

A Collection of Value

A Social Return on Investment Evaluation of The Hive



May 2016



Acknowledgments

The Hive commissioned Evidence Base, Birmingham City University, to carry out this analysis. The analysis has been carried out to the standard approach to SROI as documented by the UK Government, Cabinet Office sponsored guide to SROI (Social Value UK, 2009).

It is the only café in Worcester where I would go and sit on my own in the evening to read the paper, have a coffee and feel comfortable and safe. I recommend it to lots of people as a nice place to visit and it's unique in my view. You can see all of society there - all ages, all nationalities, all personalities, all getting on with life in a nice relaxed atmosphere.

Contents

Acknowledgments.....	2
1. Executive summary.....	4
2. Introduction.....	7
3. SROI Principles and Process.....	8
4. Scope	9
5. Benchmarking.....	10
6. Stakeholders	11
7. Inputs and Outputs.....	12
8. Understanding Outcomes.....	13
9. Developing a Value Map.....	15
10. Valuing Outcomes	18
11. Future Value	19
12. Sensitivity Analysis.....	20
13. Variables that affect the Social Return.....	21
14. Discussion and Recommendations.....	23
Bibliography	26
Annex A: Value Map.....	28
Annex B: Inputs.....	32
Annex C: Outputs	33
Annex D: Stakeholders.....	34

If you lost The Hive, what would people do? I see people in The Hive who are there every day.... They go to The Hive because it's social. There's just a good buzz about the place.

1. Executive summary

The primary purpose of this analysis was to apply the principles and process of Social Return on Investment (SROI) to evaluate the impact of The Hive. The intent was to identify, measure and evaluate material outcomes associated with The Hive. Adding social value to already understood financial value will allow a more complete picture to emerge.

The Hive is a unique space that might also be providing unique value. It contains the first library in Europe to integrate public and academic stock and services and the shared space also incorporates a history centre (Archives and Archaeology), County Council customer service centre (the Hub) and public meeting venues. It is important that a facility of this nature – innovative, resource intensive and providing multiple services to multiple stakeholder groups – seeks to measure and understand the effect that it is having on people and place.

The University of Worcester (UoW) and Worcestershire County Council (WCC) have shared responsibility for this resource and both parties are keen to ensure that the best possible service is provided that meets the diverse needs of their various stakeholders effectively.

One of the challenges associated with understanding the value that The Hive provides concerns the fact that many relevant outcomes are broadly in the social sphere and difficult to measure let alone value. Social Return on Investment (SROI) is an approach that focuses on exploring such outcomes in

order to tell a more complete story about the difference made by the services or activities under consideration.

SROI combines qualitative narratives and quantitative measurements with a financial approach to enable outcomes that can otherwise be overlooked or undervalued to be incorporated appropriately. It considers which outcomes are most important by looking at how valuable they are and how much of the associated change relates to the service concerned.

This analysis was never intended to achieve the Assurance Standard for SROI (Social Value UK Assurance Process), but it has been carried out to the standard approach to SROI documented in the Social Value UK and International Guide to SROI (Social Value UK, 2009).

Primary data to identify change that was felt to have occurred because of The Hive were collected in 155 interviews across 14 different stakeholder groups. Outcomes were derived from these data. Quantitative data relating to these outcomes were then collected in 104 surveys to assess quantity and value.

The data from stakeholder interviews showed that The Hive can enable multiple changes in the lives of different users. However, it would be neither realistic nor acceptable to value each described outcome separately. Associated risks were managed by incorporating inter-connected changes within chains of events. This process resulted in 57 outcomes being incorporated for consideration in the analysis.

All the outcomes that were found to create value are shown in the value map annex (Annex A), but the following table details the total value identified for each stakeholder group. To highlight which stakeholder groups have appeared to benefit the most, the table is presented in order of total value. The total value provided is calculated by combining quantity, duration, value and causality of outcomes.

Stakeholders	Total Social Value
Archive users	£2,468,215
Hub users (council services)	£2,178,426
Undergraduate students	£2,147,491
Adult library users	£1,376,534
Non-users	£1,260,434
Hive staff	£1,028,322
Children	£663,175
School children	£248,708
Volunteers	£128,167
Event attendees	£109,559
Young people	£67,163
Course Participants	£59,404
Parents/carers of children	£27,518
Businesses (Using Hive)	£14,717
Total	£11,813,829

(NPV Values)

As this demonstrates, The Hive creates considerable social value. This was found to be the case despite the data collection phases not having reached a level of saturation wherein it could reasonably be assumed that all relevant outcomes had been articulated and incorporated. Furthermore, outcomes relating to environmental or financial return are not incorporated. The return shown is, therefore, in addition to this other value.

