Skills	1	61	61	www.belfastmet.ac.uk
Art & Crafts	2	90	180	www.nrc.ac.uk
ESOL Level 1	5	121	605	www.belfastmet.ac.uk
ESOL Level 2	1	242	242	www.belfastmet.ac.uk
Driving theory	1	30	30	www.nidirect.gov.uk/theory-test
Personal Development	1	85	85	www.belfastmet.ac.uk
Living History	1	85	85	www.belfastmet.ac.uk
Reflexology	1	352	352	www.nrc.ac.uk
Indian Head Massage	1	185	185	www.nrc.ac.uk
First Aid	2	65	130	www.belfastmet.ac.uk
Total	46		£7357	

STAKEHOLDER 2 Families							
	Outcome	Indicator	Financial Proxy	Source for Proxy	Value of Proxy	Quantity	Value (over 1 year)
2.1	Family unit given access to other services	Free childcare spaces	Cost of childcare	Windsor Women's Centre	£15,000		£15,000
2.2	Increased lifestyle opportunities	Family members participating in social activities	Cost of social activities	Participants information	£5pw x 42 wks	1 in 4 family members x 2 activities pa	£4,200
2.3	Financial benefits	Income from employment	National Minimum wage for 37 hours per week	HM Revenue & Customs	Already taken into account in participants		Double counting

STAKEHOLDER 3 – Community							
	Outcome	Indicator	Financial Proxy	Source for Proxy	Value of Proxy	Quantity	Value (over 1 year)
3.0	Increased volunteering opportunities	3 women volunteering on a part time basis	Cost of volunteers for 15 hours per week	Volunteer Now	£6 per hour	£6ph x 15hrs per week x 35 weeks pa x 3	£9,450

STAKEHOLDER 4 – Department for Social Development							
	Outcome	Indicator	Financial Proxy	Source for Proxy	Value of Proxy	Quantity	Value (over 1 year)
4.0	Reduction in benefits paid	Less Jobseekers allowance	SSA Jobseekers Allowance	Dept. Social Development	£67.50pwx 52 wks x 13	13	£45,630

Participants

The Windsor Women's Centre main aim with the Training & Employment project was to break down the significant barriers which prevented a range of local women including; lone parents, migrant workers, disadvantaged parents and women from ethnic minorities from being able to access opportunities to engage in training and work based skills building.

The centre attracts women of all ages and from all backgrounds who can access a varied programme of structured training and education.

Many of the women had experienced social isolation, lack of independence and control of their lives. Others spoke of their dependency on prescription medication, depression and feelings of hopelessness before becoming involved with the centre.

One woman spoke of the desperation of her situation when she was on the verge of handing her son to social services before she took her own life. Thankfully, she was introduced to the staff at the centre who provided her with a range of advice and practical measures which resulted in her changing her life situation and that of her son and embarking on a progression route which now sees her employed part time and volunteering at the centre in an attempt to help other women who find themselves in a similar situation.

All of the women who attended the focus groups expressed their appreciation of the centre and the staff who deliver the various programmes.

Families

The benefits from the lifestyle changes for the participants also filtered into the lives of the extended families. Many family members commented on a change of attitude and behaviour due to their relative's involvement with the Centre.

The benefits were experienced particularly with the children of the participants, who were given tangible outcomes such as childcare sessions but also experienced emotional benefits in that "mummy is happier now and smiles and laughs"

Other family members, particularly younger women were encouraged to also participate in the activities within the centre due to their mothers or grandmothers involvement on the programme.

Communities

The wider community has benefited from the programme in many ways. The women who completed the training programmes have acquired a range of skills and experiences which are being passed throughout the community and the programme has equipped some of the women with the necessary skills and motivation to give their time to the wider community on a voluntary basis.

Department for Social Development

The Department has gained from the programme due to the amount of financial resources that have been saved in benefit allocation. Due to the lack of information on individual participants benefit allocation it was impossible to measure savings other than the standard benefits paid under the Job Seekers Allowance

5.7 Unintended Outcomes

There was a negative unintended outcome identified in the process of this analysis.

There is a potential that the work of the project will take the participants away from their families. This is an area to note but is not included in the financial analysis.

5.8 SROI Calculation and SROI Ratio Discount Rates

It is necessary to “discount” the values generated by each of the financial proxies. The following methods are used with the SROI application:

Attribution: An assessment of how much of the outcome was caused by the contributions of other organisations or people.

Deadweight: An assessment of how much of the outcome would have happened anyway, even if the programme did not exist.

Displacement: An assessment of how much of the outcome displaced other activities or outcomes that would otherwise have occurred.

Drop off: An assessment of how much of the value will decrease year on year. This is applied to all outcomes.

In applying this methodology to the Education & Training project each change was considered in relation to the discount factors. Using existing staff knowledge, stakeholder surveys and internet research, percentages were decided and applied.

