

Fisheries Community Animateur

Social Return on Investment Analysis



Introduction

The Cornwall FLAG programme has delivered a Social Return on Investment of £5.45 for each £1 of direct project funding. The appointment of an Animateur has made a positive and distinctive contribution to the achievement of this social return.

This Social Return on Investment analysis was commissioned by Cornwall Rural Community Council (CRCC) to demonstrate the broader outcomes, benefits and achievements of the Fisheries Animateur. The role of the Animateur has been to work with coastal communities across Cornwall and the Isles of Scilly to bring about, develop and secure funding for projects that met the aims of the Fisheries Local Action Group (FLAG) Strategy.

About Fishing and the FLAG

Although the number of people directly employed in fishing in Cornwall is around 1,000; the history and geography of Cornwall means that one in three of the inhabitants of the County are touched in some way by the industry. They live amongst fishermen, they find employment from processing and tourism activities upstream from the industry, and they inhabit a peninsula landscape and coastal environment which supports fishing. The geographical distribution of the sector, with almost every cove and coastal settlement having fishermen associated with it, and the wide variety of the sector, both in terms of the nature of fishing activities and the types of fish they catch, make it a very important aspect of the economic life

Although the sector has a limited number of employees, when considered in relation to other sectors in Cornwall (i.e. the number of individuals employed within the sector), the Cornish fishing industry is the largest in respect of employees and the most varied in terms of its catch. In 2011 £1.13

million was secured to help sustain the local fishing industry and fishing communities in Cornwall & Isles of Scilly. The funding was made available from the European Fisheries Fund (EFF) and DEFRA through the Marine Management Organisation (MMO). The funding has been overseen by the 'Cornwall and the Isles of Scilly FLAG', a Fisheries Local Action Group extending along the entire Cornish and Isles of Scilly coast, plus approximately 1 mile inland. This area covers 3,563Km² and includes some 532,300 people.

Between September 2012 and June 2014 the objective of the Cornwall and Isles of Scilly FLAG has been to "to maximise the economic opportunities and benefits open to Cornish fishing communities in a sustainable and cooperative environment, which builds the capacity of those who live and work in them, interacting directly with 500 individuals and creating and safeguarding 250 fishing jobs".

The Strategy produced by the FLAG to secure the funding covers seven principle themes:

1. Developing sustainable supply chains and market development
2. Providing infrastructure and communal facilities for fishing communities and cooperatives
3. Capacity building, cooperative development and networking
4. Training, retention and recruitment including diversification
5. Coastal communities, tourism and economic development
6. Advocacy and engagement for fishermen
7. Regional sustainable management engagement



Social Return on Investment

What is Social Return on Investment?

SROI is a means of measuring the outcomes achieved by a project. Measuring the cost of an activity and measuring the outputs of a project (for example, the number of jobs created) is relatively straightforward. But giving a value to the benefits which a project provides (for example, increasing the entrepreneurial activity in an area) is more difficult. SROI does this.

SROI produces a description of how a project creates value and a ratio that states how much social value (in £/€) is created for every £1/€ of investment.

The use of this technique is important for Fisheries Community Animator. It helps us communicate the wider value to society of each project that the Animator has supported.

How do you measure Social Returns?

The traditional process of social return on investment involves 6 stages:

1. Identifying the social returns delivered by the project and the geographical area they cover.
2. Working with people who have been involved to make sure the assumptions which have been made are agreed by everyone.
3. Evidencing the outcomes and giving them a value.
4. Taking account of things which might affect the intensity of the project outcomes – asking for example which of the project outcomes would have happened anyway?
5. Calculating the Social Return on Investment through dividing the value given to the outcomes by the cost of delivering them.
6. Reporting the findings.

The Further Development of Social

Returns – the Bristol Accord

The approach set out above has been developed further to give a wider context for the outcomes of a project. This development uses the eight indicators of a sustainable community produced by the UK Government in 2003/04 and is known as The Bristol Accord (see diagram below).



