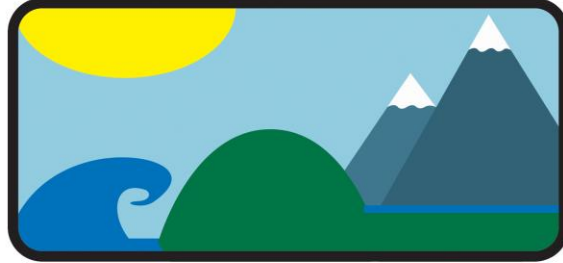


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OUTDOOR PARTNERSHIP

SOCIAL RETURN ON INVESTMENT (SROI) EVALUATION REPORT OF THE PATHWAYS TO EMPLOYMENT PROGRAMME

Part of the Social Value Cymru project

“I went to another organisation and they were really unhappy to take females with childcare requirements so I was really glad to come here”

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Executive Summary

This report details the Social Return on Investment (SROI) evaluation conducted on the Outdoor Partnership Pathway to Employment programme. The results demonstrate that significant social value is created through the project's activities, with a **SROI result of £4.42:1** – meaning that for each £1 invested, £4.42 of value is created.

The programme uses outdoor activities to engage and support *local long-term unemployed people over the age of 25* to improve physical fitness, employability skills, confidence, social interaction, mental health and wellbeing and *provide exit routes into further participation, learning, training, and volunteering and employment opportunities*. Since 2010, the programme has helped over 500 unemployed people back into sustained employment.

Research carried out by Bangor University in 2003 identified only 4% of the full-time equivalent instructional staff in the region were local Welsh speakers. As a response to this the Pathways to Employment programme was established in 2010 to help local people find employment in the outdoor sector, providing exit routes to further learning, training, volunteering and employment. The programme worked with young people including graduates looking for a career as an Instructor in the outdoor sector, local people of all ages looking for a change in career and unemployed people (not necessarily long term unemployed). Participants received mentor support, training including 'Fast Track' residential training and National Governing Body qualifications in a number of activities including climbing, hillwalking, kayaking, canoeing and mountain biking.

Acknowledgements

This report would not have been possible without the involvement of key stakeholders. They were able to tell us what changes had taken place in their lives and the impact of these changes. For those who took part in the Pathways to Employment programme, their involvement was key and we're extremely grateful to them for feeding back on their experiences and their willingness to help us understand the process.

A huge thank you to the team including Tracey Evans, the Chief Executive for commencing the organisation's SROI path and also to Paul Frost, a Trustee of the Charity who is the Social Value Champion for the Board. Also, thanks to Owain, who is clearly passionate about the work, enthusiastic and committed to helping and challenging individuals to reach their potential. This was a crucial input to the chain of change. The Outdoor Partnership's participation in the Social Value Cymru project not only demonstrates their commitment to understanding the impact of their work but also to looking at how they can maximise that impact.

Diolch yn fawr / Thank you very much

1.0 Introduction

This evaluation report will analyse the value of the Pathways to Employment programme for the areas of Gwynedd, Conwy and Môn. The programme is currently funded by Gwynt y Môr and Y Cronfa Gymunedol (The National Lottery Community Fund). The impact of this service on individuals will be considered, but also the value to other potential stakeholders.

Through engagement with the individuals receiving the support, the organisation itself and by examining the information and data that was available, appropriate estimations have been made supported by secondary evidence.

The report will initially set out the background of this project, followed by a discussion of the Social Return on Investment (SROI) Framework used to evaluate the service. The SROI results will then be discussed in detail to explain the 'story of change' and value for key stakeholders. The report will look at the social value created for activities from 1st April 2018 and until 31st March 2019.

1.1 Background & Context

Key Organisation(s)

Established in 2005, The Outdoor Partnership (TOP) is a registered charity (Charity Number 1149280) and company limited by guarantee (Company Number 07705219), based in North Wales inspiring local people to become involved in outdoor activities through participation, education, volunteering, and employment programmes.

The Outdoor Partnership's Mission Statement:

"Our Mission is to improve opportunities for more local people to achieve their potential through outdoor activities. Over the last 15 years we've been turning our mission into reality." (Tracey Evans, CEO).

The Outdoor Partnership delivers projects as listed below¹

Community Development Programme

Led by three full time Outdoor Activity Development Officers (Gwynedd, Anglesey and Conwy) aims to inspire children, young people and adults to take up outdoor activities as a life-long pursuit. To date in 2019, **8428 opportunities** were created through differing activities up to competition level. The team also help develop clubs, run courses, train volunteers, talk to schools, create links between schools and clubs, organise competitions and run the County Outdoor Forums.

Volunteer Programme

The identification, training and rewarding of volunteers has been led by a Volunteer Officer allowing local people to develop their potential at a relatively low cost and, for some, providing a foundation for employment. In 2019, **617** course spaces were taken up by volunteer leaders, up from 416 the previous year. **365** people were new to volunteering this last year. It is believed that the contribution in fiscal terms is around £1.7m per annum (based on 700 active volunteers giving 3 hours a week for 40 weeks per year x the commercial instructor rate of £20 per hour).

¹ <https://partneriaeth-awyr-agored.co.uk/projects/>

Pathways to Employment Programme

This programme uses the outdoors to engage and support local long-term unemployed people on a pathway to employment and is managed by a full-time Pathways to Employment Officer. Participants are often accessing outdoor activities for the first time or looking to develop their personal and/or professional skills, leading to a more active lifestyle. At the time of engagement with individuals, the programme offered an 8 week programme, including one day a week of outdoor activities (hill walking, climbing and water sports). As a result of the social value project the programme has extended the length of engagement with individuals to 16 weeks following feedback from participants as part of the development of the charity's theory of change model.

North Wales Outdoor Trainee Programme

This programme targets people aged 17-30 living in North Wales and aims to increase the number of people who are applying for trainee positions at outdoor centres and businesses in this area. The programme provides one day and an evening session each month with individual programmes including visits to outdoor centres and activities such as coasteering. Participants go through an initial screening process to assess their suitability for the programme.

This Girl's Adventure

This project aims to address the inequalities of women in the outdoor sector workforce (instructors, managers). The project is managed by a full time Inclusion Officer and has engaged with over 300 women over the last three years and activities include: kayaking, skiing, surfing, Surf Lifesaving, climbing, mountain biking and hill walking.

Inclusive Adventure

This programme is managed by a full time Inclusion Officer and aims to improve access and opportunities for people of all types of disability in the outdoors as there is currently a significant under provision. In 2014, Disability Sport Wales quoted that 24% of the population of Wales are disabled, whilst only 3.4% participate in sport and recreation in North Wales. To date, over 3000 disabled people have benefitted from this project with three new clubs established catering for disabled people as well as many more clubs improving inclusive provision and working towards Insport Accreditation.

The Pathways to Employment Project Outline

This evaluation is done as part of the Social Value Cymru project managed by Mantell Gwynedd and led locally by the same. The focus of this project is mainly internal decision making and therefore this report will focus on the value to those that matter the most – individuals. These results will then be used as a baseline for trustees so they can embed social impact measurement to inform their decision making.

The Pathways to Employment programme was set up in September 2010 and was initially funded by European Social Funding (Engagement Gateway and Intermediate Labour Market funding). Over the last 5 years the programme has been funded through a variety of sources including: Gwynt y Môr, Cyfoeth Naturiol Cymru, WCVA and Y Gronfa Gymunedol.

The specific barriers for the individuals that The Outdoor Partnership work with are identified as follows:

- Isolation - Many of the participants live in rural communities with little or no public transport and this makes it difficult for them to take part in activities.

- Lack of confidence;
- Poverty;
- Substance abuse and misuse;
- Physically inactive and unfit, and mental ill-health;
- Lack of native welsh population working in the outdoor sector;
- Lack of affordable access to outdoor activities.

The programme is available to:

- People who are long term unemployed, over 25 and living in Anglesey, Conwy and Gwynedd, with priority given to at least 50% (30 individuals) of participants living in the Gwynt y Mor areas living in North Wales housing accommodation.
- People suffering mental ill-health and are primary and/or secondary care patients with the Community Mental Health Teams in Anglesey, Conwy and Gwynedd;
- With a long term illness or disability.

The programme offers:

- An 8 week walking programme (coastal, hills and mountains in and around Snowdonia);
- The staff team visit communities and assist those furthest away from the labour market offering recruitment/taster sessions within the communities then progressively taking the participants to the mountains of Snowdonia providing transport for participants and/or travel subsidy and where suitable we will also offer a residential option when participants access NGB courses;
- Embarking on further learning and access to personal proficiency and National Governing Body qualifications (e.g. Mountain Leader Award);

- Transport and kit (e.g. walking boots, waterproofs, rucksacks, maps etc);
- Exit routes to life-long participation through local clubs and groups, further and higher education, volunteering opportunities, employment opportunities and training schemes;

As part of the programme, participants will complete questionnaires on physical ability ² and changes to mental health³ as part of assessing changes in individual's lives as a result of taking part in the programme.

