



East Riding Voluntary Action Services (ERVAS) Ltd

Social Return on Investment

Analysis of Value Delivered in Terms of East Riding of Yorkshire Council VCS Support Contract 2012 - 2016



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Executive Summary

This report represents an independent assessment of the impact of ERVAS in the context of its principal contract from East Riding of Yorkshire Council. At the heart of this assessment is an examination of the social return on investment delivered by the organisation in respect of the contract. Our extensive and detailed analysis has identified a creditable and effective return of **£5.82** for each £1 invested through the contract.

Taken in the round our research has identified some useful key points to take into account for the future. These are as follows:

- The work of the organisation around funding, volunteering and advice in relation to governance are the most valued and significant aspect of its “offer”.
- There is a stronger appetite for locally orientated and relevant VCS support than the provision of an interface to national sources of help – the comments of a number of players about the weaknesses in the generic nature of the “Do It” website are the strongest example of this.
- There is a distinctive and comprehensive feeling that the organisation could do more to promote its work and achievements.
- There is a clear split in the nature of the client group supported by ERVAS between a small number of larger organisations such as Shores (Withernsea), Hull and East Riding CAB, Humber and Wolds RCC, the Courtyard (Goole) and a far higher number of smaller organisations operating at the micro level – further consideration of the segmenting and customizing of the offer to take account of this would be helpful, with the larger organisations potentially acting as a peer network. Some of this activity already exists in the context of the Voluntary Sector Steering Group (VSSG), but might be further built upon.
- ERVAS delivers considerable added value through the capacity the ERYC contract provides to it, which helps it deliver other non-funded services to the VCS community. With further investment it could do more.
- There is a wide respect in the sector for a locally owned and locally focused organisation. This enables ERVAS to act as a trusted intermediary, which is respected because it is seen as being about more than simply a “money” focused organisation.
- Notwithstanding this the organisation has delivered some effective paid for services and there is scope for it to widen its range of activities in this context with careful planning.

Introduction

Rose Regeneration were commissioned to undertake an independent social return on investment analysis of the impact of the work of East Riding Voluntary Advice Services (ERVAS) Limited delivered through the principal contract provided to it through East Riding of Yorkshire Council. The analysis covered four years between 2012/13- 2015/16. This report was written by Ivan Annibal and Dr. Jessica Sellick, with the support of Judith Leech (Joint Chief Executive ERVAS), Andrea Turton and Helena Moss of East Riding of Yorkshire Council.

ERVAS provides support and development services to the Voluntary and Community Sector throughout the East Riding of Yorkshire. The organisation is a member of both the National Association of Voluntary Community Action (NAVCA) and the National Council for Voluntary Organisations (NCVO), and the Volunteer Centre has achieved the Volunteer Centre Quality Accreditation through NCVO.

ERVAS has a number of funding relationships with East Riding of Yorkshire Council. The contract in the scope of this assessment enables them to:

- Support volunteers and volunteering organisations
- Providing advice and information on governance and funding issues to the Voluntary and Community sector
- Create locally focused networks for the Voluntary and Community sector
- Have the capacity to develop and deliver other none ERYC funded services for the sector

Approach

To identify the overall Social Return on Investment delivered by ERVAS in respect of the ERYC core contract we have used a number of approaches which are perhaps best described as following the principles of a mixed methods research approach.

At the heart of the process has been our particular place based methodology for assessing social return on investment.

Our model is based around eight service areas that typically relate to the strategic aims and priorities of local authorities and other organisations concerned with providing social value – they are derived from the Bristol Accord (see below) and are:

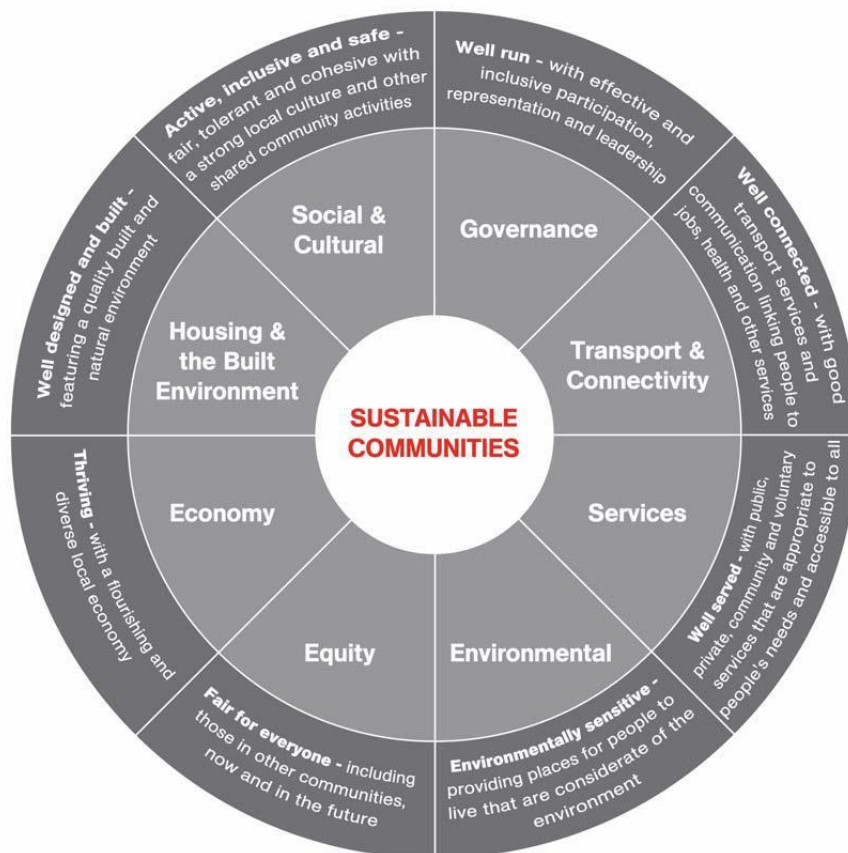
- Economy
- Equity
- Environmental
- Governance
- Housing and the built environment

- Services
- Social and cultural
- Transport and connectivity

There are six steps to the standard SROI process namely:

1. Establishing scope and identifying key stakeholders.
2. Mapping outcomes.
3. Evidencing outcomes and giving them a value.
4. Establishing impact.
5. Calculating the SROI
6. Reporting and using the findings.

In total, we have identified approaching 120 fully-researched proxies which can be used robustly to measure and evidence impact through this process. This is a major refinement; in many cases SROI impacts are based on weakly researched or abstract proxies, which can bring the process into disrepute. Our approach involves relating project impacts to improvements to the sustainability of settlements. We do this by grouping the proxies into the 8 domains within widely accepted Bristol Accord matrix (set out above), which represent an EU accepted approach to measuring the sustainability of settlements. A diagram of the Accord and its domains is set out below.



This approach enables us not just to offer a financial social return on investment, but to set out the contribution which has made to the relative sustainability of the area in which it has been delivered. The approach also supports the narrative element of SROI reporting which brings a spatial element to the SROI process and makes it more accessible by providing a local context to go alongside a monetary value.

No contract or programme is carried out in isolation and to provide a rounded overview of the impact of the ERVAS delivery against the contract we have also:

- Interviewed a number of key stakeholders with knowledge of the work of ERVAS in relation to this contract
- Undertaken an e-survey of approaching 100 beneficiaries which has enabled us to identify both individual experiences of the impact of contract delivery and identify the level to which the gross impacts of the contract delivery should be reduced to take account of:
 - Attribution – any impacts which might be claimed by other delivery bodies
 - Leakage – any impacts which have benefitted those outside of the area
 - Deadweight – any impacts which may have happened anyway without the contract
 - Drop Off – the level to which the beneficial impacts achieved will have reduced over time
- Run three focus groups (in Bridlington, Beverley and Goole) to triangulate our initial findings and assumptions with stakeholders and beneficiaries
- Considered a number of individual experiences of individuals supported in the context of the volunteering aspects of the contract
- Identified a number of wider case studies relating to particular aspect of the contract
- Identified the broader added value delivered through the contact to communities in East Riding

Our findings from each aspect of the assessment are set out in the next sections of the report below.

Social Return on Investment

Working with the Joint Chief Executive of ERVAS we identified the following output areas for the contract:

- Development of the local links networks
- Effectiveness of the ERVAS website
- Volunteering
- Support to organisations to manage/develop volunteering

- Impact of training delivered/facilitated
- Impact of self-help tools
- Impact of needs assessments
- Effective consultation and engagement with the sector
- Effectiveness of support to sector to help it seek funding
- Funding sourced by ERVAS
- Contribution to the delivery of E Riding VCS strategy
- Added Value - Looked After Children & National Citizen Service
- Added Value - Volunteer Project

We identified the following input – funding values for the contract:

- 2012/13 - £153,788.00 – year one of the contract was frontloaded for the development of the Local-Links Website.
- 2013/14 - £124,000.00
- 2014/15 - £124,000.00
- 2015/16 - £124,000.00

To give an idea of the scale of the contract in relation to the overall activities of ERVAS the annual turnover of the organisation for 2015/16 was £383,424.00.