Social Return on Investment

This enables outcomes to be grouped in a way, which helps with comparison on more than simply monetary terms. It provides a framework for the development of an overall judgement of the contribution the programme has made to the sustainability of its area of operation. A suite of monetised proxies has been developed by report authors Rose Regeneration, in partnership with Professor Paul Courtney of the University of Gloucestershire, which enables a value to be ascribed to each outcome identified through this process. The full list of these outcome proxies is set out at Appendix 1 on the next page.



Working with the FLAG Animateur Chris Ranford, we have reviewed the key outputs delivered by the programme and using the SROI methodology identified above established the following impact map, providing a value for the outcomes arising from them. It shows a Net Social Return on Investment of £5.45 for each £1 of project funding deployed (both FLAG and project applicant resources). Details of the social returns achieved against each of the 8 domains in the Bristol Accord is set out on the left of the diagram below – each specific outcome within that domain, its description, the volume of activity and its value is shown on the right of the diagram and the overall gross and net social return is set out in the middle of the diagram. Our analysis shows that the key areas of impact have been around: active inclusive and safe communities, the environment, well designed and built facilities, delivering a fairer deal for everyone, supporting a thriving economy and delivering a well-served community.



Social Rate of Investment Calculation									
Returns									
1. Active, Inclusive and Safe	£	18,620,200						1a. Improved well-being through development of cultural, recreational and sports facilities	772 individuals receiving personal support/coaching
2. Well Run	£	-						1b. Improved social capital, community ties and strengthened civic engagement through greater use of	104 households using community space and facilities.
3. Environment	£	226,350						1c. Improved social inclusion and access to community resources	113 individuals feeling like they belong in their communities.
4. Well Designed and Built	£	11,370,800						1d. Increased volunteering and potential for greater community participation and development	66 individuals volunteering and participating in their community.
5. Well connected	£	-						3d. Increased aesthetics and cultural value of physical environment	25 households with better access to recreation and culture.
6. Fair for Everyone	£	1,693,800						4a. Improved protection, management and conservation of historic resources	23,000 households with better access to conserved historic resources.
7. Thriving	£	11,224,900						4d. Reduction in crime and the perception of crime	280 individuals protected from crime.
8. Well Served	£	7,337,922						6a. Increased living conditions and welfare for local citizens	530 people valuing their local area more.
Total Return	£	51,854,212						6c. Increased empathy and understanding	60 individuals supported in equality/disability understanding.
Less:								7a. Increase in the creation of new micro-enterprises	5 units of small business additional turnover.
Leaseage		(£2,354,711)						7e. Skills development and improvement for residents and workers (including migrant workers)	170 individuals moving towards secure employment.
Deadweight		(£12,643,883)						8a. More substantive links between organisations and service providers	630 organisations that are more effective via more substantive links.
Attribution		(£13,219,981)						8e. Improved access to public, private and consumer services for local residents	2000 households with improved access to local services.
Drop-Out		(£2,383,381)							
Total Return after leaseage, deadweight, attribution and drop-off	£	18,632,224							
Net Return inc Net Pres Value		£13,793,769							
Expenditure									
Direct Costs	£	2,897,300							
Other: Equipment	£	-							
Other: Advice	£	-							
Other: Borrowing	£	-							
Other: Expertise	£	-							
Other: Mentoring	£	-							
	£	2,897,300							

The Contribution of the Fisheries Community

Animateur to the SROI

Our research has identified that the development of these outcomes has been significantly enhanced by the appointment and activities of a specific Community Animateur role. From September 2012 to June 2014 the Animateur has worked with 146 communities/groups/individuals to bring about, develop and secure funding for projects that meet the aims of the FLAG Strategy.