The Programme provides qualified and suitable Instructors to run all the activities from taster sessions up to the 8 week developmental sessions. These sessions improve confidence, self-esteem, employability skills, physical and mental well-being, as well as preparing people for the National Governing Body (NGB) qualifications. This will empower them with the skills e.g. navigation, safety in the mountains, to access outdoor activities independently

The programme prepares participants for assessment by offering mentoring in a variety of disciplines (hill walking, climbing, watersports). The NGB qualifications are essential for employment in the outdoor sector and recognised not only in North Wales but throughout the UK. turning them into outdoor leaders and instructors. The Outdoor Partnership has links with both Plas y Brenin, National Mountain Centre and Plas Menai, National Outdoor Centre as well as many other outdoor activity providers and employers in the region.

The Outdoor Partnership has strong links with other organisations which can support participants with other needs (Unllais, North Wales Housing, Disability Sport Wales, CVSC,

²(2002) International Physical Activity Questionnaire
http://www.sdp.univ.fvg.it/sites/default/files/IPAQ_English_self-admin_long.pdf accessed 29/11/2019

³ The Warwick-Edinburgh Mental Wellbeing Scales - WEMWBS
<https://warwick.ac.uk/fac/sci/med/research/platform/wemwbs> accessed 29/11/2019

Mantell Gwynedd, Medrwn Môn) e.g. housing, disabilities, voluntary organisations, employment schemes, finances, child-care, benefits etc. The charity also has links with both further and higher education providers including e.g. The Llandrillo Group, Bangor University who offer the latest information on further learning training opportunities.

The Pathways to Employment programme is a core function/programme within the Charity and recruits and supports approximately 60 people annually from being long-term unemployed to progressing to further learning and training, regularly volunteering in their local communities. The Programme does not receive core funding and is reliant on grants. The Outdoor Partnership is currently looking at financial sustainability models for the programme.

Identifying the need

The programme's aim is to address some of the following key issues:

Poverty

- According to the Welsh Index of Multiple Deprivation (WIMD)⁴, the least deprived communities have the highest physical activity participation rates and the most deprived communities have the lowest.
 - Wales has one of the poorest health records in Western Europe, with physical inactivity alone costing the taxpayer £650 million a year (WG, 2009 – Child poverty strategy for Wales 2009).

Life expectancy and ill health

⁴ <https://gov.wales/welsh-index-multiple-deprivation>

- Life expectancy for women in Wales has declined between 2011 and 2016 whilst rates across the rest of the UK remain stable (Office for National Statistics, 2017)⁵.
- 59% of adults and 26 % of children in Wales are currently overweight or obese. The estimated cost of illnesses associated with obesity to the Welsh NHS is more than £73 million per year.
- Prof Jules Pretty et al identified key trends in their 2015⁶ paper, *'Improving health and well-being independently of GDP: dividends of greener and prosocial economies'*, highlighting that a) Loneliness has the equivalent health risk as consuming 15 cigarettes daily and is twice as harmful as obesity and b) Befriending, mentoring and group activities such as walking for health, have been shown to reduce hospital and health care costs, and after such interventions, mean visits to GPs fall from 10.8 to 6.7 per year.

Physical inactivity

- The most recent Wales Outdoor Recreation Survey (NRW, 2013)⁷ identified a decline within the population who exercise vigorously enough to reach the World Health Organisation's minimum recommended level of physical activity (22% in 2013; 27% in 2011; 26% in 2008).

Mental ill-health

- Wales' gross mental health costs are approximated at £7.2bn a year. £5.6 million was spent on antidepressants dispensed in the community during 2017.

⁵

<https://www.ons.gov.uk/surveys/informationforhouseholdsandindividuals/householdandindividualsurveys/nationalsurveyforwales>

⁶ <https://www.ncbi.nlm.nih.gov/pubmed/25670173>

⁷ <http://lle.gov.wales/catalogue/item/TheWelshOutdoorRecreationSurvey>

- In Wales annually 20% of NHS funding goes on mental health services.
- Many emergency and hospital admissions are related to mental health.
- 12% of the population of North West Wales report being treated for mental illness
- The natural environment brings significant added well-being benefits to individuals.
- Improved mental health brings significant benefits for health and quality of life, for individuals and communities.
- Recent well-being assessments highlighted mental illness as a growing problem, particularly amongst younger people. Loneliness and isolation are increasingly common problems.

Limited access to affordable outdoor activities

- Very few opportunities exist throughout Wales for under-represented groups to participate in the outdoor activity sector due to lack of knowledge, money, confidence and training. More importantly the ability to bring the outdoor industry and the public/health sector together for maximum impact.
- At present there is a limited amount of regular, community-based outdoor adventurous activity provision for our target group in Wales - only 4.5% of club membership have an impairment. Outdoor clubs highlight a lack of suitably trained volunteers, low confidence of leaders and lack of equipment as the main barriers to provision. (TOP research - 2017).
- Through consultation with our key partners (Community Mental Health Teams) there is no provision for regular outdoor activities as part of their service of support.

- Outdoor centres highlight a lack of suitably trained staff, low confidence and knowledge as the main barriers to provision for our target group.
- There is an inequality of employment of women in the outdoor sector (only 21% of all full-time outdoor instructors in the region are women. Whilst the workforce consists of 37% female, many of those females are support staff (domestic, catering on lower wages – Bangor University, Skills Audit Research Report in the North Wales Region for The Outdoor Sector 2013).
- Only 27% of people are frequent participants in outdoor recreation (Welsh Outdoor Recreation Survey, NRW 2013).

Lack of skills

- The North Wales Economic Ambitions Board⁸ (November 2015) highlighted clear national and local evidence identifying for a more skilled workforce in the outdoor sector and a skills gap in the outdoor tourism and adventure sector amongst indigenous people, especially Welsh speakers.
- The value of wildlife and outdoor activity tourism to Wales is estimated to be in the region of £6.2 billion (Welsh Government Economic Impact of Outdoor Activity Tourism in Wales 2014) with an estimated 206,000 jobs across Wales.

Local need

- Gwynedd and Anglesey Well-being Plan⁹

⁸ <https://northwaleseab.co.uk/>

⁹ <https://www.llesiantgwyneddamon.org/en/>

Promoting the use of natural resources to improve health and well-being in the long-term:

“Our information shows that the health of the population of Gwynedd and Anglesey is not as good as it could be. For example, 52% of adults and 30% of children aged 4-5 in Gwynedd are obese or overweight. The picture on Anglesey is similar with 58% of adults and 29.6% of children aged between 4 and 5 overweight or obese. Children and adults should be enabled to be more active, particularly in the outdoors, we should do this by promoting and improving access to natural green spaces....Due to the need to improve the population’s physical and mental health and the long-term effect this will have on well-being, health and care will be a priority for the Board.”

- **Conwy and Denbighshire Well-being Plan¹⁰**

The plan focuses on 3 priority areas:

- People – Supporting Good Mental Well-being for all ages
- Community – Supporting Community Empowerment
- Place – Supporting Environmental Resilience.

Facts: -

- 54-58% are obese or overweight
- 12.1 % of the population report being treated for a mental illness.
- There were 9.8% in Conwy & 11.6% in Denbighshire.

¹⁰ <https://conwyanddenbighshirelsb.org.uk/well-being-plan/>

- Self-harm: The number of assessments for children and young people more than doubled between 2012–13 and 2015–16. For young people under 18, the rate of admission for mental health is 30% higher than the rest of Wales.

Public Health Wales

The programme fits well with Public Health Wales’s Strategic Plan 2019-22 to support social & green prescribing, and with the aim of integrating the mainstream support of community provision and the Outdoor Partnership is a tried and tested successful model.

Natural Resources Wales wants people to enjoy and feel connected to nature, recognising the inherent value of the natural environment and its role in health and well-being, Welsh culture and heritage. Learning in and about the natural environment and the benefits it provides will be part of everyone’s life – and begin in childhood. Making better use of local green space in both urban and rural areas should be the norm together with a recognition that physical activity in the outdoors contributes to the prevention of many physical and mental illnesses. NRW want to see health inequalities between different areas of Wales and different communities significantly reduced, with healthy life expectancy increased. NRW have actively supported the work of the Outdoor Partnership in North Wales and recognise the merits of its approach.