A year of costs, including PFI, was estimated for the Hive at £7.8M. The total social value of £11.8M that was identified in this analysis exceeds this value. The social return that was provided is considered to be between 1.2 and 1.5.

The servicing of the PFI for The Hive must be included in the story of the return The Hive delivers because related payments enable its very existence. However, it is important to note that this accounts for a large part of associated input costs that would not be included in a comparable return of a more traditional library or other public space. If the PFI payment (estimated at £4.4M pa) is excluded from the inputs in the analysis, the annual social return rises from 1.5 to 3.3.

The Hive has been shown to provide real and sometimes profound value to many stakeholders. These include those who use the Hive, those who work there, those who live in the wider community and the organisations who provide the service.

Furthermore, the presented findings are good enough to act on in terms of supporting the creation of more social value and improving future monitoring processes.

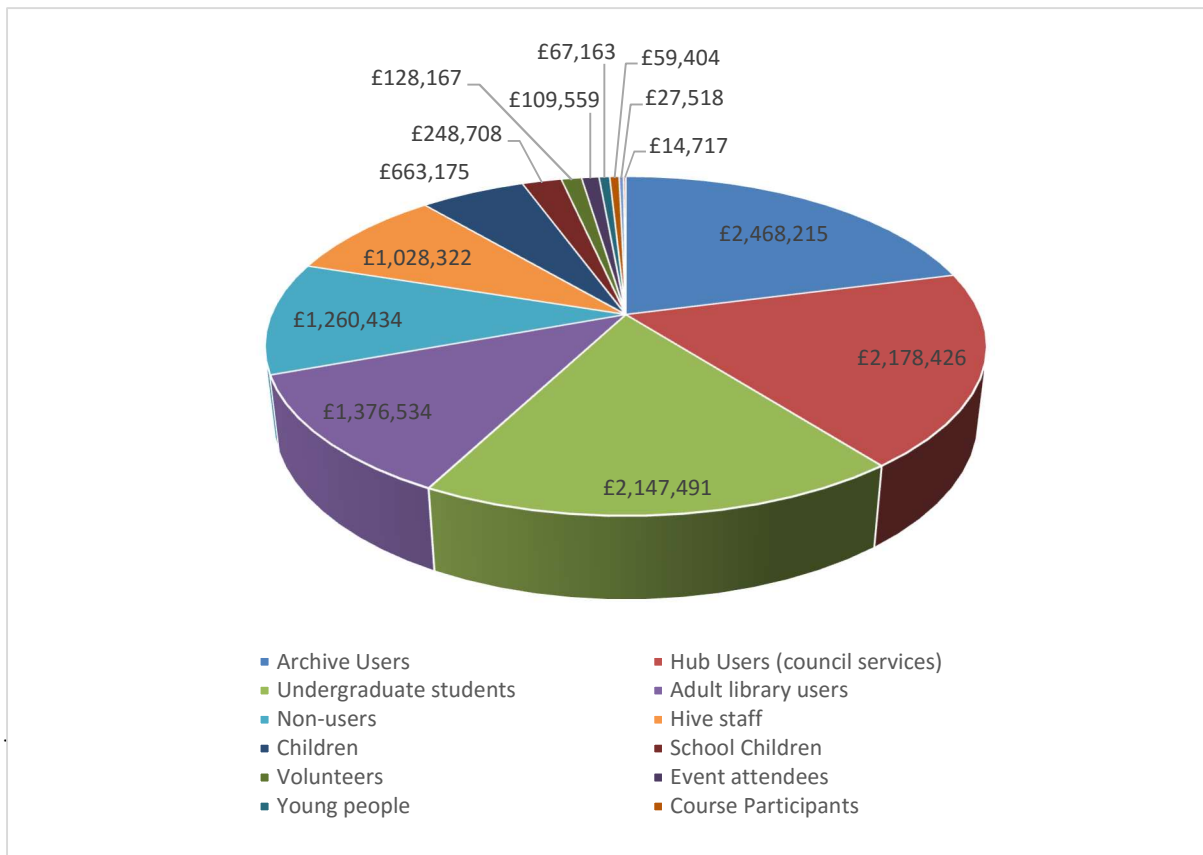
Associated recommendations fall into 3 groups:

- Improving value through service delivery
- Using value to influence
- Improving the account of value

In order to optimise social value, the information contained within this SROI should be used to explore how significant positive outcomes might be increased and negative outcomes decreased. Furthermore, the social value identified should be applied to influence policy, service design and definitions of

success in relation to both the individual activities provided by the Hive and their more holistic integration.