The impact of each output has been considered over the year in which it was delivered.

The financial proxies attributed to each area

The sources for each proxy are set out at Appendix 1, the financial proxies attributed to each are as follows:

Output Description	Outcome	Financial Proxy	Unit	Number of units benefiting	Benefit per unit	Total benefit (Gross)
Development of the local links networks	5d. Improved access to regional, national and international networks	Cost of a networking/training event and one hour of time devoted to networking at the average hourly earnings rate	per person	581	£79.00	£45,899.00
Effectiveness of the website	8e. Improved access to local facilities for local residents	Savings from transacting services online rather than face to face, by telephone or by post. Calculation from the average number of transactions multiplies by the difference between the average cost of an offline transaction vs an online	Per transaction	52816	£52.00	£2,746,432.00
Volunteering	1d. Increased volunteering and potential for greater community participation and development	Value placed by a local authority on volunteering	per hour	5730	£11.00	£63,030.00
Support to organisations to manage/develop volunteering	8b. Greater sense of cohesion and cooperation across different sectors	Cost of time spent collaborating	Cost per organisation	122	£823.00	£100,406.00
Impact of training delivered/facilitated	2a. Improved capacity for local solutions to local problems	Average cost of trustee training	per person	484	£75.00	£36,300.00
Impact of self help tools	8e. Improved access to local facilities for local residents	Savings from transacting services online rather than face to face, by telephone or by post. Calculation from the	Per transaction	2379	£52.00	£123,708.00

		average number of transactions multiplies by the difference between the average cost of an offline transaction vs an online				
Impact of needs assessments	2d. Improved efficiency and dynamism of community and voluntary sector	Typical cost of quality assurance	per organisation	266	£1,400.00	£372,400.00
Effective consultation and engagement with the sector	8a. More substantive links between organisations and service providers	average costs per day of community outreach	per day per person	94	£52.80	£4,963.20
Effectiveness of support to sector to help it seek funding	7d. Development of innovation and value added	Innovation support (voucher scheme)	per business	557	£5,000.00	£2,785,000.00
Funding sourced by ERVAS	2a. Improved capacity for local solutions to local problems	Value per volunteer in UK	per volunteer	94	£1,666.00	£156,604.00
Contribution to the delivery of E Riding VCS strategy	6d. Improved ability to affect local change	Cost estimate for Local Authorities of implementing proposed duty to promote local democracy	Per District	1	£48,679.00	£48,679.00
Added Value - Looked After Children & National Citizen Service	2a. Improved capacity for local solutions to local problems	Value per volunteer in UK	per volunteer	59	£1,666.00	£98,294.00
Added Value - Volunteer Project	1d. Increased volunteering and potential for greater community participation and development		per hour	129777	£11.00	£1,427,547.00

Gross impact value

These outcomes can be shown to have created the gross impact value across the 8 domains of the Bristol Accord as follows:

1. Active, Inclusive and Safe	£	63,030
2. Well Run	£	2,091,145
3. Environment	£	-
4. Well Designed and Built	£	-
5. Well connected	£	45,899
6. Fair for Everyone	£	48,679
7. Thriving	£	2,785,000
8. Well Served	£	2,975,509

Leakage, attribution, deadweight and drop off (deflators)

Each output area has been adjusted to take account of leakage, attribution, deadweight and drop off, based on the survey of beneficiaries as follows:

Output Description	Leakage	Deadweight	Attribution	Drop Off	Net Value
Development of the local links networks	2%	38%	5%	11%	20,196
Effectiveness of the website	2%	38%	5%	11%	1,208,430
Volunteering	2%	37%	5%	14%	26,473
Support to organisations to manage/develop volunteering	2%	37%	5%	14%	42,171
Impact of training delivered/facilitated	2%	43%	5%	19%	11,253
Impact of self-help tools	2%	43%	5%	14%	44,535

Impact of needs assessments	2%	43%	5%	14%	134,064
Effective consultation and engagement with the sector	2%	43%	5%	18%	1,588
Effectiveness of support to sector to help it seek funding	2%	40%	5%	22%	863,350
Funding sourced by ERVAS	2%	40%	5%	22%	48,547
Contribution to the delivery of E Riding VCS strategy	2%	42%	5%	14%	18,011
Added Value - Looked After Children & National Citizen Service	2%	37%	5%	14%	41,283
Added Value - Volunteer Project	2%	37%	5%	14%	599,570

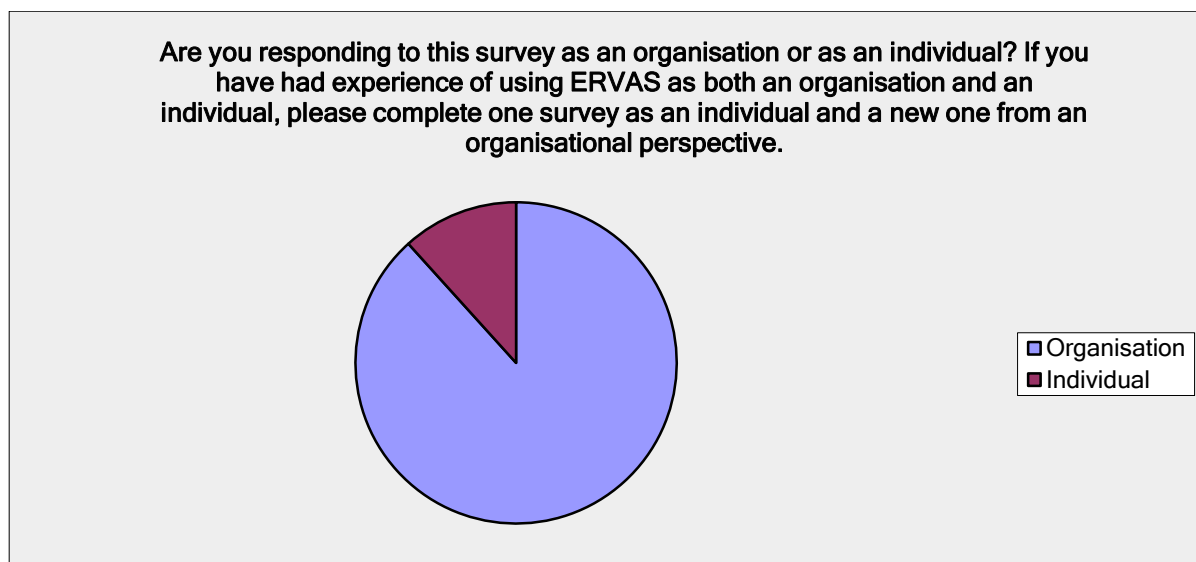
Dividing the net value of these returns by the input costs leads to the following result:

Total Social Return	£8,009,262
less	
Leakage	(£160,185)
Deadweight	(£3,114,275)
Attribution	(£400,463)
Drop-Off	(£1,274,869)
Total Return after leakage, deadweight, attribution and drop-off	£3,059,471
<i>Expenditure</i>	
	£525,788

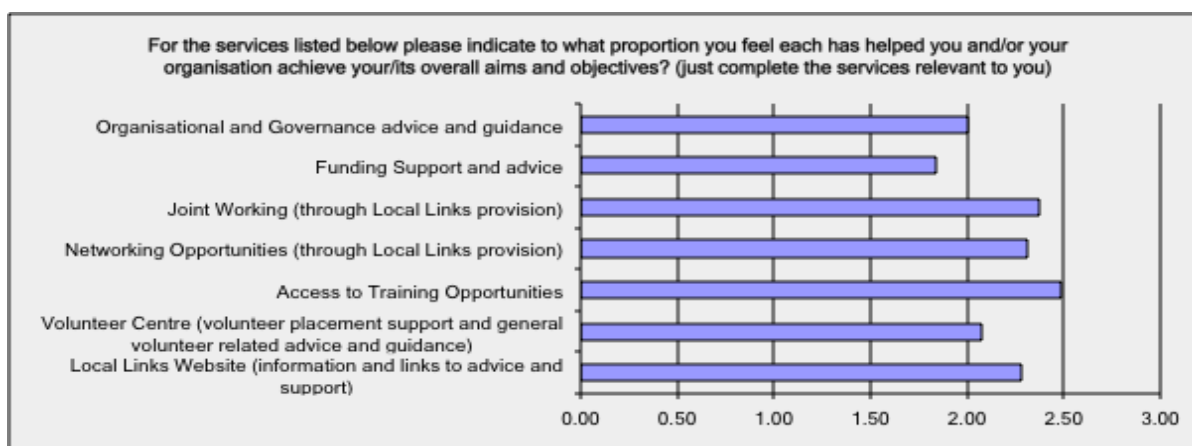
This leads to a net Social Return on Investment for the contract as a whole of: **£5.82/£1** invested through the contract.