NRW are keen to help and encourage everyone to get outside, enjoy and connect with the natural environment. As part of their ‘*A Natural Progression*’¹¹ model, evidence shows that being outside and connecting with nature can provide many benefits including:

¹¹ Natural Resource Wales (2018) <https://naturalresources.wales/guidance-and-advice/business-sectors/education-learning-and-skills/whats-your-connection-with-nature-like/?lang=en> accessed 29/11/2019

The project aligns well with Sport Wales' new *Vision for Sport in Wales*¹², a nation where everyone has a lifelong enjoyment of sport. Their priorities include: -

- Improve people's wellbeing, self-confidence and motivation to participate through activities that are fun and sustainable;
- Provide people with the skills to reach their potential and achieve their goals;
- Support communities to flourish by creating opportunities for everyone to participate;
- Promote Wales to the world through our sporting success;
- Accelerate our action to remove all forms of inequality.

The project aims of improving individuals mental and physical health and enabling people to lead an independent active lifestyle after completing the project. This aligns with the future aims and strategic direction of Anglesey, Conwy and Gwynedd's services in response to the Welsh Government's "*Together for Mental Health Delivery Plan (2016 – 2019)*"¹³ through '*Together for Mental Health in North Wales Strategy*'¹⁴.

A number of actions in this strategy are a response to the Social Services and Wellbeing (Wales) Act 2014¹⁵ with a focus on prevention and early intervention.

¹²Sport Wales (2016)

http://sport.wales/media/506916/sport_wales_english_vision_doc_reprint_all_v3.pdf

¹³ Welsh Government (2012) <https://gov.wales/sites/default/files/publications/2018-12/mental-health-delivery-plan-2016-to-2019.pdf> accessed 29/11/2019

¹⁴ NHS Wales (2017) <https://gov.wales/sites/default/files/publications/2019-04/together-for-mental-health-summary.pdf> accessed 29/11/2019

¹⁵ Welsh Government (2014) <http://www.legislation.gov.uk/anaw/2014/4/contents/enacted> accessed 29/11/2019

This is also a response to the Well-being of Future Generations (Wales) Act 2015¹⁶ about improving the social, economic, environmental and cultural well-being of Wales through:

- Think about the long term
- Work better with people and communities and each other
- Look to prevent problems and take a more joined-up approach

The project's focus on developing individuals' skills, confidence, fitness and employability can lead to the prevention of further mental health and physical illness. The changes to the individual involved in the programme can also lead to changes in their relationships with family, friends, in their neighbourhoods and employment. The programme also upskills the indigenous population to participate fully in the outdoor activity sector in their communities.

2.0 Social Return on Investment (SROI) Framework

By explicitly asking those stakeholders with the greatest experience of an activity, SROI is able to quantify and ultimately monetise impacts so they can be compared to the costs of producing

¹⁶ Welsh Government (2018) <https://gov.wales/well-being-wales-2018> accessed 29/11/2019

them. This does not mean that SROI is able to generate an ‘actual’ value of changes, but by using monetisation’s of value from a range of sources it is able to provide an evaluation of projects that changes the way value is accounted for – one that takes into account economic, social and environmental impacts. Social Value UK (2014) states;

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

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

Social Return on Investment Principles

1. **Involve stakeholders** Understand the way in which the organisation creates change through a dialogue with stakeholders
2. **Understand what changes** Acknowledge and articulate all the values, objectives and stakeholders of the organisation before agreeing which aspects of the organisation are to be included in the scope; and determine what must be included in the account in order that stakeholders can make reasonable decisions
3. **Value the things that matter** Use monetisation of value in order to include the values of those excluded from markets in the same terms as used in markets
4. **Only include what is material** Articulate clearly how activities create change and evaluate this through the evidence gathered

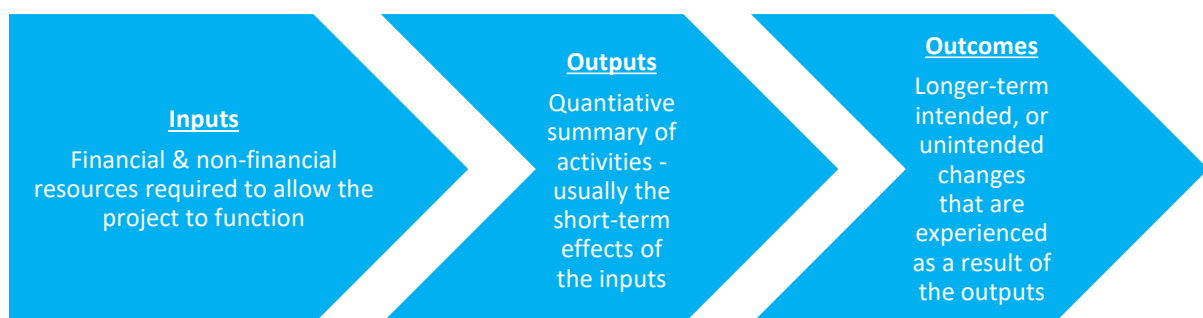
5. **Do not over-claim** Make comparisons of performance and impact using appropriate benchmarks, targets and external standards.

6. **Be transparent** Demonstrate the basis on which the findings may be considered accurate and honest; and show that they will be reported to and discussed with stakeholders

7. **Verify the result** Ensure appropriate independent verification of the account (socialvalueuk.org)

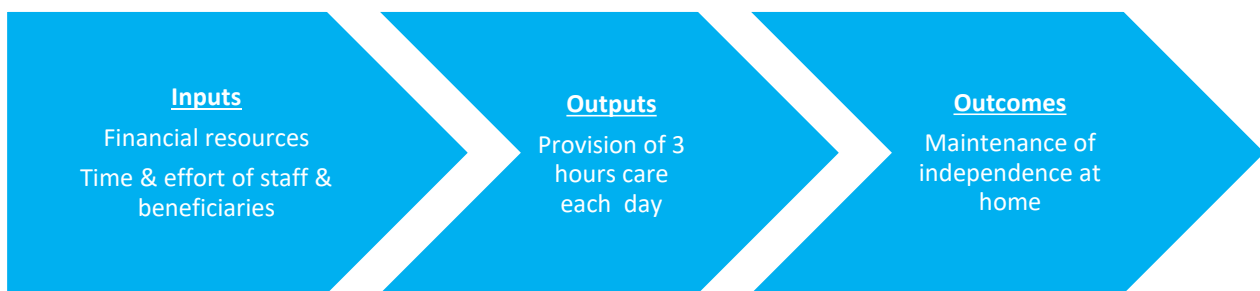
The guiding principles ensure that *how* value is accounted for remains paramount. To ensure a consistent approach is used, chains of change are constructed for each material stakeholder explaining the cause and effect relationships that ultimately create measurable outcomes. These chains of change create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

Figure 2 – Outline of the Chain of Change



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

Figure 3 - Example Chain of Change –



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

$$\text{SROI} = \frac{\text{Net present value of benefits}}{\text{Value of inputs}}$$

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

Overall, SROI is able to create an understanding of the value of activities relative to the costs of creating them. It is not intended to be a reflection of market values, rather it is a means to provide a voice to those material stakeholders and outcomes that have been traditionally marginalised or ignored. Only by measuring impacts are organisations able to not only demonstrate their impacts,

but also importantly improve them. This thereby strengthens accountability to those to which they are responsible, which in the third sector is fundamentally the key beneficiaries of services.

3.0 Stakeholder Engagement & Scope of the Analysis

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

In order to understand what is important for an analysis, the concept of materiality is employed. This concept is also used in conventional accounting and means that SROI focuses on the most important stakeholders, and their most important outcomes, based on the concepts of relevance and significance. The former identifies if an outcome is important to stakeholders, and the latter identifies the relative value of changes. Initially, for the evaluation of the Pathways to Employment Programme a range of stakeholders were identified as either having an effect on, or being affected by the project – table 1 highlights each stakeholder, identifying if they were considered material or not for inclusion within the SROI analysis.

Between April 2018 and 31st March 2019, 85 participants took part in the Pathways to Employment programme.

Materiality

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

Table 1 – Stakeholder List & Materiality

Stakeholder	Material stakeholder?	Explanation
Individuals	Yes	As key beneficiaries of the service these are the most important stakeholders and some changes experienced will both be relevant and significant.
Families	No	Although changes to families are likely, it was beyond the scope of this analysis to measure the impact for this stakeholder group.
Y Bartneriaeth Awyr Agored	Yes	Provides material inputs of finance, skills and other resources to ensure the strategic direction of the project so must therefore be included.
Department of Work and Pensions	No	As the aim of their work is to support to improve employment skills by creating better skilled, better qualified and more confident individuals it is likely to have an impact on supporting people into and maintaining employment. However, they will not be included in this report as it is beyond the scope of this analysis.
Betsi Cadwaladr University Health Board	No	Many experienced positive changes in their physical and mental health. The potential impact on health will be considered but is beyond the scope of this analysis.