The social value enabled by The Hive



Nobody walking into that library would know whether or not you were a student, whether or not you're a person doing research on your family history, that you just want to go there and use the internet, whatever, read a book, read the paper, everybody blends in and I think that's really important. I've been to other libraries in the country and The Hive is just a unique space.

2. Introduction

Every day our actions and activities create and destroy value. They change the world around us.

Although the value we create goes far beyond what can be captured in financial terms, this is, for the most part, the only type of value that is measured and accounted for. As a result, things with financial value take on a greater significance and many important things get left out.

The University of Worcester (UoW) and Worcestershire County Council (WCC) have shared responsibility for The Hive in Worcester. Both parties are keen to ensure that the best possible service is provided that effectively meets the diverse needs of their various stakeholders. This analysis applies Social Return on Investment (SROI) principles and processes to support this ambition.

The Hive contains the first library in Europe to integrate public and academic stock and services. The shared space also incorporates a history centre (archives and archaeology) and a County Council customer service centre (the Hub). It opened in 2012 and over a million visits were made during the first year and a similar number of books were borrowed.

Comparable figures have since reduced slightly, but incorporated services continue to be used extensively by large numbers of people. The Hive is an innovative and resource intensive space; measuring and understanding the impacts that it is having on people and place will help associated value to be more clearly conceptualised, maximised and promoted.

SROI is an approach for accounting for social value that measures change in ways that are identified as relevant to and by the people or organisations that experience or contribute to this change. This facilitates the development of an enhanced appreciation of what it is that the services and activities under consideration are really providing and enabling.

Social Return on Investment (SROI) combines qualitative narratives and quantitative measurements with a financial approach to express value. It tells the story of how change is created by measuring social outcomes and using monetary values to represent them. A ratio of benefits to costs is then calculated.

But SROI is much more than just a number. It is about value, rather than money. The conceptualisation of associated change that it provides can help activities to be managed better, enable resources to be applied more effectively, provide an understanding of what is being achieved, allow services to be improved and enhance partnership working (Lumley, 2012).

This social value account supports The Hive in the provision of an effective and efficient service through consideration of the following key elements:

- the outcomes that appear to be most important and what might be done to create the most value from existing resources
- the unintended and negative outcomes and what can or should be done about them
- implications for collecting relevant data and appropriate indicators and/or values.

3. SROI Principles and Process

SROI is a principles based methodology. This evaluation followed the 6 stages incorporated within SROI and relevant principles and steps are summarised where appropriate. However, the report does not seek to provide a detailed explanation of each of these. The Cabinet Office sponsored Guide to SROI (Social Value UK, 2009) can be referred to for further detail and an explanation of relevance.

SROI terms are used throughout this report. They are introduced where appropriate and defined in blue boxes. Yellow boxes contain quotations provided by the people who experience change because of The Hive.

Transparency

To account for complex change, in a world beyond the confines of an activity, requires judgements to be made. SROI is a framework within which these judgements are made.

None of the returns included in this report are absolute truths; they are informed, in part, by assumptions (or judgements) and what they tell us can only be understood in the context of the judgements made. However, *it is better to be vaguely right than precisely wrong.*

The best way to report returns based on judgements, is to test the judgements with a sensitivity analysis and find the range that the return could sit in. This is shown in chapter 12.

There is not room in this report to include everything that was considered and every judgement. In the main, examples for Hive users or staff are used to illustrate judgements.

SROI Principles

1. Involve stakeholders
2. Understand what changes
3. Value what matters
4. Include only what is material
5. Avoid over-claiming
6. Be transparent
7. Verify the result

SROI Process

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

Transparency SROI Definition: Each decision relating to stakeholders, outcomes, indicators and benchmarks; the sources and methods of information collection; the different scenarios considered and the communication of the results to stakeholders, should be explained and documented.