The key tasks of the Animateur included:

- Working with the coastal communities of Cornwall to identify and develop projects which meet community need.
- Supporting the FLAG by directly assisting in the development of a range of projects.
- To report to the FLAG at timely intervals the progress of projects and advise on any additional support projects require.

- To contribute to FLAG strategy development where required.
- To provide clear feedback and/or signposting for projects not eligible for FLAG funding.
- To assist projects to a stage where they are able to access funding.
- To help project applications complete FLAG Expressions of Interest forms, Application forms and write business plans.
- To promote the FLAG and stimulate activity within coastal communities of Cornwall.

To give a detailed sense of the particular contribution the Animateur has made to the delivery of the outcomes for each of the 8 domains underpinning the sustainability of fisheries communities in Cornwall we have developed the table below.

Bristol Accord Sustainability Indicator	Contribution of the Animateur to Individual Project	Contribution of Animateur to FLAG Programme
Active, Inclusive and Safe	<ul style="list-style-type: none"> • Championed projects where fishing is seen as being an emblem of and contributing to the distinctiveness of local communities. • Sought to encourage projects which reinforce links between fleets and local people to galvanise communities. • Raising awareness of fishing among coastal communities through shared activities. 	<p>The Animateur has been a champion who has had the autonomy, innovation and entrepreneurial flair to deliver meaningful results and outcomes for the FLAG programme. The Animateur has acted as a 'go to' and 'one stop shop' for fishermen, fish merchants, fish processors, fishing businesses and coastal communities to go to for free and initial advice and information.</p> <p>The Animateur has achieved this through:</p> <ul style="list-style-type: none"> • Having office space at Seafood Cornwall Training in Newlyn (an organisation with a track record of working with the fishing industry and trusted by fishermen) as well as working from a different port, harbor or cove every week: the Animateur has been accessible to fishing communities by visiting them regularly over an 18-month period. This includes holding meetings, events and appointments as well as being available informally and on an ad-hoc basis in different locations so people can pop in without needing to book an appointment in advance. - Re-presents the view that fishing is tightly controlled by a few vested interests by developing projects where no individual or group has a controlling interest but all have a stake in its running and success.
Well Designed and Built	<ul style="list-style-type: none"> • Identifying infrastructure projects that not only enhance facilities (e.g. harbours) but also improve overall safety, efficiency and sustainability of the fishing industry. 	
Thriving	<ul style="list-style-type: none"> • Assisting businesses to innovate, develop supply chain networks, retain and create jobs. This includes certification and training of fishermen as well as the purchase of gear. • Targeted promotion of the sector to young people – including supporting unemployed people between the ages of 16-25 with an 'introduction to commercial fishing course'. • Supporting the start-up of new micro businesses. 	

Bristol Accord Sustainability Indicator	Contribution of the Animateur to Individual Projects	Contribution of Animateur to FLAG Programme
Well Served	<ul style="list-style-type: none"> • The development and promotion of local services (e.g. increasing the amount of fish sold locally at markets and in catering/food outlets such as pubs, shops and restaurants). • The building of a sustainable and cooperative environment, which builds the capacity of those who live and work in fishing communities (e.g. by seeking to improve the local marine environment for the benefit of everyone by encouraging participation in environmental activities). 	<ul style="list-style-type: none"> • Supporting individuals and groups with projects through the whole project cycle – from idea to implementation. This has involved bringing groups together around a project idea, explaining the work of the FLAG, checking the eligibility of their project idea according to FLAG, then helping applicants to complete FLAG paperwork (e.g. application forms, costings, preparing a business plan), signposting them to other sources of funding and support (e.g. where to find match funding) and supporting successful applicants with the monitoring and claims process. • Exploring how some of the project ideas could be replicated in other coastal communities where there is a demand/need and elsewhere (e.g. investments in harbours/facilities or collective purchasing of gear for fishermen). • Considering how projects fit together in a particular locality so as to maximize FLAG investment.
Fair for Everyone	<ul style="list-style-type: none"> • Full equality impact assessment of all potential projects. • Organising meetings, courses and visits at a range of times during the day/week/year to widen accessibility. • Reducing social isolation. 	<ul style="list-style-type: none"> • Disseminating good practice among coastal communities looking to do something similar in Cornwall and more widely (including Europe). • Informing strategy of the FLAG through contributing to updating the Strategy and Delivery Plans ('living documents') and making the FLAG aware of potential projects and their needs (e.g. the minimum intervention rate required for the project to go ahead). • Building a network of support among applicants, the FLAG, other funders and stakeholders. In some coastal communities this has led to larger projects being developed and applicants supported by FLAG to generate new income streams after their funded period.
Environment	<ul style="list-style-type: none"> • Supporting low impact, small scale fishing which uses methods that do little or no damage to the local environment. • Disseminating information to the communities and tourists to understand fishing (e.g. interpretation boards). 	<ul style="list-style-type: none"> • Cornwall Rural Community Council (CRCC) employing the Animateur. Given the focus on the programme on supporting coastal communities, staff at CRCC are closest to the ground with a history of making things happen. The Animateur has used CRCC as a starting point to build and maintain relationships with communities and stakeholders within the fishing industry in Cornwall and more widely.