Referrers	No	Refer individuals to the programme. Impact not likely to be significant.
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Having identified the material stakeholders for analysis, Table 2 highlights the size of the populations, the sample size engaged with and the method of engagement.

Table 2 – Stakeholder Engagement

Stakeholder	Population size	Method of engagement
Individuals	85	1 x focus group in Caernarfon – Mantell Gwynedd (3 in attendance) 1 x focus group in Holyhead DWP centre (3 in attendance) 1 x shadowing group in Holyhead (6 in attendance) 1 x field group in Deiniolen (2 in attendance) 2 x telephone interview (14% of individuals completed the quantitative survey)
Organisation		1 x 1 Project Officer 1: 1 Chief Executive Officer

Initial discussions were had with the Project Officer, Chief Officer and the Social Value Champion to understand the scope of the project and potential list of stakeholders. Further activities were planned as part of the Social Value Cymru project to further map stakeholders and to identify any potential characteristics that could provide further insights into the results. Engaging with the individuals that took part in the programme was essential so that we adhere to Principle 1 of SROI 'Involve Stakeholders' so that we could get a better idea of outcomes. This was done by using qualitative data collection through focus groups, site visits, one to one conversations and one to one telephone interviews deciding upon the most appropriate method. There are various ways of engaging with stakeholders and gathering qualitative data and each option offers advantages and disadvantages.

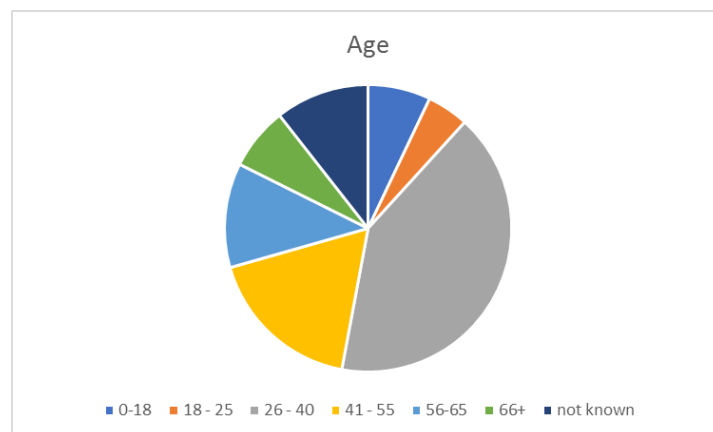
To adhere to the SROI principles, a great deal of thought was given to the questions being asked to individuals regarding their experiences of taking part in the Pathways to Employment programme, however a fairly loosely structured approach was taken to allow them to tell us what happened as a result of the support received from the organisation. Some of the people that were more reserved were contacted by telephone. The focus groups lasted between 30 – 60 minutes and the phone conversations approximately 30 minutes. A breakdown of the Stakeholder Engagement is included as Table 3 on page 28.

The participants were able to speak about their experiences, and to provide an insight into what had changed for them, but also what they think might have happened without the service and the possible difference it would have. Questions were also asked around impact such as who else contributed to any changes, and would they have support from somewhere else if this service wasn't available.

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

Potential Subgroups

It's important to recognise that not all individuals are the same. Understanding whether or not different characteristics have an impact on the data can help us to manage and inform decision making. Consideration is therefore given to the to the different characteristics below, which are age, gender, location and area.



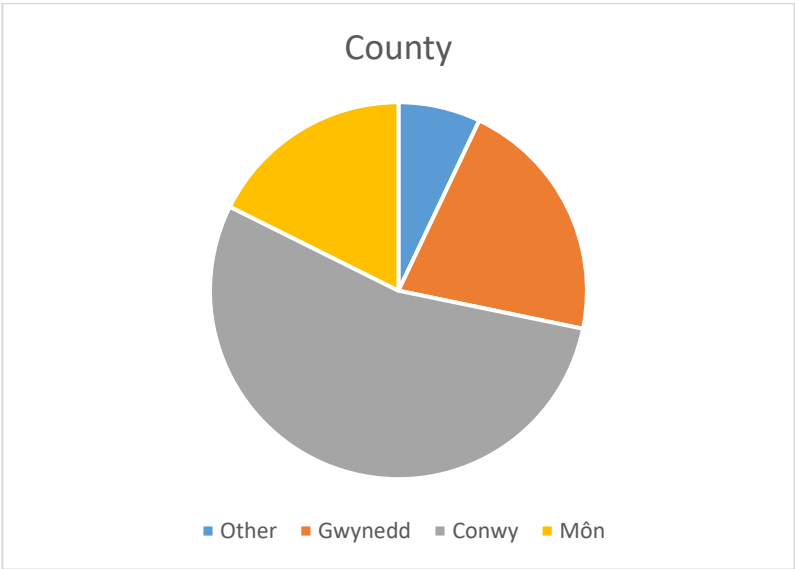
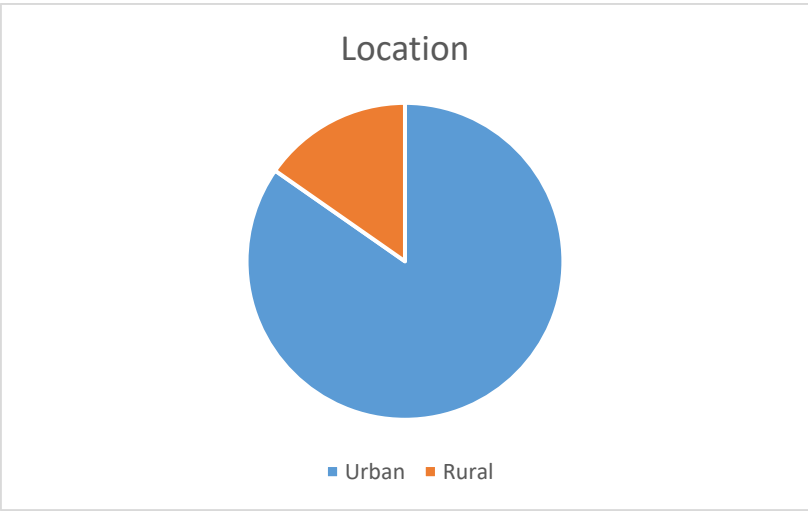
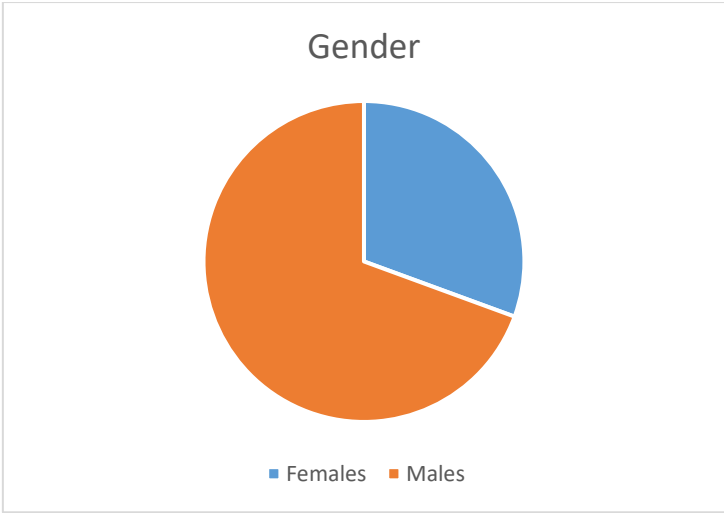


Table 2 provides a summary of the stakeholder engagement process. There are 16 individuals who were representative of the different subgroups identified in Table 2 as well as 14% that completed the questionnaires (appendix 2)

4.0 Project Inputs

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

Individuals

Access to the programme is free, and the individuals also receive kit and clothing for the duration of activities and also access to the National Governing Body Awards. The project officer also picks them up from their homes to attend the activities. The travel time to activities is not included as this is a part of the programme.

It is acknowledged that at times taking part in the programme could be an emotional experience including anxiety, and therefore the willingness to trust and engage in the programme and to keep going is important.

Y Bartneriaeth Awyr Agored

The financial input is managed by Y Bartneriaeth Awyr Agored which secured funding from a variety of sources including: Gwynt y Môr and WCVA.

For this analysis, the financial input for **1st April 2018 – 31st March 2019** of **£35,637** pays for a full-time staff member, management support, travel costs and access to kit and clothing. A further amount of **£955** goes towards National Governing Awards fees.