Supporting annexes have been developed to provide additional data and outline associated assumptions without distracting from the narrative of the report.

4. Scope

This report summarises a Social Return on Investment (SROI) evaluation of one year's delivery of activities in The Hive (1st April 2014 – 31st March 2015).

Aim and Objective

The Hive had been fully operational for almost two years when this evaluation was proposed and it was considered that it had become established sufficiently to enable the provision of a reasonable assessment of the value it was providing. A previous scoping study had suggested SROI to be a potentially suitable approach to achieve this ambition (Leck, 2013).

The primary purpose of this analysis was to identify the wider social value that The Hive creates. Adding this to the financial value that is already understood will allow the whole picture to be seen more clearly.

It was agreed that, due to the complexity of The Hive and the resources available, this study would adhere to the process and principles of SROI, but would not provide an SROI at the level of the Social Value UK assurance standard (Social Value UK Assurance Process).

Furthermore, it was recognised that there would be limitations in terms of the breadth and depth of stakeholder consultation and the extent to which service elements and stakeholder groups could be broken down. Nevertheless, the analysis was intended to enable the provision of an informed appraisal of the value that consulted stakeholders considered to apply.

Scope SROI Definition: The activities, timescale, boundaries and type of SROI analysis

Activities

The Hive provides multiple public services, but the greatest part of the physical space relates to the provision of library services.

The following activities have been included in this analysis:

- Public Library
- Academic / University Library
- Archives and Archaeology
- Hub (Council services)
- Business Centre
- Courses
- Events

Given the scale of the activities under analysis, and the resources available, conclusions can only be drawn about The Hive as a whole. If conclusions about the value created by each element of service are sought, then separate analyses breaking down the inputs, outcomes and influence of multiple use for each service would be required.

I would pay twice my council tax for this facility. I think it is absolutely transformative for everybody in the community. I can't get over it. It's the best thing in Worcester.

5. Benchmarking

Relevant related studies have been detailed in a previous literature review (Leck, 2013). No directly comparable SROI analyses were identified but this was not unanticipated given that The Hive – in terms of incorporated services and ambition - is so unique. A study of Bolton's museum, library and archive services had previously produced a cost benefit ratio of 1.6, but the scope and method are not comparable with this analysis (Bolton's Museum Library and Archive Services - an Economic Valuation, n.d.).

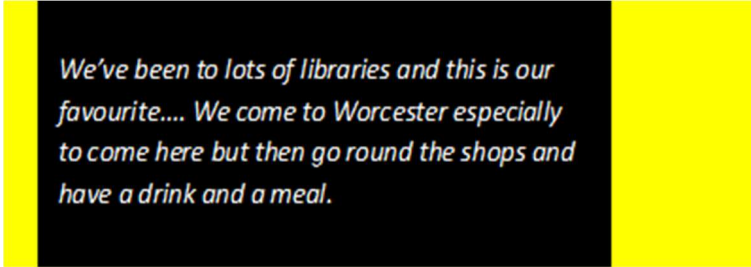
More recently, Arts Council England have themselves published a literature review concerning the contribution that public libraries make to the wider economy (BOP, 2014). Despite this review focusing on economic aspects, it acknowledged also that measuring directly economic returns alone did not adequately reflect the value that libraries provide in relation to wider human, social and cultural aspects. It also interestingly pointed out that, despite reducing local authority budgets and less people now visiting many libraries, new ones were, nevertheless, still opening, albeit perhaps with a changing focus.

Another more recent study for the Arts Council (Fujiwara, 2015) sought to quantify some aspects of this wider associated value. The Office for National Statistics (ONS) started including measures of cultural engagement in their reports of national wellbeing in 2013 and the analysis of these data identified a significant relationship between reported wellbeing and frequent library use.

Despite including the proviso that values obtained from such statistical calculations could not be guaranteed to reflect the precise

amount that people would really be willing to pay to access the service, this analysis presented the wellbeing benefits associated with regular library use as equating to £1,359 per person per year. This and other incorporated valuations have since been applied in cost benefit analyses in the UK but none of these appear yet to be in the public domain.

Other unpublished SROI analyses of Library services have calculated a return between 1.4 and 1.6.



We've been to lots of libraries and this is our favourite.... We come to Worcester especially to come here but then go round the shops and have a drink and a meal.