The Contribution of the Fisheries Community

Animateur to the SROI

This approach of employing an Animateur is different from other FLAG areas in England which have appointed a coordinator or project manager. Having an animateur rather than a worker has enabled projects to come forward on their own terms rather than feeling overwhelmed by administrative processes and for the programme to be locally owned and driven rather than viewed as being top down. This model of employing an Animateur has undoubtedly led to more sustainable outcomes for individual projects and for the programme as a whole.

“As the FLAGS Chairman through the whole programme I can see the changes the animateur has made to the industry. Helping single fishermen to make applications for engines, crew safety and added value has given them opportunities to develop their business in ways they simple just could not have done themselves.”

- Tony Tomlinson MBE FLAG Chairman

“My role is to guide projects through the FLAG application process and give good advice in Partnership with the Cornwall Development Trust our Accountable Body along with excellent links with the Managing Authority in Newcastle. Projects which don't meet the criteria I can often support through and Axis 1, 2 or 3 programme or signpost them to other funders.”

- Chris Ranford Project Animateur

“The 2013 Porthleven Food and Music Festival was themed ‘Sourced from the Sea’ and aimed to promote local fisherman and their catch. Through the FLAG they received a grant to purchase equipment to allow the fisherman’s association to cook and sell their own catch at the festival and to raise their profile in the area.”

“Getting young people in to fishing with The Princes Trust has been a real success story. In partnership with Seafood Cornwall Training, the project has seen a total of 60 young people obtain the basic entry level qualifications to get into commercial fishing. A further 10 students took part on a 10 day training course at the Padstow Seafood School to seek employment within the seafood catering industry.”



Summary

The Cornwall FLAG programme has delivered a Social Return on Investment of £5.45 for each £1 of direct project funding. The appointment of an Animateur has made a positive and distinctive contribution to the achievement of this social return. The contribution of the Animateur can be categorized in terms of its impact alongside a number of the key domains within the Bristol Accord. These demonstrate how his work has contributed not just to delivering the FLAG Strategy but to the sustainability of fishing communities in Cornwall. He has delivered particular impacts around:

- active inclusive and safe communities,
- the environment,
- well designed and built facilities,
- delivering a fairer deal for everyone,
- supporting a thriving economy
- and delivering a well-served community.

Our findings in the light of the very respectable social return achievements of the programme and its formal project leverage of £2.6 for each £1 of FLAG funding demonstrate that this is a particularly effective approach. It is very effective in terms of both generating projects themselves and ensuring a wider social return.