Beneficiary Survey

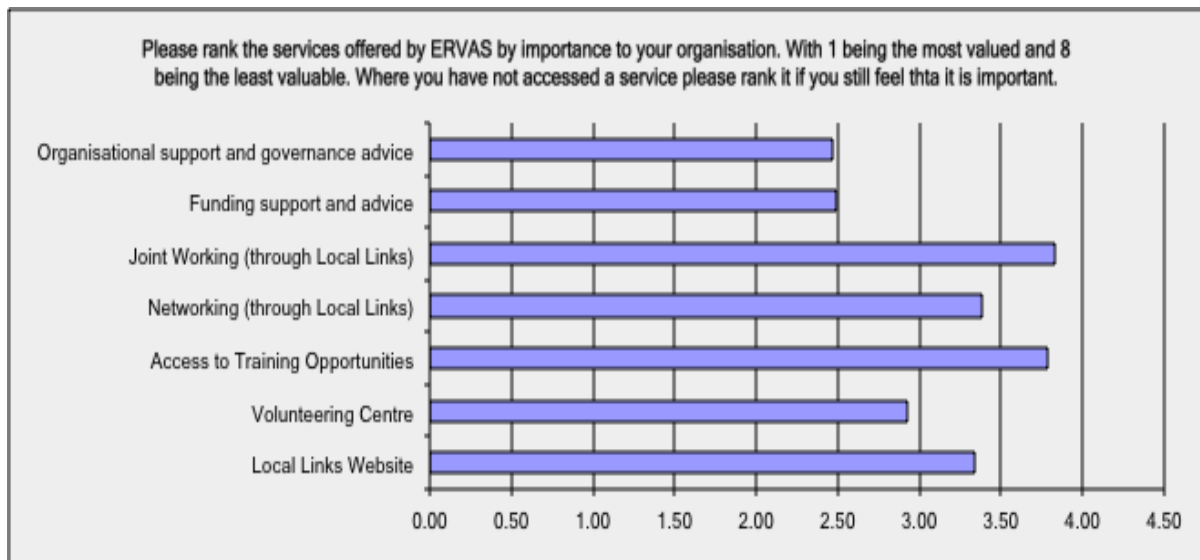
We ran a survey distributed by ERVAS to all the beneficiaries associated with their services. 94 responses were generated. The results which provide additional context in relation to the social return analysis are set out below:



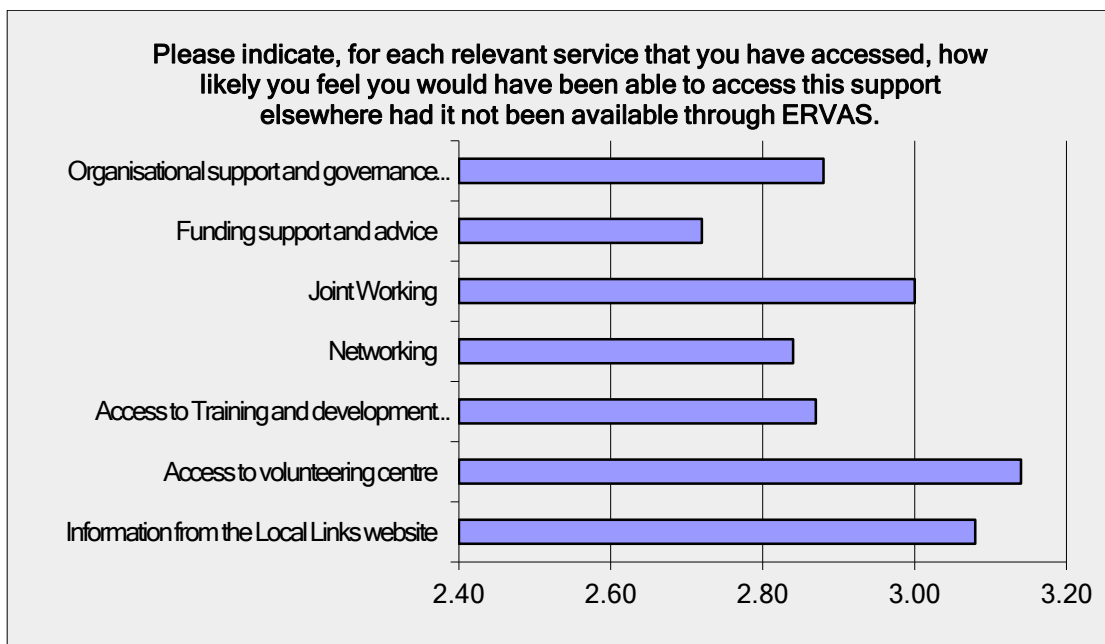
The majority of survey responses were from individuals representing organisation rather than responding as an individual.



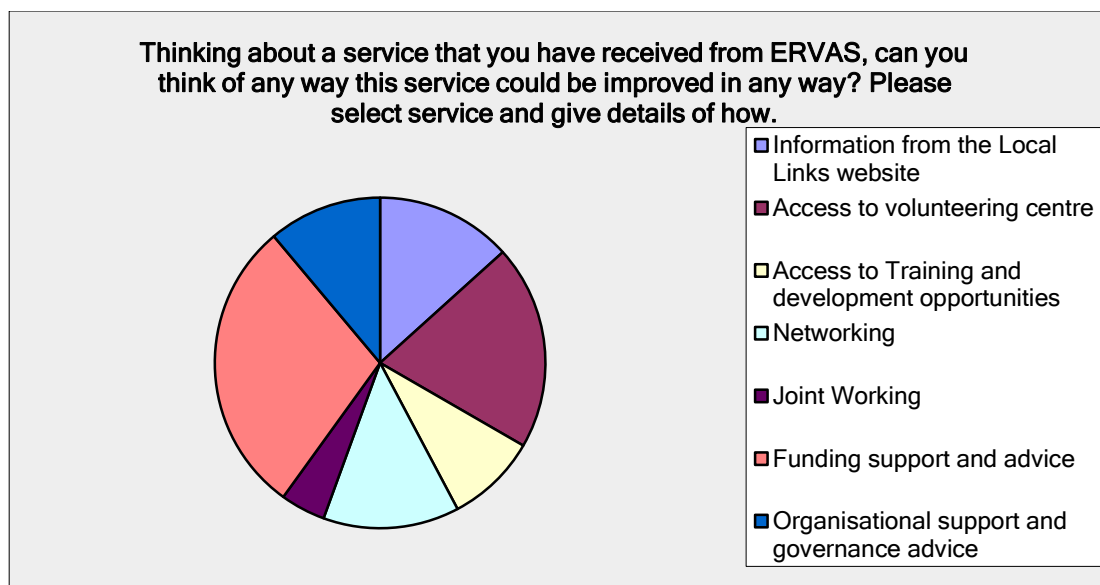
Respondents were asked on a scale of 1-6, where 1 was highest, what proportion of their aims and objectives in relation to a range of activities covered by the contract had been achieved through interaction with ERVAS. Funding Advice and interaction with the Volunteer Centre were identified as having the biggest impact by beneficiaries.



Participants were asked to indicate how important the services offered by ERVAS were to their organisation on a scale of 8, where 1 was highest. The most important services were: organisational support and governance, funding support and advice and access to the volunteer centre.