The relationship with the referral agent is also important to note and included in Table 4. Many of the individuals are referred from these agencies and will continue to do so as funding allows as a result of positive feedback about the programme. Due to the complexity of the individuals involved in the programme, the charity may decide to include the referrers time as a project input in any future analysis but this is beyond the scope of this project.

The skills of the staff member were crucial including his ability to build and maintain strong relationships; his ability to make people feel at ease and motivate them when they felt like giving up.

Total monetised inputs

The total input for the project over the one-year period has been calculated as **£36,592** created by both financial and non-financial inputs from the range of stakeholders above. This information is displayed in Table 3 and for each person supported in the programme the cost is **£430.49**.

Table 3 – Total Monetised Inputs for Pathways to Employment Programme

Stakeholder	Financial input	Non-financial input	Cost per individual
Individuals	N/A	Willingness to take part and travel to locations for activities and trust in Programme Officer to engage	N/A

		and challenge themselves.	
The Outdoor Partnership	£35,637	Project officer, management and expenses	£430.49
	£955	Fees towards National Award	
Totals	£36,592		

5.0 Outputs, Outcomes & Evidence

The immediate outputs for the Pathways to Employment programme, are the number of people who attended the programme from **1st April 2018 – 31st March 2019**. The programme lasted up to 8 sessions for each Individual with the number of sessions being between one and eight (average of five sessions per person), with between 2-6 hrs three hours support per week depending on ability. Between **April 2018 – 31st March 2019**, **85** participants took part in the programme and **72** individuals completed all 8 sessions. Two people went on to gain employment; one in the building trade and another as a warehouse assistant. Three further people went forward to volunteer in local outdoor activities and seven registered on to the Mountain Training qualification. The Project Officer explained that it can take up to 6 years for people to become fully accredited as a Mountain Leader.

The Pathways to Employment works with and receives referrals from the following:

Table 4 - Source of referral

Source of referral	Number of individual referrals	Percentage of Referrals
Cartrefi Conwy	11	12%
NWHA	14	16%
Self – referral	23	27%
Adtrac	1	1%
Active Inclusion	36	42%
Young Rangers	12	14%
Total number	85	

The programme will support many people with a disability or with health conditions – many are referred to as ‘long term unemployed’ and with ‘work limiting health conditions’. Pathways to Employment works closely with the referrers and one of the focus groups was held at the DWP offices in Holyhead.

To understand the success of any project, then we must understand the outcomes experienced by the participants, in this project those are the people taking part in the Pathways to Employment programme. Outcomes are those things that are sustainable. Table 5 provides a summary of all the stakeholders, their outcomes whilst taking into consideration the materiality (Principle 4). The table also includes details of the outcomes that will be either included or excluded as part of the SROI analysis.

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

Case Study

A male participant took part in the Pathways to Employment programme – he was initially suffering poor mental health, something that he had recently come to terms with. In his earlier years, he would explore and roam the mountains of Snowdonia. He would be accompanied by his dog and realised that his retreat to the mountains was for thrill seeking and to numb the pain of his anxiety and depression. Over time, the mountains became somewhere that did not provide him with relief but rather a place of dread.

He stated, *'It was a mental health problem, rather than a problem with the mountains'*.

Although he ventured out, he did not go much further than Caernarfon.

Since he has started the programme with Owain (Project Officer) and Y Bartneriaeth Awyr Agored, he said that he felt so different, and has been able to venture up Moel Tryfan rather than stay within the boundaries of Caernarfon. His enjoyment of the mountains and Snowdonia has been reignited and he said:

'I don't think that I could have made this important 'breakthrough' without attending the programme. It was great to go out with an experienced leader like Owain and to learn mountain leader skills whilst also learning about the natural environment'.

This case study demonstrates the importance of the practical support that was provided by the programme and project officer. Outcomes included the relief of symptoms of mental ill health and to regaining confidence to explore the local natural environment whilst gaining mountain leader skills for employment.

Table 5 – Outcomes

Stakeholder	Outcomes	Included / Excluded	Materiality test	Indicator
Individuals	Improved mental health	Included	This was relevant to most stakeholders during the qualitative stages, and the quantitative data demonstrated some to a lot of change	Qualitative interviews: 4 x focus group and 2 telephone interviews with participants. Questionnaires to participants.
	Improved physical health	Included	This was relevant to all stakeholders during the qualitative stages, and the quantitative data demonstrated some to a lot of change	Qualitative interviews: 4 x focus group and 2 telephone interviews with participants. Questionnaires to participants.
	Reduction in feelings of isolation	Included	This was relevant to all stakeholders during the qualitative stages, and the quantitative data demonstrated some to a lot of change	Qualitative interviews: 4 x focus group and 2 telephone interviews with participants. Questionnaires to participants.

Better equipped to plan for the future	Excluded	This was relevant to most stakeholders; however, this is an intermediate outcome that leads to the well-defined outcomes	Qualitative interviews: 4 x focus group and 2 telephone interviews with participants. Questionnaires to participants.
Better equipped to volunteer and look for work	Excluded	This was relevant to most stakeholders; however, this is an intermediate outcome that leads to the well-defined outcomes	Qualitative interviews: 4 x focus group and 2 telephone interviews with participants. Questionnaires to participants.
More able to live life to the full and reach their potential	Excluded	This was relevant to most stakeholders; however, this is an intermediate outcome that leads to the well-defined outcomes	Qualitative interviews: 4 x focus group and 2 telephone interviews with participants. Questionnaires to participants.
Feeling more in control of their lives	Excluded	This was relevant to most stakeholders; however, this is an intermediate outcome that leads to the well-defined outcomes	Qualitative interviews: 4 x focus group and 2 telephone interviews with participants. Questionnaires to participants.

	Negative			
	May feel worse due to physical constraints	Excluded	A small percentage of stakeholders explained that they felt more anxious about their physical fitness in comparison to others. Due to the low percentage therefore not included but should be further explored.	Qualitative interviews: 4 x focus group and 2 telephone interviews with participants. Questionnaires to participants.
	Exit routes are unclear – feeling anxious about ending	Excluded	Some due to the low percentage therefore not included but should be further explored.	Qualitative interviews: 4 x focus group and 2 telephone interviews with participants. Questionnaires to participants.

Material Outcomes for each stakeholder

5.1 Participants

This section will only consider the well – defined outcomes as outlined in Table 5. Other intermediate outcomes are discussed later in this report.

Outcome 1 – Improved physical health



Many of the individuals spoke of having more skills and confidence and feeling safer in the mountains as a result of the support that they received from the project officer and also from the range of activities both indoor and outdoor.

“I felt fitter and want to improve my fitness with walking”.

Outcome 2 – Feeling less isolated



“I was on the verge of ringing to say I couldn’t make it. We quickly gelled and I felt comfortable.”

Despite the initial anxiety of taking part in the activities with a group or on an individual basis, many of the individuals said that they felt less isolated and enjoyed meeting up.

One of the clients living in an urban area said that they suffered from agrophobia and therefore didn't leave the house unless accompanied by a family member

When asked, '*What has changed for you?*', they replied '*I go out of the house*'. Some particularly in the urban area spoke of meeting up for coffee with each other and taking short walks in the landscape that they now felt comfortable in. The group members supported each other by taking turns in activities such as climbing with ropes on rock terraces.

"Probably one of the best things that you can do...I've been telling people...I feel really excited about the opportunities".

"I don't know what we would do without it".

Outcome 3: Improved mental health

Individuals spoke of feeling more motivated and more able to look for work.

'It's helped my character, made me more self – motivated ...more appreciative of the countryside.'

During the qualitative interviews and as part of the quantitative analysis (questionnaires attached as Appendix 2), many of the individuals spoke of feeling better. The project officer spoke of seeing a change in people's faces and a lightness in their being.

In the quantitative results of the survey, 100% of those who took part experienced some positive change with the distance travelled ranging from 22.5% to 57.5% for different stakeholder groups. However, adhering to the principle of not over-claiming, we will only consider positive results for

60% of individuals for both segments but for mental health in the rural areas 40% will be used as an average.

Possible negative impacts

As seen on the Theory of Change in Appendix 1, for some individuals who do not experience a successful change, there may be no change or possible negative outcomes, Considering the possible negative outcomes is important for Y Bartneriaeth Awyr Agored and also how to manage these in the future.

'It would be good to have regular slots after completing the programme eg once a month.

There was a walk in Rhoscolyn but I couldn't get there..logistics.'

"It would be good if the programme was a bit longer".