6. Stakeholders

Potentially relevant stakeholders were identified in consultation with staff, Hive users and from previous studies. Decisions to include or exclude them from the analysis were based on potential (or actual where known) outcomes. Outcomes for the following stakeholders were ultimately considered and incorporated:

- The University of Worcester (UoW)
- Worcestershire County Council (WCC)
- Worcester City Council
- Schools
- Library users (general public)
- Archive and Archaeology users
- Business users
- Course participants
- Hub users
- UoW students
- UoW staff
- Hive staff
- Non-users

Stakeholders SROI Definition: People, organisations or entities that experience change as a result of the activity that is being analysed

Members or representatives of all these stakeholder groups contributed directly to this analysis with the exception of non-users. Relevant information was on this occasion obtained from the previous Hive scoping study (Leck, 2013) and the recent analysis of public library values conducted for Arts Council England (Fujiwara, 2015).

Primary data to identify change that was felt to have occurred because of The Hive were collected in 155 interviews across 14 different stakeholder groups. Outcomes were derived from these data. Quantitative data relating to these outcomes were then collected in 104 surveys to assess quantity and value. Consultation methods and a breakdown of sample sizes relating to the various key stakeholder groups are detailed in the following table.

	Outcome Interviews	Quantification Surveys	Primary Use
The University of Worcester (UoW)	1		
Worcestershire County Council (WCC)	2		
Worcester City Council	2		
Schools	4		
Library users (general public)	72	55	26
Archive and Archaeology users	9	6	0
Business users	6	4	2
Course participants	10	7	7
Hub users	11	12	1
UoW students	17	40	39
UoW staff	1	7	0
Hive staff	11	26	23
Other	9	13	6
Total	155	170	104

7. Inputs and Outputs

Funding and Inputs

For the Hive (1st April 2014 – 31st March 2015) the costs totalled £7.8M. However, a large part of this related to servicing the associated Private Finance Initiative (PFI).

Assumptions in arriving at this estimation have been noted in Annex B.

Hive Users

Existing data were limited on the breakdown of Hive users. Estimates of the numbers of stakeholders in each group were made and are shown in the following table.

Archive Users	10,454
Businesses (Using Hive)	72
Course Participants	10
Undergraduate students	8,885
Hub Users (council services)	25,886
Adult library users	31,576
parents/carers of children	586
children	16,889
School Children	5,742
Schools	59
Hive staff	148
University	1
University staff	605
WCC: Child/Family support services	1
WCC	1
Worcester traders	200
Non-users	55,067
Natural environment	1
Event attendees	1,697
Volunteers	115
Young people	1,907

Assumptions in arriving at these estimations have been noted in Annex D.

Inputs SROI Definition: The contributions made by each stakeholder that are necessary for the activity to happen

Outputs SROI Definition: A way of describing the activity in relation to each stakeholder's inputs in quantitative terms

Key Outputs

870,660 visits were made to The Hive (a daily average of 2,455). Over 50,000 of these were to Archives and Archaeology and a similar number were to the Hub.

Total library membership was 86,006. 8,809 of this number were new general public members who joined during the period under consideration.

899,383 items were issued. 98.6% of these were books. 44% of all items issued were to UW members.

56% of issues were of WCC stock and 44% were of UW stock.

More than 12% of loans of UW stock were to WCC library members.

The Hive computers were used by 24,279 different people for 317,228 hour periods.

877,491 additional Wi-Fi connections were made using personal IT equipment.

There were 27,390 participants at courses and events.

Over 7,000 hours of volunteering were undertaken within The Hive.

Further detail about Hive outputs is provided in Annex C.

8. Understanding Outcomes

The data from stakeholder interviews showed that The Hive leads to multiple outcomes in relation to the lives of different users.

However, it would have been neither realistic nor acceptable to value each of these outcomes separately. This would have resulted effectively in the same changes being counted on more than one occasion (double counting).