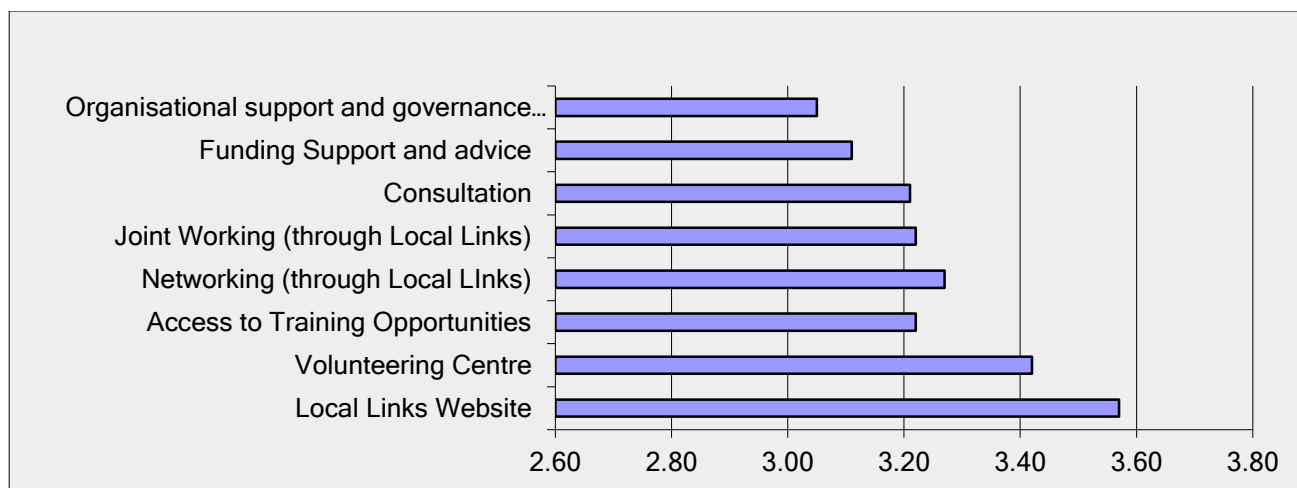
On a scale of 1-5 (for those who had accessed a given service), where 1 was most difficult to find elsewhere, respondents were asked to indicate how easy it would have been to access support elsewhere if ERVAS didn't provide it. Funding, networking and training were identified as the least easy to find elsewhere. We were able to use the responses to this question to help us make an informed series of assumptions for each service area about deadweight.



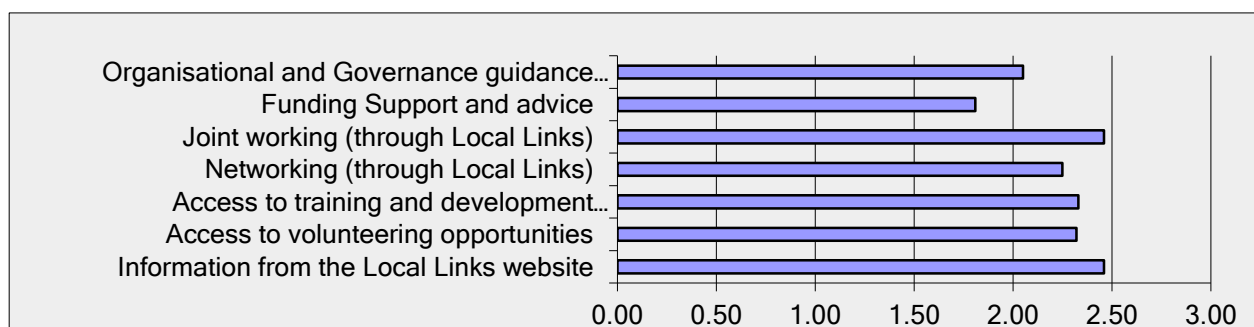
Respondents were asked to identify the scope to improve the services offered by ERVAS. The chart above illustrates the number of responses per service area. Anonymised samples of the written responses to this question are set out below:

- Like them the way they are
- Would like notifications when there has been a new policy development eg. safeguarding
- The volunteering centre could be more proactive/innovative in approach. Unfortunately the 'Do It' national website has not provided the ease of access/ face to face support that ERVAS has been able to do previously.
- Although this is a very responsive service I feel that the centre could be more proactive in raising local awareness of volunteering opportunities to the general public. A more visible "shop-window" presence would help, as would more awareness raising events.
- The website in its new form is very difficult to use - I can't find my volunteering opportunity that I placed with ERVAS. There seems to be no way to filter it from several thousand opportunities displayed.
- Easier remote (online) access to funding search / advice
- More frequent opportunities to meet - perhaps a regular network event on a specific date?
- Continue to assist with the training provided to local groups and if funding available provide further training
- We would welcome support to provide first aid training and manual handling training
- More support meetings
- The informal sessions where funding advice has been delivered to a group are very valuable. The information disseminated and the networking opportunities make such a difference to our work.
- Annual accessible events for all sectors to interact with.
- We often receive only an email address of applicants who have used the Do-it website and we need more information from the start. Many potential applicants do not reply to the email we send.

- Believe that more information should be requested from volunteers as used to be the case before the new Do-it system came into force as the information requested is very useful for the organisations the individuals are volunteering with. Now even such a basic question as whether you are a man or a woman is not being asked which can lead to confusion and unsuitability for some volunteer roles.
- Have nothing but praise for ERVAS. Knowledgeable and reliable staff.
- No improvement necessary. The person who helped us went above and beyond what was needed.
- We are fortunate that two of our volunteers have a professional background that supports the work we do and the policies and general way of operating etc are familiar. Having supported a local group without this background I know how they are unsure what to do and what is needed even given the same info as us so more hands on support which was given at the beginning but needs sustaining ie MORE PEOPLE!!!!
- Would be helpful if there were more outreach sessions to recruit volunteers.
- Actively chase groups, drive them forward to ensure projects are delivered in reasonable timescales. Come prepared to meetings with next steps and paperwork of templates, blank and template grant funding bids.
- The service I received was excellent - I think it would be good to have drop in sessions in different areas of East Yorkshire as it is such a big area
- An online training database that shows up-coming training (free or paid) that could be accessed via ERVAS
- This is already sufficient for our current needs
- More networking events and opportunities.
- More staff to enable attendance at strategic events.
- Help with form filling (NB: We have already contacted ERVAS about this and they have been extremely supportive).
- We are setting up an online system for booking school sites and the registration of clubs achieving accreditation is a factor that will need looking at so a joined up checking system with information regarding this may be helpful.
- Working in partnership for those in need so we can collaborate our resources.
- Brilliant service cannot speak too highly of the help we have had, our experience could not have been better.
- Online forums.
- More staff would be useful. One worker to cover the whole of the East Riding is difficult. But ERVAS cope well.
- Providing funding letter templates for different grant bodies.
- In my opinion ERVAS works fantastically.
- I enjoy the emailed information and find it easy to access and understand.
- Roadshows to attract rural volunteers.
- ERVAS do a great job and I can't say that by changing anything you could improve it.
- More targeted/appropriate. Linking organisations who can mutually benefit.
- Excellent service which continues.
- More information about volunteers. If possible a C.V. but at least a telephone number. Only email address given at present.



Respondents were asked to indicate over time how much they thought the impact of the support they had received from ERVAS would diminish, on a scale of 1 to 5 where 1 was very little and 5 was very significantly. Organisational support, funding support and access to training were seen to have the most enduring impact by beneficiaries. This question was used to inform the judgments we made in relation to drop off as part of the Social Return on Investment calculation for the contract.



We asked respondents - Where you have accessed one of the services below for a specific need, please tell us how important their help was in meeting that need. 1 was most important and 5 least important. The chart above demonstrates organisational and governance advice and funding support as the two most important areas of support.

Respondents were asked to identify any gaps in current support which ERVAS could fill. A limited number of responses were provided as follows:

- The link with the fire service made at the event was very useful we made an appointment for them to visit our group to talk to us about home safety.
- More training opportunities
- ERVAS could advocate more powerfully on behalf of the voluntary sector, giving community groups a stronger voice and influence (in addition to servicing and supporting the needs of emerging voluntary groups).
- Think that the current support is great - can't think of any other needed
- Real support to the voluntary/third sector

- Information sessions on various topics that concern voluntary/ charitable groups-update re: issues
- Yes, may need further advice re charity and governance
- I think that there is a huge gap in Community Development Support at the moment - this is due to funding constraints and not a criticism. The problem is that Community Development is not appreciated as a skilled profession and therefore people think it can be tagged onto other jobs. this is very short sighted and not in the best interest of the community
- Legal Services relating to H.R.
- Business Coaching and Organisational Development
- Legal advice
- Some I.T support?

Added Value

The VCS Support Contract has enabled ERVAS to maintain a strong core, which delivers what would be considered as the core delivery of a Council for Voluntary Service. These elements include; Funding Support, a Volunteer Brokerage Service, Community Development/Networks and ensure there is Strategic Representation for the VCS.

An additional benefit of having the core services in place has enabled ERVAS to draw down other funding, mainly grant funding to deliver the following projects; Volunteen, Looked After Children, Community Accountancy (self-sustaining), delivery of our East Riding Club Accreditation Scheme (ERCAS), National Citizens Service, Hull Safeguarding Project and additional strategic representation via our East Riding Council for Voluntary Youth Service (ERCVYS). In terms of added value as the ERCAS scheme is funded separately by East Riding of Yorkshire Council and the Community Accountancy project is self-funded we have identified them as added value but not developed direct proxies for them as they have other income streams and input costs. We have however identified proxies for the other areas of added value identified above.