Key facets of this approach involve:

- Having office space at Seafood Cornwall Training in Newlyn (an organisation with a track record of working with the fishing industry and trusted by fishermen) as well as working from a different port, harbor or cove every week:
- Re-presenting the view that fishing is tightly controlled by a few vested interests by developing projects where no individual or group has a controlling interest but all have a stake in its running and success.
- Supporting individuals and groups with projects through the whole project cycle – from idea to implementation. Exploring how some of the project ideas could be replicated in other coastal communities where there is a demand/need and considering how projects fit together in a particular locality so as to maximize FLAG investment.
- Disseminating good practice
- Providing real time updates to help adapt the strategy of the FLAG
- Building a network of support among applicants, the FLAG, other funders and stakeholders.
- Accessing the wider resources of Cornwall Rural Community Council (CRCC) for the benefit of fishing communities to supplement his work as the Animateur.

We believe in the light of these achievements that there is real merit in replicating this approach more widely across new and re-confirmed FLAG partnerships.



Appendix 1: Social Return On Investment Outcomes Matrix —

The Outcomes Table below takes each of the eight principles of sustainable communities developed by the Bristol Accord. For each principle, five outcomes have been generated using research from Rose Regeneration and the University of Gloucestershire.

For each outcome, a financial approximation and estimation of how to measure it has been provided and costed.

Bristol Accord Area	Outcome	Financial Proxy	Unit of Measurement	Value (£)
Active, inclusive and safe	Improved well-being through development of cultural, recreational and sports facilities	Estimated weekly cost of private sports tuition	Cost per person	2844
	Improved social capital, community ties and strengthened civic engagement through greater use of community space	Average Annual spend on culture, recreation and leisure	£ per annum per household	3599
	Improved social inclusion and access to community resources	Value to an individual (aged 25-49) of feeling like they belong in their neighbourhood.	p.p pa	2252
	Increased volunteering and potential for greater community participation and development	Value that frequent volunteers place on volunteering	p.p	14604
	Reduced social isolation for community members	Annual value attributed to talking to neighbours more frequently	p.p	18421
Well Run	Improved capacity for local solutions to local problems	Average size of a charitable donation in the UK	£ pa. per household	423
	Improved trust, relationship building and group participation	Annual value attributed to change to seeing friends and relatives most days from once or twice a week	p.p pa	18226
	Strengthened public and civic engagement	Value to an individual of being member of a social group	p.p pa	1263
	Improved efficiency and dynamism of community and voluntary sector	dfT estimation of business time savings	Cost per hour saved by organisation	58
	Improved leadership and agency for individuals in the community	Cost of leadership management training course	£ per person	795

Bristol Accord Area	Outcome	Financial Proxy	Unit of Measurement	Value (£)
Environment	Carbon reduction through sustainable behaviours and increase in green space	Value of carbon savings from growing vegetables on allotments	per sq m p.a	0.083
	Improved water and soil quality	Willingness to Pay for improved water quality	per household p.a	7
	Improved flood management	Estimate of ground and surface flood management costs for Greenwich Borough	per sq m p.a	0.2
	Increased aesthetic and cultural value of physical environment	Average annual household spend on recreation and culture	per household p.a	3437
	Improved resource efficiency adoption of renewable energy in business sector	Costs of carbon saved by generating renewable energy	p.p	13
Well designed and built	Improved protection, management and conservation of historic resources	Tourism value of heritage	£ per year per household	22.6
	Increased or improved open green spaces and recreational infrastructure	Average family spend on sports/leisure	Per household per annum	291
	Improved access and affordability to quality housing	Compensation value for 'average' quality compared to 'good' quality housing association homes.	Per household per annum	326
	Reduction in crime and the perception of crime	Opportunity cost in lost earnings (at national minimum wage) of a 6 month custodial sentence	p.p	5543
	Improved resilience of natural and man-made structures against disasters	Local residents willingness to pay to keep the canal	p.p	0.94
Well Connected	Increased use of public transport and reduced dependence on private cars	Estimated cost per mile of a vehicle movement for leisure purposes	£ per hour	6.46
	Improved community health and service provision	Average cost of a community health visit	£ per visit	40
	Improved health and well-being for local residents	Valuation for improved emotional well-being arising through the Common Assessment Framework	Cost saving per family	1698
	Improved access to regional, national and international communications networks	Cost of a networking/training event and one hour of time devoted to networking at the average hourly earnings rate	p.p	79
	Improved access to public, private and consumer services for local residents	Average spend on social activities	£ p.a per household	619