Dependency

- Part of the Pathways to Employment programme's service is to provide access for people living in rural areas to the walks and mountains to gain the skills. Many of the rural areas have limited access to public transport. During the qualitative interviews, whilst trying to establish what had changed, if anything, for individuals and for future planning. Some of the participants said that they would like further access to walks and activities and some said that they had restricted access to public transport or the financial ability to be able to go to the mountains and join the walks.
- Since the charity received its' original Theory of Change, the organisation has made changes and these will be discussed later in this report.

6.0 Valuing Outcomes

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

Impacts of Pathways to Employment Programme

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

Deadweight

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

Attribution

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

Displacement

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

Drop-off

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

Individuals –

There are a range of approaches to monetise outcomes including using financial proxies – that is using a market – based alternative as an approximation of a stakeholder’s value. However, some would argue that these do not represent the value that the particular stakeholder with experience of the change would attribute to it. Therefore, where possible this analysis applied the first SROI principle to involve stakeholders as much as possible. During the qualitative interviews, and further to understanding the changes and identifying outcomes, clients were asked to rank and rate their outcomes. Therefore, they were asked to rank their outcomes in order of importance, and then to rate their importance up to a rate of 10. As part of the quantitative data analysis, individuals were asked to confirm the importance of these changes in a survey (Appendix 2). This is where our research stopped in terms of involving them in valuing the outcomes and when it came to placing a monetary value of their outcomes it was decided to use other techniques other than the value game. The value game identifies their material outcomes, and asks them to prioritise, and subsequently value them against a list of goods and services available on the market to purchase. However, it was decided that using well-being valuations was more appropriate for this analysis.

The weighting of the values is summarised below:

Table 6 - Weighting of the outcomes

Stakeholder group	Outcomes	Average weighting
Segment A - Rural	Improved physical health	9.5
	Feeling less isolated	8.5
	Improved mental health	8

Segment B - Urban	Improved physical health	9
	Feeling less isolated	8.5
	Improved mental health	9

Segment A and B had the same outcomes but we did not have any females living in urban areas so this might be something further to explore in future work. However, for Segment A, Improved physical health was more important followed by feeling less isolated and then improved mental health.

The valuation of the outcomes identified to the individuals was taken from HACT's Social Value Calculator (version 4) that identifies a range of well – being valuations. However, the data from the questionnaire results including distance travelled for each change was taken into account and therefore a proportion of the wellbeing valuations was used accordingly.

Much consideration was given as to what best well-being valuation reflected the changes identified by the stakeholders. Many spoke of how the programme had helped them to deal with anxiety and in some cases depression, therefore consideration was given to using the well-being evaluation from HACT¹⁷ social value calculator. Initially we considered– **Relief from depression and anxiety (adult)** which had a value of £36, 766 per individual – although many had spoken of changes in their stress and anxiety levels, it was considered that this high value would risk over – claiming.

As the programme related to developing skills for employment, consideration was given to the valuations related to training programmes for example – **Employment Training** £807, **Regular volunteering** £3,249 and then **Securing a job** £12,034. The lower figure could lead to a risk of

¹⁷Fujiwara, D (2018) HACT Well-being valuations <https://www.hact.org.uk/social-value-bank> accessed 9th December 2018

under – claiming and the other two activities may occur during or after the individuals had completed the training programme.

As many of the changes that the individuals spoke of related to confidence: to take part in activities, to socialise, to look for work it was considered that the **High Confidence** £13,065 was the most suitable financial pro for both Segments A and B for the ages 24 - 49. In accordance with **Principle 5 - Do not over-claim**, the amount of value that equals the amount of change was used. For segment A, for those with positive change, there was a distance travelled of 22.5 and therefore that percentage of the value was used in the value map, which gave a value of £2,939. This value is our anchor value, and from here the weighting of the outcomes was then used, so for segment A, for Improved mental health there was a value of £2,939 with a weighting of 8, therefore the other two outcomes, the same value was used but only taking the weighting as indicated in Table 6.

The State / Other stakeholders

Any changes to other stakeholders were not considered as part of this analysis as the focus of the report is for internal decision making for Y Bartneriaeth Awyr Agored. To enable this, the charity needs to understand the impact for its main client group and so that they can better manage their impact. However, consideration can be given to other changes to services – for example two of the individuals went on to full time work so this could lead to potential savings to DWP and changes to income for individuals. One change that potentially affect referrals to the scheme is the closure of the OPUS programme – a scheme which provided support to individuals between the ages of 25 – 49 and also Adtrac – work with younger people which has also seen its doors close. More referrals may come from the CMHTs in the different areas as well which could also bring potential challenges in terms of complexities of the individuals involved.

Table 6 – Examples of Outcome Valuations

Outcome	Weighting	Identified value	Value of average distance travelled	Quantity of stakeholders experiencing outcome
Segment A – Rural participants Outcome improved physical health	9.5	Used HACT well-being valuation, Improved confidence (adult) valued at £13,065 for unknown area. Took 22.5% of this value based on the distance travelled, therefore £2,939 per individual. This was used as an anchor value based on improved mental health, however, improved physical health was weighted higher at 9.5 and therefore value was £3,490	Taking the lowest point for our questionnaire scale – asking individuals to rate against measures (not applicable / no change =0%, little change = 25%, some change = 50%, quite a lot of change = 75%, a lot of change = 100%). The average movement was equals 31%. Although based on a sample size the results were in line with the tone of interview comments – this was cited as an extremely significant change.	From the data in second review, 85% had experienced change here, however, as the sample was low, a decision was made to only include 50% of participants registered on the project, so 7 individuals.
Segment B – Urban participants Outcome – Feeling less isolated	8.5	Used HACT well-being valuation, Improved confidence (adult) valued at £13,065 for unknown area. Took 52% of this value based on the distance travelled, therefore £7,521 per individual. This was used as an anchor value based on improved mental health, however, improved physical health was weighted higher at 8.5 and therefore value was £7,085	Taking the lowest point for our questionnaire scale – asking individuals to rate against measures (not applicable / no change =0%, little change = 25%, some change = 50%, quite a lot of change = 75%, a lot of change = 100%). The average movement was equals 52%. Although based on a sample size the results were in line with the tone of interview comments – this was cited as an extremely significant change.	From the data in second review, 60% had experienced change here, so 38 individuals.

7.0 Establishing Impact

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

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

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

Deadweight

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

All stakeholders were asked during the stakeholder engagement process and in the quantitative data collection to consider what could have happened anyway.

For all stakeholders it is possible that they could have accessed another programme that would have offered similar results or attended other activities to identify changes. However, the Pathways to Employment programme is the only

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

Low = 30%

Medium = 60%

High = 90%

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

Table 7 - Deadweight

Stakeholder	Outcome	Deadweight	Justification
Individuals taking part in the Pathways to Employment programme living in rural areas	All well -defined outcomes	30%	As the individuals were living in rural areas, with some access to clubs and activities in nearby locations. There is a possibility that the changes could have happened anyway. However, barriers exist for example limited access to public transport so it meant that it wasn't possible for individuals to access these services.
Individuals taking part in the Pathways to Employment living in rural areas	All well -defined outcomes	60%	There is a medium chance that individuals could take part in other activities. Many said that the programme supported them with their needs including confidence in making the first steps

			towards activity and employment.
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Attribution

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

Considering the results of the survey, a ratio of 30% of attribution was given by stakeholders in rural areas as some said that they had no support network and/or the likelihood that there are fewer services in these areas. Whilst in urban areas a 30% attribution level was given for physical activity given the relative uniqueness of the programme in these areas. A Higher rate of 60% was given for both outcomes relating to isolation and mental health given that there was further support in these areas and more opportunities to meet up but the programme works with those individuals that are hardest to reach and with complex mental health issues.

After much research, no other programme in the area offers the same focus on learning through the outdoors towards employment. There are other third sector organisations who might offer outdoor activities, but the combination of activities and the possibility of gaining a qualification as well in the outdoor sector allowed them the tools to make changes.

“I would not be walking and now running these mountains without them (The Outdoor Partnership). They opened up the opportunities to get outside and believe in me and support me.”

Displacement

We need to consider if the outcomes displace other outcomes elsewhere. For example, if we deal with criminal activity in one street, have we just moved the problem elsewhere? This programme is innovative therefore does not displace anything.

Having carried out desk based research and by using knowledge of provisions in the local area, although there are some outdoor activities and some run in partnership with The Outdoor Partnership it is considered that the programme is highly innovative and that it does not displace any other activity in the area.

Duration & Drop-off

As this programme is evaluated as part of the Social Value Cymru project, the evaluation considered 12 months of value only, and therefore no drop-off rate is needed. The programme itself was originally up to eight sessions with some follow up support from Y Bartneriaeth Awyr Agored - including the National Governing Awards where applicable and/or access to walks or volunteering. For the purposes of our research, the YBAA has contacted individuals some months after the sessions but for the purposes of this research it is recommended that we only consider 12 months to avoid over – claiming.