A full description of all areas of added value is set out below:

Community Accountancy

Provides support to voluntary organisations, registered charities and social enterprises which covers financial, statutory and administrative compliance with current legislation and good practice. Services include:

Year-end accounts preparation

Independent Examination of accounts for groups with an income of less than £1m

Book-keeping and Payroll

Budget Preparation and Cash Flow

Management Accounts

Training/One-to-one support and advice

Good Practice Guides and Templates

Quickbooks Cloud Accounting software

Groups worked with over the last 4 years, 114 and 120 Direct Payment Clients; however these figures do not reflect that many clients have ongoing access to the service and are repeat beneficiaries as Accounts need preparing on an annual basis.

East Riding Council for Voluntary Youth Services (ERCVYS)

To help support local communities to provide activities and service for children, young people and families, as well as encourage all young people 11-25 to volunteer.

“Fit for Purpose Support” – via the ERYC Sports, Play and Arts team ERVAS receives a sum of money to provide a “Fit for Purpose Support”, groups can only access East Riding of Yorkshire facilities when they have this in place. It looks at governance, safeguarding, ensuring they are safe to operate and work with young people, policies, and procedures. This is for building capacity to enable them to operate etc. This scheme has been operating for the last 4 years, but only use the current numbers as many re-register every year, current numbers are:

ERMOS (Businesses delivering in schools) 70

ERCVYS 115

ERCAS 177

Looked After Children

This project has now finished and ran for 2 years, specifically looking and working with children and young people that are “looked after”, this is a particularly difficult group of young people to engage with.

Outcomes by Numbers (total for 2 years)

Activity	Number
Residential homes met with	4
Training/Programme/ organisations providers met with	1
Meetings and events attended	12
Number of individual consultations with young people	10
Number of young people engaged in volunteering	27
Number of hours recognised	1,570
Number of recognition certificates	55
Number of young people signposted to additional recognition schemes	8
Number of YP participating in the NCS summer 2015 4 week social action programme	7

Specific outcomes expected for the above

- Increased self-esteem
- Increased confidence
- Increased social skills
- Developing practical skills and knowledge
- Developing basic skills

Volunteen Project

The volunteen Project works aims to help young people aged 11-25 from East Yorkshire to increase their life skills by engaging them in enjoyable and helpful social action activities. Volunteen aims to reach many more young people, such as those in care or those with disabilities. This then helps us to provide one to one assistance for those who need additional support to volunteer.

Since April 2014 we have achieved:

122,977 volunteer hours completed for young people

1,000 Young people registered on Volunteen, 100 of those are under 16

National Citizen Service

Volunteen successfully delivered the National Citizen Service (NCS) 4 week programme in summer 2015 for 32 young people in East Riding. All the young people took part in a residential week at Haworth, where they participated in outdoor activities and team building exercises, a residential week at Cottingham, where they participated in personal and social development workshops as well as a TV media project. The young people also identified 3 social action projects at North Frodingham Village Hall, Roos Community Sports Pavilion and Priory View Day Centre in Bridlington, raising funds, sourcing equipment/resources and planning the 30 hour volunteering activity which they all completed in their last week. At least 15 of the young people are continuing in their volunteering with support from Volunteen.

Focus Groups

Focus groups were held in Beverley, Goole and Bridlington to triangulate the findings arising from the research. The focus groups had two elements: firstly a discussion in break-out groups about the emerging findings from the beneficiary survey and secondly, in the light of the experience of the participants and their views on the results of the survey their response to a number of simple statements about the nature and impact of ERVAS. Details of participants are attached at Appendix 2. The consolidated write up of the issues arising from all three focus groups is set out below:

General comments on the survey results

- We use ERVAS for funding advice and governance support
- The e-bulletin is tailored to our needs
- We have attended the funding workshops and met with funders which was really useful
- I have met with Judith to go through funding applications face to face
- We have used the volunteer centre to access volunteers for our organisation
- We have used the Do IT website to find volunteers and those volunteers have since gone on to employment or further volunteer opportunities
- We have had more success getting volunteers through our own advertisements and word of mouth
- The individual people in ERVAS are what draws some of us to them
- We can use external websites to access funding information but the information on them can be difficult to understand. Using ERVAS offers us tailored support for our needs and can be face to face which is really helpful
- A recent network meeting I attended at St Nicholas Hall was very well attended (30+) the meeting was very useful
- ERVAS currently chair the Voluntary Sector Steering Group (VSSG) which supports VCS organisations, carries out gap analysis, and offers a strategic view
- We have used ERVAS for; Setting up of groups (Governance) – we were given policy templates/constitution/procedures
- ERVAS have given us training information or guided us to other sources of training
- We would have struggled if ERVAS didn't exist
- We maybe would have accessed websites but we value face to face support
- Bulletins are very useful
- I use ERVAS online information more as this saves me time
- Our organisation has used ERVAS on a weekly basis in order for us to remedy specific issues we could not have done it without them.
- We have used ERVAS recently (within the last year) for funding advice/DBS checks & help writing a constitution.
- We send ERVAS information which they will then distribute for us.

- DBS checks are very reasonable through ERVAS
- We get consistent feedback from ERVAS
- We use the on line services ERVAS provides
- ERVAS makes our groups more successful
- We rely on ERVAS for keeping us up to date with governance changes
- ERVAS are our safety net
- ERVAS are always available
- If ERVAS did not exist it would cost more in the long run
- We would like to know what organisations are accessing ERVAS services
- Local Links are not well attended and attendance is mainly organisations based in Goole
- It is important to have local links meetings locally to access information and opportunities for networking
- The E-bulletin has an increasing focus on Hull
- We have been a member of ERVAS for over a year and have received very little information from them
- I have not received a survey from ERVAS before
- Goole is on the borders so we often get forgotten about, but ERVAS have worked with us
- If ERVAS did not exist we would go to East Riding of Yorkshire Council for help and support. ERYC can tell us what funding is available but we need ERVAS to support us with funding applications
- Organisational support is critical in order for organisations to run correctly
- I didn't know ERVAS offered governance support, now I know this I can direct organisations to them for support

Areas for Possible Improvement

- A lot of people do not know about the Do It Website, it needs to be publicised more
- It is a shame that more people do not attend the local links networks they should be publicised more
- We would like to be notified on new policies and when they need updating or signposted to where we can get them from
- A health check on our governance/paperwork would be really useful
- Local Links website is difficult to navigate
- The Volunteer Centre should have more of a physical presence through dedicated sessions with partners
- ERVAS needs to be more proactive
- ERVAS could support organisations to look at shared resources
- We would like notification that policies which affect our operation (collated on our behalf by ERVAS) have changed
- A local drop off point for paperwork to help us reduce postage costs
- The website is hard to navigate and has a lot of information

- A volunteer drop in would be useful
- ERVAS need to ensure they have the most up to date information for VCS groups
- The funding support is the most important element of their work
- It would be useful to know what organisations are registered with ERVAS

Comments on the emerging statements shared with participants

Role

ERVAS is a go to organisation in helping new and existing VCS groups across the East Riding to develop. It is a one stop shop in providing advice on governance and operating safely and effectively, fostering contacts, encouraging networking, and providing local groups with a voice, representing their interest to decision makers at local, regional and national levels

- ERVAS needs to promote their role and activity more
- The statement relies on organisations knowing what they need/want
- We are unsure if they represent VCS at National/regional/local level, we would need to see evidence of this
- We agree with the statement but finance/accounts needs adding
- ERVAS is all of what is included in the statement if we as an organisation approach ERVAS
- The generation of income for ERVAS is important, as a contract from ERYC will not fund ERVAS alone

Knowledge of the Voluntary Community Sector

ERVAS has an understanding of the VCS sector in the East riding and knows what the issues affecting local VCS groups are

- ERVAS know the geographic area of East Riding & the structures of organisations in the East Riding
- We are unsure if ERVAS look at the types of different organisations there are in the East Riding i.e. Social Enterprises/CIO/Charity. Could ERVAS provide a breakdown of this information on their website?
- We agree with the statement
- ERVAS are local themselves so we feel they have good knowledge of the VCS sector
- We are not sure what ERVAS know exactly about our organisations and groups, having a key worker allocated to individual groups might help with this
- It would be useful for ERVAS to feed us information that we might need, especially if they have knowledge across East Riding, regionally and nationally
- ERVAS is all of what is included in the statement if we as an organisation approach ERVAS
- The generation of income for ERVAS is important, as a contract from ERYC will not fund ERVAS alone

Financial/economic

Small and large VCS organisations are experiencing substantial financial pressures, yet demand for their services is growing. Like all organisations, ERVAS is adjusting to this

- Everyone is struggling to recruit volunteers
- Funding for the next contract may be different so thinking about what services ERVAS provides and what is needed is essential
- We have not experienced this support. I was unaware that ERVAS offered an accountancy service
- We agree with the statement as we have accessed support for finance and we could not have sorted out the problems we faced without them.
- If there was no contract or the contract was reduced it would be a huge loss, especially if the contract was awarded to a larger organisation. You would lose a lot of relationships that have been built up
- We agree with the statement

Demonstrating Impact

When you think of ERVAS doing a good job do you have specific facts & figures to hand or just a warm 'rosy glow' about them based on your personal experience or work of mouth

- We think it's more about the 'rosy glow'
- We are not aware of any facts and figures that ERVAS may have
- Sian is really helpful for financial information/support we rely on ERVAS for this service
- We value a personal experience
- We found out about ERVAS mainly through word of mouth
- Groups would not be as successful without ERVAS. We may exist but things would take a lot longer
- It's the 'warm rosy glow'
- We have used ERVAS and they met our needs so we would use them again
- We are unsure about facts & figures, we would be interested in seeing the figures they produce for ERYC

Services

Where can ERVAS better deliver value than commercial providers or local government in the delivery of public services?