Bristol Accord Area	Outcome	Financial Proxy	Unit of Measurement	Value (£)
Fair for Everyone	Increased living conditions and welfare for local citizens	Landscape value of woodland.	£ per household per annum	418
	Improved links and synergies between neighbouring and global communities	Value to an individual (aged 25-49) of feeling like they belong in their neighbourhood.	p.p pa	2252
	Increased empathy and understanding	Cost of equality/disability awareness training	p.p	454
	Improved ability to affect local change	Cost estimate for Local Authorities of implementing proposed duty to promote local democracy	Per District	48679
	Improved life satisfaction	Value of mental health component on Quality of Life Adjusted year (NICE recommended expenditure of QALY is 30K)	p.p	
Thriving	Increase in the creation of new micro-enterprises	Turnover of a micro-business and return on investing in innovation.	£ per business p.a	40295
	Increase in entrepreneurship and innovation	Earnings differential realised by completing an HND/HNC qualification	£ p.a.	2323
	Increased employability of local people	Employment Incentive costs	p.p	4000
	Development of local capacity in value added	Added value from investing in precision agriculture	£ per ha per year	22.4
	Skills development and improvement for residents and workers (Including migrant workers)	Value to an individual of moving from unemployment to a secure job	£ per person per year	12164
Well Served	More substantive links between organisations and service providers	dFT estimation of business time savings	Cost per hour saved by organisation	58
	Greater sense of cohesion and cooperation across different sectors	Cost of time spent collaborating	Cost per organisation p.a	823
	Improved performance of local schools and educational institutions	Average annual salary of 16-17 year olds in FT work	Average annual salary of 16-17 year olds in FT work	10736
	Improved family and children's services	Cost of family therapy	Cost per family	275
	Improved access to public, private and consumer services for local residents	Cost of round trip to nearest supermarket	Cost per person p.a	381

CRCC's mission is to enable Cornish communities to be vibrant, sustainable and inclusive.

Vibrant – A community that has a local voice, a good quality of life and one that is addressing deprivation and supporting its local culture.

Sustainable – A community that is striving to be sustainable in terms of food, farming, energy, people, jobs, and homes.

Inclusive – A community that can fully participate in life through good health and the accessibility and affordability of services.

How do we help?

Capacity Building Service - CRCC's Capacity Building Service supports and develops community based organisations, partnerships and individuals. The primary focus of the service includes working with those operating and working within in the voluntary and community sector (VCS) as well as Parish & Town Councils.

Cornwall Carers Service – Our Carers Support Service provides information, support and expert advice and a listening ear to carers across Cornwall.

Community Planning and Development – Our Community Planning and Development team offers support and advice to a wide range of voluntary groups wishing to develop local community projects.

Mental Health and Well Being– The Mental Health and Well Being team work to support, promote and protect the rights of people with mental health problems.

Rural Economy Projects – The Rural Economy Project has been established to address the emerging downturn in the rural economy in Cornwall. The project also helps other projects within the CRCC to prepare bids and to access funding.

Sustainability – CRCC delivers independent advice and information regarding fuel choices, energy efficient technologies and carbon reduction measures on behalf of Calor Affordable Warmth Project. CRCC also offers Energy Best Deal training and Community Oil Buying.

Business Services – CRCC also offers the following professional services at affordable rates, conference room hire, design and ICT service.

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About

We are an economic development business. We work with communities, government and businesses to help them achieve their full potential.