8.0 SROI Results

This section of the report presents the overall results of the SROI analysis of the Pathways to Employment Programme provided by Y Bartneriaeth Awyr Agored in the counties of Gwynedd, Conwy and Anglesey. Underpinning these results are the seven SROI principles which have been carefully applied to each area of this analysis. The results demonstrate the positive contribution that the Pathways to Employment programme makes through the dedication of staff **and the commitment of the individuals that take part** to create a positive change in the lives of people through utilising the environment as a tool.

By supporting people through the sessions in improving their confidence, self-esteem, employability skills, physical and mental well-being, as well as preparing people for National Governing Body (NGB) qualifications giving them the skills to access outdoor activities independently e.g. navigation, safety in the mountains.

Table 9 - Present Value Created per Individual Involved

Stakeholder	Average value for each individual involved
Individuals	£1,472

The overall results in Table 8 highlight the total value created, the present total value, the net present value, and ultimately the SROI ratio.

Table 10 – SROI Headline Results

Total value created	
Total present value	£161,784
Investment value	£36, 592
Net present value (present value minus investment)	£125,192
Social Return on Investment	<u>£4.42:1</u>

The result of £4.42:1 indicates that for each £1 of value invested in the Pathways to Employment programme, a total of £4.42 of value is created.

9.0 Sensitivity Analysis

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

Conducting sensitivity analysis is designed to assess any assumptions that were included in the analysis. Testing one variable at a time such as quantity, duration, deadweight or drop – off allows for any issues that have a significant impact on the result to be identified. If any issue is deemed to have a material impact, this assumption should be both carefully considered and managed going forward. To test the assumptions within this analysis, a range of issues were altered substantially to appreciate their impact. A summary of the results is presented in Table 11.

Although some of the of the sensitivity tests indicate changes to the result, owing to the scale of the amendments made and the verification of assumptions and data with stakeholders, the results still indicate that if a single variable were significantly altered, the overall results remain highly positive. The most significant changes are to those living in urban areas where the value fluctuated between £3.37 and £4.26 compared to rural areas which ranged from £4.12 to £4.32 for every £1 invested.

Table 11 – Sensitivity Analysis Summary

Variable	Current assumption	Revised assumption	Revised SROI	Proportion of change
Segment A – Pathways to Employment programme for those living in rural areas Outcome: Improved physical health	Quantity: 6	Quantity: 3	£4.31	2.4%
	Deadweight: 30%	Deadweight: 60%	£4.32	2.3%
	Attribution: 30%	Attribution: 60%	£4.32	2.3%
	Value: £2,939	Value: £1,500	£4.31	2.4%
Outcome – Feeling less isolated	Quantity: 8	Quantity: 4	£4.26	2.3%
	Deadweight: 30%	Deadweight: 60%	£4.12	6.7%
	Attribution: 30%	Attribution: 90%	£4.23	4.2%
	Value: £3,123	Value: £1,500	£4.12	6.7%
Segment B – Pathways to Employment programme for those living in urban areas Outcome – Improved mental health	Quantity:38	Quantity:19	£3.82	13.5%
	Deadweight: 60%	Deadweight: 90%	£3.52	20.3%
	Attribution 60%	Attribution 90%	£3.52	20.3%
	Value: £7,521	Value: £3,800	£3.37	23.7%

10.0 Conclusion

This report has demonstrated that the Pathways to Employment programme has created over **£160,000 of value and for each £1 invested, £4.42 is created;**

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

The Pathways to Employment programme uses the outdoors to engage and support long term unemployed people in both urban and rural areas in Conwy, Anglesey and Gwynedd on a pathway to develop their potential and for some the foundation to employment in the outdoor sector.

The key findings from the research include:

- For every £1 invested, £4.42 of social value is created;
- For those who took part in the data collection process, 40% of those living in rural areas felt their mental health had improved whilst 60% felt less isolated;
- For those living in urban areas, with the average age being between 25-49, 60% felt there had been changes to their mental and physical health;
- Following the Theory of Change (Appendix 1) that was produced for the programme following qualitative and quantitative research, the Chief Officer and Board of Trustees have made clearer exit routes and for some the programme has been extended from 8 – 16 weeks. Given these changes, the charity may wish to establish the impact that these changes have had on the stakeholders involved.
- The findings are aligned with the details the principles of a 'Healthier Wales' as in the Wellbeing of Future Generations Act (Wales) 2015:
"A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood".

- The findings also align to other principles from the 2015 Act including:

A prosperous Wales – As evidenced by The North Wales Economic Ambitions Board

(Literature review of recent research within the

outdoor tourism sector, November 2015) there is clear national and local evidence

identifying for a more skilled workforce in the outdoor sector and a skills gap in the

outdoor tourism and adventure sector amongst indigenous people. There is an

inequality of employment of women in the outdoor sector. TOP found that by using

outdoor activities as a tool it has led to people leading more active lifestyles,

volunteering and with 60% of unemployed participants gaining employment (TOP 2017).

The project upskills people in technical National Governing Body qualifications as well as

the softer skills required by employers in the region. This will allow people to take

advantage of the wealth generated through the outdoor activity tourism, through

securing decent work.

A resilient Wales - The project will expose participants to the outdoor industry, one of the

major economic activities in North Wales and provide them with a greater understanding

of ecosystems and environmental issues involved.

A healthier Wales – In which people’s physical and mental well-being is maximized. The

project works with people who are currently sedentary or have very low levels of physical

activity and increase their physical activity levels, improving people’s mental and physical

health and making links with local community clubs and groups for life-long active

lifestyles and sustainability (enabling people to lead an independent active lifestyle after

completing the project).

The project’s long term outcomes will increase levels of physical activity and improve long-

term mental health, improving the quality of life of people. TOP believes that as a result

the project will contribute towards a reduction in chronic conditions e.g. lower risks of CVD, hypertension, stroke, type 2 diabetes, obesity, certain types of cancer, self-harming, heart disease etc.

A more equal Wales – The programme enables people to fulfil their potential no matter what their background or circumstance, ensuring that people from diverse backgrounds and all abilities are able to take part in the running of programme from the start and throughout the project lifetime.

A Wales of vibrant culture and thriving Welsh Language

Through engaging with local communities, the programme strengthens the local culture, heritage and language in the outdoor sector, which currently is at risk due to the lack of local people engaged in the outdoor sector. It reduces the feeling of alienation amongst local people and break the "cultural vicious cycle" which exists at present. This risks the local culture, language and heritage bringing a feeling of alienation amongst local people. Hence a "cultural vicious cycle" has been defined: low levels of outdoor participation among local people - lead to low levels of local employment - hence reduced engagement of local people - resulting in low levels of outdoor participation. Since 2003, the percentage of welsh speakers employed in the outdoor activity centre has increased from 3% to 20% in 2011.

A globally responsible Wales – ensuring a positive contribution to global well-being. As Natural Resources Wales demonstrate in their 'A Natural Progression' model¹⁸ with a connection to nature in place, through an understanding of the natural environment and a personal standpoint, can influence and educate others. By supporting and taking away

¹⁸ National Resource Wales <https://cdn.naturalresources.wales/media/686626/eng-single-natural-progression-page.pdf> accessed 29/11/2019

barriers to participation in outdoor activities, in natural environments, we help participants and volunteers along the path to influence society as an active, responsible and ethical citizen.

- The Pathways to Employment programme supports the local population to develop their skills towards employment by using the natural world and activities as tools and this can also facilitate the process of making decisions around career choice.

11.0 Recommendations

- 1) **Data collection** - In order to realise how much change and impact the programme is having on all stakeholders, we need data to establish if there is any change, but also how much change, and whether there are any differences in the needs of different individuals. It was suggested that the organisation implement further time and finances into ensuring suitable systems and processes are in place to measure social value. The organisation has adopted two ongoing pieces of research questionnaires during the eight – sixteen week period:

- 1) **Warwick and Edinburgh Mental Health and Wellbeing Scale**

<https://warwick.ac.uk/fac/sci/med/research/platform/wemwbs/>

We would suggest that this is utilised at the beginning and end for the eight week course with an additional review at the half way mark for those completing 16 week programmes;

- 2) **International and Physical Activity Questionnaire**

http://www.sdp.univ.fvg.it/sites/default/files/IPAQ_English_self-admin_long.pdf

This is a recognised paperwork for physical health for participants between the ages of 15 and 69.

- 3) At the end of sessions, it is suggested that the organisation utilise the Outcome questionnaires A-F (attached as Appendix 2). The organisation may decide to omit some of the intermediate outcomes – these are outcomes that people may experience as part of their journey to the well - defined outcomes.