- ERVAS have credibility
- ERVAS have built up trust
- ERVAS are an independent voice/support
- ERVAS have good local knowledge, they understand the geography and people of East Riding
- Local services are more effective
- We have trust & confidence in ERVAS
- Other organisations do not know local issues

- ERVAS is a brand
- Bridlington is often forgotten about
- ERVAS has geographic understanding
- We value a personal approach not a commercial approach
- ERVAS are independent and know the area
- They could tap into the corporate social responsibility that of businesses

Marketing & Promotion

VCS organisations need to be better at promoting their services knowing your unique selling point and properly articulating it

- ERVAS needs to be clear on what ERVAS provides and what their role is
- ERVAS could advertise their outputs more widely
- ERVAS are not as good at promoting themselves and they should promote themselves more
- ERVAS need to market themselves more
- It is nice to know that ERVAS are there if we need them

Outcomes

VCS groups accessing ERVAS support associate it with positive outcomes (e.g. a higher likelihood of success in making grant applications, recruiting and retaining volunteers)

- ERVAS outcomes are currently not evidence led but is more about the 'rosy glow'
- ERVAS need to be more reflective
- ERVAS needs to sell themselves better
- ERVAS needs to be clear on what they do
- ERVAS makes out groups more effective
- We feel we have more success when ERVAS have been involved
- We don't think as many activities/organisation or groups would exist if ERVAS was not there

End of session comments

- ERVAS could look at providing business advice for charities
- ERVAS could look at brokerage with local businesses (private & VCS Sector)
- ERVAS could be more of a platform to assist with strategic plans
- ERVAS needs to think more outside the box
- ERVAS could look at a subscription based service based on the size of the organisation
- I have learnt a lot today about what ERVAS do and it seems they are doing a huge amount and are doing well

Stakeholder Interviews

11 Stakeholders were interviewed as part of the research. Details are set out in Appendix 3. A key line of enquiry approach was followed with each stakeholder a synthesized narrative based on their comments is set out below.

Overall Impressions of ERVAS and its work:

ERVAS was cited as a useful conduit for the statutory sector to engage with the VCS sector. There was some confusion about the details of what its core contract was funded to cover and therefore some concerns about what it was straightforward to ask it to do in terms of the council and what might need to be paid for additionally.

Most commentators identified the key roles of the organisation as being about funding advice, dissemination of nationally derived information for the sector and volunteering.

There was some confusion about operational boundaries particularly in terms of the relationship in terms of delivery between ERVAS and the Hull based VCS agenda.

There was a view that ERVAS had a good mission and good intentions with good examples of delivery but somewhat limited operational capacity.

Many respondents thought positively about ERVAS in the context of specific staff they had direct contact with. In some senses they seemed to regard it more as a collection of individuals than a corporate entity.

Those stakeholders with a specific interest in the VCS agenda in detail identified that publicly funded infrastructure organisations are in a “difficult place” at the moment in terms of funding, with most funders keen to concentrate on direct delivery.

Contribution to Local Support Networks:

ERVAS was seen as central to this, with largely positive views about its role and contribution.

Support for Volunteering

This was seen to be something of a “signature” service of ERVAS. Some stakeholders commented on the challenges of sourcing volunteers more widely. There was a feeling that ERVAS could achieve more with additional resources. There was some demand for greater involvement on partner premises in providing links to volunteers and also some confusion about the relationship between ERVAS at the local level and the “Do It” national website for volunteers. Notwithstanding these issues the vast majority of stakeholders felt, particularly in relation to the level of resource it has that the organisation does a very good job in terms of volunteering.

Web and Online Data/Information

The overall view of ERVAS work in this context was broadly positive particularly in terms of the Local Links website. More generally there was a view that some aspects of the wider IT infrastructure at the national level which support aspects of the work of ERVAS in delivering the contract could have more effective functionality and a more local component. There was a view in some quarters that ERVAS could use its web presence to promote itself and its services more extensively.

Improving Access to Funding, Training and Meeting Facilities

The funding and training work of ERVAS was widely commended and valued by most stakeholders. There was more limited discussion about the role of the organisation in terms of meeting facilities. ERVAS's role in promoting training and development opportunities as well as delivering them directly was positively referenced by a number of VCS stakeholders during the discussion.

Identifying Key Issues Affecting VCS Organisations Including Any Gaps in Support

The work of ERVAS in terms of the Local Links network was seen as an important feed into this aspect of the delivery of the contract. Stakeholders were able to identify some examples of this happening. ERVAS operates on a number of levels, supporting and thinking through key issues for very small VCS organisations and working more as a peer organisation with some of the bigger players in the area such as the Courtyard in Goole and Shores in Withernsea.

Supporting the Growth of new VCS Organisations and Building the Resilience of Established Organisations

Several informants drew positive attention to their own experiences of working with ERVAS in this context. More widely there was a very positive appreciation of the distinctive and effective role the organisation plays in helping small charities to manage the governance queries and challenges they face.

Representing VCS Views at Local, Regional and National Levels

ERVAS were acknowledged as playing an important role in the context of the Voluntary Sector Steering Group in East Riding, which is Chaired by Judith Leech, Joint Chief Executive. Very few stakeholders referred to the wider regional and national aspects of ERVAS's role.

Key Challenges

The main challenges facing ERVAS were identified as:

- Changing policy perspectives amongst some public funders who are increasingly reluctant to fund infrastructure organisations
- Reduced funding across the piece for the support of the VCS sector

- A very large geography with key challenges to address in terms of visibility and accessibility
- Limited overall current capacity to seize new opportunities as they arise

Key Opportunities

The main opportunities identified for ERVAS were as follows:

- Extension of fee earning work in the context of initiatives such as the community accountancy service
- More delivery around the health agenda
- Innovation in community delivery around some current agenda items such as Social Investment Bonds, Social Enterprise Development and accessing community benefit (wind farm) funds.

Communication of ERVAS Strategic Mission

There was a strong overall sense that ERVAS could improve its public profile and develop more effective recognition for the good things it achieves. More generally there was a view that if this was done more extensively people would have a clearer view about not only what it delivers, but how it is funded and governed. This was seen as important both from the point of view of East Riding of Yorkshire Council but also in terms of some confusion amongst other stakeholders of the very specific focus and role of the organisation.

Case Studies

Case Study 1

R-evolution is a new charity working to provide offenders, ex-offenders and their families with skills, employment and resettlement support in an effort to reduce re-offending and increase community participation. R-evolution is based at HMP Humber and adds value to the work of the prison through a number of interventions. Through this work R-evolution also offers affordable cycles and provides other services to the general community, particularly in deprived areas like Goole



Why we contacted ERVAS

I had never set up a charity before and I needed help to guide me through the process. I needed help with finding available grants and the organisation required help to prepare our yearly accounts and payroll.

The response from ERVAS

ERVAS advised me on the process of setting up a charity, advised me on the most appropriate charitable status that our organisation should be set up as, they provided me with template constitutions and helped us to write our Charity Commission Objects. We met with ERVAS 2/3 times and had numerous emails and telephone conversations with them. I found ERVAS to be very helpful and supportive.

ERVAS also provided us with a list of grants that were available and we were eligible to apply for. I was not able to attend the ERVAS funding workshops but would in the future. ERVAS also gave advice and support to an Award for All application we submitted.

ERVAS also helped us promote our volunteering opportunities on The Do It website and we have been able to recruit 3 volunteers from ERVAS.