Accounting for **Attribution** required an historic and current examination of existing services and while attribution will vary from individual to individual the women on this

project were not typically receiving services from many other providers.

Displacement considerations included a review of current activity and how changed activity has impacted on the outcomes.

In the case of **Deadweight** it was felt that the majority of the individuals would not have made any changes to their circumstances without an intervention of some kind.

Participants of the Training & Employment project-

Considerations for Attribution, Displacement, Deadweight

When reviewing the objectives for the main beneficiary (women) the outcomes, indicators and financial proxy were discussed and it was determined that 10% would be used for and consideration given to possible alternatives for change. In terms of displacement & deadweight it was agreed 5 % be assigned Information to support this came from the staff of the Windsor Women’s Centre.

Family & Community

Considerations for Attribution, Displacement, Deadweight

It was felt that the outcomes for the families came directly from their relative’s participation on the programmes. Therefore 0% has been assigned for attribution, displacement and deadweight.

DSD -Considerations for Attribution, Displacement, Deadweight

It was felt that the outcomes for the Department came directly from the claimant’s participation on the programmes. Therefore 0% has been assigned for attribution, displacement and deadweight.

Outcome Reference number	Value	Attribution	Displacement	Deadweight	Total Impact Value
1.1	7,357	10%	5%	5%	£5,885.60
1.2	14,580	10%	5%	5%	£11,664
1.3	6,600	10%	5%	5%	£5,280
1.4	19,200	10%	5%	5%	£15,360
1.5	131,040	10%	5%	5%	£104,832
1.6	145,070	10%	5%	5%	£116,056
2.1	15,000	0%	0%	0%	£15,000
2.2	4,200	0%	0%	0%	£4,200
3.0	9,450	0%	0%	0%	£9,450
4.0	45,630	0%	0%	0%	£45,630
Total Value					£333,357.60

TOTAL PRESENT VALUE	£590,695.11
NET PRESENT VALUE (PV minus investment)	£440,695.11
SOCIAL RETURN £ per £	1:3.93
SROI RATIO - 1 : 3.93	

5.9 Sensitivity Analysis

This analysis will look at the areas of the report creating the most value in the results and change some of the intricacies of the calculation. This will show how much of an

impact these alterations have on the result in the SROI ratio and in turn give a realistic banding to be considered as the result

Outcome		Indicator Chosen	Changed to	Indicator Chosen	Changed to	SROI ratio current	SROI ratio alteration
1.5	Increase in confidence and less involvement of social services	52 weeks in the year of social worker support	48 weeks in the year	Attribution of 10%	20%	1:3.9	1:3.7
1.6	Secured employment	Min wage x 13 people x 52 weeks x 37hrs	Min wage x 10 people x 48 weeks x 20 hrs – part time	Deadweight of 5%	10%	1:3.9	1:3.1
4	Reduction in benefits	Quantity of 13	10	Displacement of 0%	10%	1:3.9	1:3.7

As the table above shows the ratio banding is from the reported 1:3.9 to 1:3.1 using the sensitivity areas chosen.

5.10 Conclusions and Recommendations

From the information supplied by the project staff, the responses from the focus group meetings and the replies to the e – questionnaires, the SROI evaluation has found that for every £1 invested into the project over £3.9 value is created.

Due to the nature of the project it is extremely difficult to measure the long term effects of the Employment & Training project on the participants but it is hoped that this short report and the impact map will highlight the previously unseen social value of such projects

Recommendations:

- During the study it became apparent that the current methods used to record statistical information were not as comprehensive as they could have been. It is recommended that a review of the systems would include the recording of “soft” outcomes as well as the hard statistical outputs.
- When eliciting feedback from participants it would be useful to review the questions to include information on “changes “or impacts which take place with each of participants
- It would also be useful to include a pre and post evaluation to assess the progress that individuals have made during their journey with the organisation. Either a customised version or a reliable and valid tool
- Consider the need for further SROI training for staff members to better understand the principles and practices behind such a study.
- Utilise SROI or principles of it for other projects within the Shankill Women’s Centre and to value the impact of the entire programming of the centre.

5.11 Limitations of Study

As this is a pilot study it only covers high level findings and more work is needed within the more subjective outcomes- determining appropriate measuring tools and implementing them as part of the evaluation.

This project is preventative in nature and therefore makes it difficult to measure all the outcomes. This SROI has only included what can be measured. There are additional subjective outcomes as per the experience section as well as long term outcomes which could be included in the next SROI report.

Given the restrictions on the time allocated for the report it was only possible to give a snapshot of each of the projects. Therefore the information should be viewed on that basis

While this report has been completed in tandem with a number of other SROI analyses of WSN organisation projects, it is not prudent to make comparisons of SROI ratio from one project to another as each of the project are completely individual in nature.

Finally, acknowledgement should be given to the staff and individuals who contributed to the report for participating in such a frank, open and honest manner and for sharing some very personal stories with the facilitator.