- 4)** Data collection attached as Appendix 3 to establish baseline data for the organisation.
- 5)** The impact paperwork and Theory of Change included both positive and negative outcomes as detailed below. The charity has already made some changes and may wish to continue to monitor outcomes for the stakeholders. As discussed in our conclusion, the charity may wish to focus on changes in outcomes provided by changes to the programme including:

Extended programme (for certain individuals);

Clearer exit routes

Building further support into the programme for those living in rural areas

Tapered support which may feed into the clearer exit routes / Bridge the gap

between completing sessions and then mountain leader / Differing levels according to abilities.

12.0 Appendices

Appendix 1 – Y Bartneriaeth Awyr Agored Theory of Change

Appendix 2 – Y Bartneriaeth Awyr Agored Outcomes A-H

PARTNERIAETH AWYR-AGORED
Profiad • Mwynhau • Llwyddo



Experience • Enjoy • Achieve
OUTDOOR PARTNERSHIP



Outcome A – I feel less anxious, stressed and depressed since I have been attending activities with the Pathways to Employment programme with Y Bartneriaeth Awyr Agored (YBAA)

How much of this change have you experienced?

No change/ Doesn't apply to me	A little change	Some change	Quite a lot of change	A lot of change

How long do you think the change will last?

Don't know / Doesn't apply to me	Less than 1 year	About 1 year	About 2 years

Would this change have happened without the involvement of Y Bartneriaeth Awyr Agored?

1	2	3	4	5	6	7	8	9	10
Highly likely this could have happened without YBAA staff and/or activities									Highly unlikely this could have happened without YBAA staff and/or activities

Thinking about who else helped to create the change you have experienced such as family, friends and other organisations, how much is a result of their contribution?

1	2	3	4	5	6	7	8	9	10
Very little									Everything is a result of their contribution

How important is the change? On a scale of 1 to 10, where 10 is very important, how important is the change to you?

1	2	3	4	5	6	7	8	9	10

Outcome B – I feel fitter and healthier since attending activities with Y Bartneriaeth Awyr Agored’s Pathways to Employment programme

How much of this change have you experienced?

No change / Doesn't apply to me	A little change	Some change	Quite a lot of change	A lot of change

How long do you think the change will last?

Don't know / Doesn't apply to me	Less than 1 year	About 1 year	About 2 years

Would this change have happened without the involvement of Y Bartneriaeth Awyr Agored?

1	2	3	4	5	6	7	8	9	10
Highly likely this could have happened without YBAA staff and/or activities									Highly unlikely this could have happened without YBAA staff and/or activities

Thinking about who else helped to create the change you have experienced such as family, friends and other organisations, how much is a result of their contribution?

1	2	3	4	5	6	7	8	9	10
Very little									Everything is a result of their contribution

How important is the change? On a scale of 1 to 10, where 10 is very important, how important is the change to you?

1	2	3	4	5	6	7	8	9	10

Outcome C – *I feel less lonely and have had the opportunity to make new friends since I have been attending activities with Y Bartneriaeth Awyr Agored (Pathways to Employment Programme).*

How much of this change have you experienced?

No change	A little change	Some change	Quite a lot of change	A lot of change

How long do you think the change will last?

Don't know / Doesn't apply to me	Less than 1 year	About 1 year	About 2 years

Would this change have happened without the involvement of Y Bartneriaeth Awyr Agored?

1	2	3	4	5	6	7	8	9	10
Highly likely this could have happened without YBAA staff and/or activities									Highly unlikely this could have happened without YBAA staff and/or activities

Thinking about who else helped to create the change you have experienced such as family, friends and other organisations, how much is a result of their contribution?

1	2	3	4	5	6	7	8	9	10
Very little									Everything is a result of their contribution

How important is the change? On a scale of 1 to 10, where 10 is very important, how important is the change to you?

1	2	3	4	5	6	7	8	9	10

Outcome D – I'm more confident and able to make my own decisions attending activities with Y Bartneriaeth Awyr Agored (Pathways to Employment Programme)

How much of this change have you experienced?

No change	A little change	Some change	Quite a lot of change	A lot of change

How long do you think the change will last?

Don't know / Doesn't apply to me	Less than 1 year	About 1 year	About 2 years

Would this change have happened without the involvement of Y Bartneriaeth Awyr Agored?

1	2	3	4	5	6	7	8	9	10
Highly likely this could have happened without YBAA staff and/or activities									Highly unlikely this could have happened without YBAA staff and/or activities

Thinking about who else helped to create the change you have experienced such as family, friends and other organisations, how much is a result of their contribution?

1	2	3	4	5	6	7	8	9	10
Very little									Everything is a result of their contribution

How important is the change? On a scale of 1 to 10, where 10 is very important, how important is the change to you?

1	2	3	4	5	6	7	8	9	10

Outcome E – I feel better equipped to plan for the future since attending Y Bartneriaeth Awyr Agored activities (Pathways to Employment programme)

How much of this change have you experienced?

No change / Doesn't apply to me	A little change	Some change	Quite a lot of change	A lot of change

How long do you think the change will last?

Don't know / Doesn't apply to me	Less than 1 year	About 1 year	About 2 years

Would this change have happened without the involvement of Y Bartneriaeth Awyr Agored?

1	2	3	4	5	6	7	8	9	10
Highly likely this could have happened without YBAA staff and/or activities									Highly unlikely this could have happened without YBAA staff and/or activities

Thinking about who else helped to create the change you have experienced such as family, friends and other organisations, how much is a result of their contribution?

1	2	3	4	5	6	7	8	9	10
Very likely									Everything is a result of their contribution

How important is the change? On a scale of 1 to 10, where 10 is very important, how important is the change to you?

1	2	3	4	5	6	7	8	9	10

Outcome F – I feel better equipped to volunteer and look for work since attending Y Bartneriaeth Awyr Agored activities (Pathways to Employment programme)

How much of this change have you experienced?

No change / Doesn't apply to me	A little change	Some change	Quite a lot of change	A lot of change

How long do you think the change will last?

Don't know / Doesn't apply to me	Less than 1 year	About 1 year	About 2 years

Would this change have happened without the involvement of Y Bartneriaeth Awyr Agored?

1	2	3	4	5	6	7	8	9	10
Highly likely this could have happened without YBAA staff and/or activities									Highly unlikely this could have happened without YBAA staff and/or activities

Thinking about who else helped to create the change you have experienced such as family, friends and other organisations, how much is a result of their contribution

1	2	3	4	5	6	7	8	9	10
Very little									Everything is a result of their contribution

How important is the change? On a scale of 1 to 10, where 10 is very important, how important is the change to you?

1	2	3	4	5	6	7	8	9	10

Outcome G – By attending activities with Y Bartneriaeth Awyr Agored (The Outdoor Partnership) I am able to live my life to reach and maintain my full potential

How much of this change have you experienced?

No change / Doesn't apply to me	A little change	Some change	Quite a lot of change	A lot of change

How long do you think the change will last?

Don't know / Doesn't apply to me	Less than 1 year	About 1 year	About 2 years

How likely do you think it was that you could have experienced this change without the involvement of Y Bartneriaeth Awyr Agored?

1	2	3	4	5	6	7	8	9	10
Highly likely this could have happened without YBAA staff and/or activities									Highly unlikely this could have happened without YBAA staff and/or activities

Thinking about who else helped to create the change you have experienced such as family, friends and other organisations, how much is a result of their contribution?

1	2	3	4	5	6	7	8	9	10
Very little									Everything is a result of their contribution

How important is the change? On a scale of 1 to 10, where 10 is very important, how important is the change to you?

1	2	3	4	5	6	7	8	9	10

Outcome H – I feel more in control of my life since attending Y Bartneriaeth Awyr Agored activities (Pathways to Employment programme)

How much of this change have you experienced?

No change / Doesn't apply to me	A little change	Some change	Quite a lot of change	A lot of change

If you answered 'no' then please move on to the next statement.

How long do you think the change will last?

Don't know / Doesn't apply to me	Less than 1 year	About 1 year	About 2 years

How likely do you think it was that you could have experienced this change without the involvement of Y Bartneriaeth Awyr Agored?

1	2	3	4	5	6	7	8	9	10
Highly likely this could have happened without YBAA staff and/or activities									Highly unlikely this could have happened without YBAA staff and/or activities

Thinking about who else helped to create the change you have experienced such as family, friends and other organisations, how much is a result of their contribution?

1	2	3	4	5	6	7	8	9	10
Very likely									Everything is a result of their contribution

How important is the change? On a scale of 1 to 10, where 10 is very important, how important is the change to you?

1	2	3	4	5	6	7	8	9	10