ERVAS have helped us put in place the correct procedures for recruiting and employing volunteers.

We were also invited along with other organisations to be a partner in a funding bid that ERVAS were working on as a consortium.

ERVAS provided us with all the information about their Accountancy Service they provide to community organisations.

Impact/outcome of our contact with ERVAS

ERVAS provided us with all the information we required to become a registered Charity. ERVAS helped us to look at becoming a CIO registered organisation; I would not have done this without ERVAS.

We recruited 3 volunteers through ERVAS Do It website. Two out of the six original volunteers came from ERVAS and a number of volunteers came via word of mouth from our original volunteers. ERVAS were brilliant and I would use this service again.

We have been awarded £90,000 in funding from 15 grant applications including an Award for All application. These applications were made as a result of the list of grants that ERVAS supplied and the support given particularly in the Awards for All bid.

Without ERVAS it would have taken us twice as long to set up as a charity and the Charity Commission could have refused our application. I could have looked up funding information on the internet but it would have taken me longer to get the same information. I have used the East Riding 4 Community website to access funding information.

ERVAS gave us confidence that we were making the right choices.

ERVAS have helped us prepare our accounts which have cost us far less than another accountant would have charged us. We could have gone somewhere else but it would have cost more and they may not have understood our organisation or the voluntary/community sector.

The Accountancy Service was excellent and made things easier for me and I know that ERVAS know their stuff. We are also using the payroll service which saves us a lot of time since we didn't have this expertise within our organisation.

I know I can pick up the phone anytime to ring ERVAS and they are happy to help me.

Case Study 2

Young People Count was developed after the Youth Centre in Pocklington closed and local residents got together to establish a new youth centre for young people in Pocklington. We support young people aged 11 To 18 living in Pocklington by providing advice and assistance and organising programmes of activities.

Why we contacted ERVAS

We needed help with setting up as a Charity, we needed advice on funding and we were looking for somewhere that would help us carry out DBS checks on staff members.

The response from ERVAS

We received good information from ERVAS about setting up a charity and although I had done this in the past I had never set up as a CIO before.

ERVAS helped us with our DBS checks on staff and although normally staff had to travel to Beverley to have their paperwork checked ERVAS actually travelled to us to carry out the task which made it so much easier for our staff members who were struggling to get to Beverley.

ERVAS bent over backwards to help us, but recently I have found another route to do our DBS checks.

The funding advice we received from ERVAS was very good and as I have a lot of experience with applying for funding I was able to bounce off ideas and information with ERVAS regarding our funding strategy. ERVAS signposted us to the funder finder database and also suggested some specific funds that we could apply for.

ERVAS signposted us to some online child protection training that our staff then carried out

More recently we have been signposted to some basic youth work training that some of our staff intend on attending

ERVAS carry out a fit for purpose check on our organisation every year and we find that this helps us with our funding applications as it shows we have everything in place.

ERVAS have also advised us on some specific insurance companies that specialise in Youth organisations

Impact/outcome of our contact with ERVAS

We are now successfully set up as a CIO Charity

We have saved money by utilising the insurance companies that ERVAS identified for us

We have accessed grants of up to £20,000 but it is difficult to know if we would have got this funding without ERVAS.

We have lined up some more funds for future developments and will access these once we are at a stage when we are ready.

The voluntary/community sector is becoming more relied upon and if we are needed then we require help from organisations like ERVAS otherwise we become really vulnerable.

Lessons learnt/good practice

We have learnt to be up to date with legislation

We have learnt to utilise opportunities and information like the ERVAS e-bulletin

ERVAS have become a point of contact to source information and they are very much needed

Volunteer Centre – ERVAS's approach – British Red Cross

Diane Dunhill and Jill Wood from East Riding Support at Home Service (British Red Cross) contacted me because they were very short of active volunteers for their 'Support at Home Service'.

The Support at Home Service uses volunteers to support people when they come home from hospital and to give them practical and emotional support for a few days or more, depending on the person's needs.

They were currently having real difficulties finding volunteers, which were available and suitable for their needs and wanted to look at ways in which we might be able to get them some more volunteers who would be suitable for them.

Historically, we had recruited volunteers for the service and in the 2 year period of 2013 & 2014 we had sent them 209 volunteers (recorded on the VBase system). This recording finished at the beginning of 2015 when we switched to the new Do-it system. We recruited in the 5 different towns of the East Riding, where they were looking for volunteers. They were invited to join us on each Volunteering and Community Roadshow, but hadn't come along. Earlier in the year we were asked by the national body to take all opportunities off Do-it, as they wanted to recruit themselves.

Diane and Jill visited our office in Beverley on 6th August 2015 and we looked at their current recruitment process. When we talked about where they now recruited their volunteers from, it became obvious that they had limited their options. As well as recruiting on Do-it they had always carried out their own recruitment, but were looking in the same way in the same places and this was resulting in them now recruiting mainly retired people, which was good but they wanted to have volunteers from all walks of life. I pointed out that if we want a diverse group of volunteers, we need to be looking in all sorts of different places and advertising through different forms of media.

I talked to them about the advantages of working with a diverse group of volunteers. We talked about what different groups of the community could add to their project and also looked at ways to minimise any challenges that they might come across (e.g. the advantages of working with young people are that they have energy, enthusiasm and want to gain experience to help them move on in life, but at the same time may need time off for exams). They thought that young people might enhance their volunteer base and wanted to actively recruit for them as well as all possible volunteers.

I suggested that they advertise in as many places as possible. I suggested advertising in our eBulletin (going out to 1400 email addresses of organisations and private email addresses) and sent them a previous bulletin (1) so that they could see the sort of format etc. (*The emails and actions are documented in the next attachment and I've numbered them here for ease of finding*). I also suggested advertising in Hull CVS's bulletin and sent them a copy of this (2) so that they could get contact details etc.

I suggested attending the East Riding College Freshers' Open Day events in Beverley and Bridlington and sent them the details about the events and who to contact (3), also the Bishop Burton College 'What Else' event in September (4) and the Bishop Burton College Health and Respect Week in November (5), I told them about the Goole College Open Day in September, but I knew of this through a phone call so told them who to contact at Goole

College. They were keen to be involved in the events, but didn't know at that point which they could attend, so I offered to carry their material and to promote their opportunities for them.

I said I could advertise through our Facebook page and asked them to send me the details for this. They sent the details through (6) and the Facebook entry can be seen on our Facebook page (7). They advertised through our eBulletin (8 – link) and (9 – article).

I didn't have statistics on how many people were now going through Do-it to their organisation as we were bypassed, but it seemed that the new system had dried up and they weren't getting people applying (hence coming to us, as we had kept them with a buoyant supply of volunteers in the past).

I looked on Do-it at their current entries and they were there under two different adverts, one including the areas of: South Holderness, Haltemprice and Beverley and the other being for: West Wolds, Goole, Howden, Driffield, North Holderness and Bridlington. This is a massive area. Head Office had chosen a 'regional' setting, which meant that the postcode search, which people use to find opportunities, had been set and the area it was finding was in a field near a small town called Market Weighton. It wasn't surprising that nobody was finding any of the opportunities. I explained the system to Diane and Jill and asked them to contact their head office and ask them to separate the towns, so that people would see the adverts. We continue to promote their opportunities to people who we meet face to face.

Lastly I suggested that they come and join us on our Volunteering and Community Roadshow on board the Public Health Vehicle, which we organise every year, usually in June for Volunteers' Week, so that they can visit the towns they need volunteers in and enthuse people to come and volunteer for them. The Roadshow always attracts a diverse audience as it carries some East Riding of Yorkshire Council Services as well. They said they would be interested in joining us the following year.

Both Diane and Jill were really happy with the meeting and went off enthused and with some tools to help them recruit a more diverse volunteer base.

ERVAS beneficiary quotes

"Founded and inspired in 2008 by Jill Cole, Pretty Up Eastrington (PUE) began as a small group of local enthusiasts in the local pub, who had lots of ideas and examples of good practice from other communities. With help and advice from East Riding Voluntary Action Services (ERVAS) the group was able to formalise its structure with a constitution in order to manage fund raising properly". Quote from Paul Robinson's blog - <http://paul-robinson-howdenshire.blogspot.co.uk/2012/03/big-society-alive-and-kicking-in.html?spref=fb>

"We have been successful in our application for funding for a feasibility study for a community energy project for Eastrington, and WRAP have recommended our proposal for a funding award.

An official press release will be in the pipeline shortly, but Carol and I would just like to thank you ahead of this for the help and advice you gave us in setting up Eastrington Energy in the first place. We have managed the first hurdle and are now on our way." Eastrington Energy CIC

Letter of support

"Last time we met we were discussing our current funding crisis and you also mentioned that funding for infrastructure work is changing. I'm sorry that I didn't have time to ask you more about this. I hope that your service will not be affected. We use your service year round and I hope that you can continue to secure funding.

I wondered if it might be helpful for you to receive a narrative from us to help future funders (or any interested parties) understand how much your service is appreciated and very much needed by Home-Start Goole & District.

Regarding your role as an Independent Examiner, we have always been very satisfied with the service that you offer examining our accounts on an annual basis. It is so helpful that we are able to rely on you each year; I know exactly what you require from us and you are always available to answer enquiries throughout the year. You have spent time with us over the years and you fully understand the service we offer and the difficulties faced by local charities. You also set up and trained our staff with a new software package during the last year.

ERVAS has helped us source funding in the past; your staff regularly update lists of potential funders which saves us time and money. ERVAS staff will chat with us about funding streams and can often tell us straightaway whether we are likely to meet the required criteria. It's good to know that you will also get in touch if suitable new funding becomes available.

We are awaiting the outcome of a Big Lottery funding application at the moment. ERVAS has been involved with confirming our understanding of what is required for specific sections within the application. You have gained experience by supporting other charities with funding bids and you have shared your learning with us, providing hints and tips about the application process.

If funding is granted we will most certainly need to engage with your services to ensure that we are sustainable in future years.

The ERVAS weekly bulletins are very useful; staff, volunteers and trustees have attended training courses that you have circulated (that we would not have known about otherwise).

We also circulate suitable job vacancies that you have posted on your bulletin; I know volunteers and friends who have secured employment from these circulations. You also share details about other groups and services in the locality and this information has enabled positive networking.

Our trustees were very pleased that you were able to meet with them at short notice earlier this month. You gave them detailed information about redundancy including a best practice guide. You also provided a cash flow forecast; our treasurer has been unwell recently and your professional support has been vital at this very critical time for us. This sort of ad hoc service throughout the year is extremely important to us. Your knowledge of our charity and our service means that you can provide suitable support/guidance when we need assistance with topics including human resources, pensions, funding, finances etc. I'm not sure where else we could seek this specialist support; we have not had available funds which could be committed to a monthly contract or to pay for one-off fees with local 'high street' consultants. It is important that you remain established as a 'hub' for local voluntary services; I feel confident that other local organisations will agree that ERVAS is a very professional and much needed resource.

I know that we will be chatting in the very near future. I hope that this letter may be useful, even if only to say a big thank you to the whole team at ERVAS for everything you do to help us." Home-Start Goole & District.

Summary

This report represents an independent assessment of the impact of ERVAS in the context of its principal contract from East Riding of Yorkshire Council. At the heart of this assessment is an examination of the social return on investment delivered by the organisation in respect of the contract. Our extensive and detailed analysis has identified a creditable and effective return of **£5.82** for each £1 invested through the contract.

The SROI analysis identifies that the biggest contributions to the area in respect of the contract are in relation to: the effectiveness of service delivery and the resilience of the local economy. These are both very important aspects of the sustainability of East Riding, particularly in a post-recession environment, with fewer public resources and a patchy picture of economic recovery outside of the major cities and the south east of England since 2008.

Whilst SROI as a methodology does not identify cashable savings it does point significantly to an increase in the capacity of community and voluntary organisations through the work of ERVAS in the context of this contract, with particularly significant achievements in terms of increases in volunteering. There is now a considerable body of international evidence, which identifies a clear relationship between increased volunteering and preventive outcomes, which reduce the burden on statutory public services. The achievement of a

return of almost £6 of social value for each £1 of public investment can, we believe, stand as a proxy pointing to the likelihood of reduced costs to all those statutory bodies in themes where ERVAS delivers services across the East Riding.

We have robustly tested our finding through a series of activities including a comprehensive beneficiary survey of approaching 100 respondents. This has helped us to contextualize the SROI outcomes, reducing the gross impacts to take account of: deadweight, leakage, drop off and attribution. Our more detailed interviews with stakeholders and three focus groups have provided more context and useful challenge to help us hone our findings.

Taken in the round our research has identified some useful key points to take into account for the future. These are as follows:

- The work of the organisation around funding, volunteering and advice in relation to governance are the most valued and significant aspect of its “offer”.
- There is a stronger appetite for locally orientated and relevant support than the provision of an interface to national sources of help – the comment of a number of players about the weaknesses in the generic nature of the “Do It” website are the strongest example of this.
- There is a distinctive and comprehensive feeling that the organisation could do more to promote its work and achievements.
- There is a clear split in the nature of the client group supported by ERVAS between a small number of larger organisations such as Shores, CAB, the Courtyard and a far higher number of smaller organisations operating almost at the micro level – further consideration of the segmenting and customizing of the offer to take account of this would be helpful with the larger organisations potentially acting as a peer network. Some of this activity already exists in the context of the Voluntary Sector Steering Group but might be further built upon.
- ERVAS delivers considerable added value through the capacity the core contract provides to it, which helps it deliver other non-funded services to the VCS community. With further investment it could do more.
- There is a wide respect in the sector for a locally owned and locally focused organisation. This enables ERVAS to act as a trusted intermediary, which is respected because it is seen as being about more than simply a “money” focused organisation.
- Notwithstanding this the organisation has delivered some effective paid for services and there is scope for it to widen its range of activities in this context with careful planning.

Appendix 1 - SROI Proxies

Cost of a networking/training event and one hour of time devoted to networking at the average hourly earnings rate	Global Value Exchange, Whitebarn Consulting http://gve.withanedge.co.uk/valuations/cost-of-a-quarterly-networkingtraining-event-and-cost-of-time-spent-networking/
Savings from transacting services online rather than face to face, by telephone or by post. Calculation from the average number of transactions multiplied by the difference between the average cost of an offline transaction vs an online transaction	PriceWaterhouse Coopers (2009) https://www.gov.uk/government/publications/digital-efficiency-report/digital-efficiency-report
Value placed by a local authority on volunteering	http://www.valeofglamorgan.gov.uk/en/our_council/council/minutes,_agenda_and_reports/reports/voluntary_sector_joint_liaison/2014/14-07-09/Economic-Value-of-Volunteering.aspx
Cost of time spent collaborating	Global Value Exchange, Whitebarn Consulting http://gve.withanedge.co.uk/valuations/cost-of-time-spent-collaborating/
Average cost of trustee training	http://www.ccla.co.uk/home/Training%20courses%20for%20charity%20trustees%20programme.pdf
Typical cost of quality assurance	http://www.world-cert.co.uk/wp-content/uploads/Typical-Costs.pdf
Average costs per day of community outreach	http://www.merton.gov.uk/health-social-care/adult-social-care/disabled/communityoutreach.htm
Innovation support (voucher scheme)	https://www.gov.uk/innovation-get-details-about-innovate-uk-funding-competitions
Value per volunteer in UK	http://www.ivr.org.uk/ivr-volunteering-stats/176-how-many-people-regularly-volunteer-in-the-uk
Cost estimate for Local Authorities of implementing proposed duty to promote local democracy	Global Value Exchange, SROI Network, http://gve.withanedge.co.uk/valuations/cost-estimate-for-local-authorities-(one-district-(lincoln)-and-four-upper-tierunitary-(including-lincolnshire)-of-implementing-the-proposed-duty-to-promote-democracy/

Appendix 2 - Focus Group Participants

Beverley Cherry Tree Community Centre
Beverley Community Lift
Disability Development Football Officer
Grovehill Area Action Group (Beverley)
ERYC Performance Team
ERYC Bridlington Renaissance Team
Workers Educational Association (WEA)
Tuesday Lunch & Social Club (Bridlington)
Tuesday Lunch & Social Club (Bridlington)
Burton Agnes Sports Club & Bridlington U3A
Bridlington Central Action Group
Carnaby Parish Council
The Hang Out (Bridlington)
Mencap
Bridlington Community Cop Shop
Job Centre
Bubwith Community Youth Club
ERYC External Funding Team
ERYC Youth & Family Support Service
ERYC Renaissance Team (Goole)
Newport Parish Council
Newport Youth Worker

Appendix 3 - Stakeholder Interview Participants

1. External Funding and Policy Manager – ERYC
2. Portfolio Holder Community and Partnerships – ERYC
3. Beverley Community Lift
4. Shores Withernsea
5. R-evolution
6. Hull and E Riding CAB
7. Senior Policy Officer – ERYC
8. Partnerships and Participation Strategic Lead – ERYC
9. Policy and Partnerships Manager - ERYC
10. Humber and Wolds Rural Community Council
11. East Riding Adult Safeguarding Board
12. Chair of ERVAS