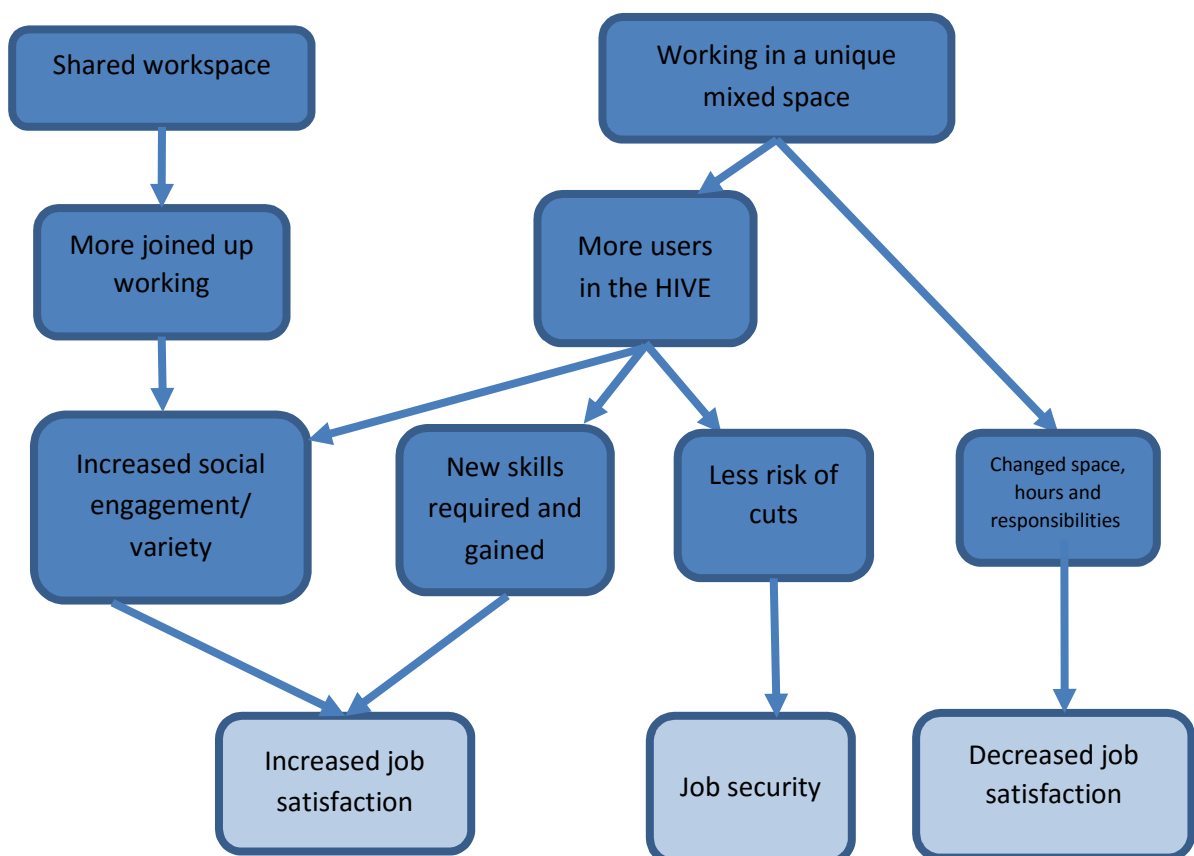
Such risks were managed in this analysis by incorporating inter-connected changes within chains of events rather than as outcomes to be valued individually. Stakeholder by stakeholder, all reported changes were examined to understand which outcomes were dependent on each other and which were independent. The final outcome in identified chains was then analysed for quantity, duration, value and causality.

Outcome SROI Definition: The changes resulting from an activity. The main types of change from the perspective of stakeholders are unintended (unexpected) and intended (expected), positive and negative change

Where an individual reported the same sort of change as another individual, these were grouped. This process resulted in 57 outcomes being identified for incorporation in the analysis: for all stakeholders, positive and negative, intended and unintended.

A theory of change was then developed that presented independent outcomes, expressed in chains of events, to demonstrate relevant changes in people's lives.

For example, interviews with 11 staff at The Hive resulted in over 40 changes being reported. Their analysis produced the theory of change for staff shown below.



As a result of this analysis, the following definition of outcomes for staff at the Hive was applied for the subsequent quantitative data collection phase of the evaluation.

working in a unique mixed and shared space →	more social engagement/variety → increased job satisfaction
	less risk of cuts → improved job security
	change in hours, space, responsibilities → decreased job satisfaction
	wider range working tasks with wider range people → development new skills → increased job satisfaction

This process was repeated for each stakeholder group and all the outcomes that were judged to be relevant and applicable are shown in the value map (Annex A). The implementation of this process allowed all the outcomes that were described by stakeholders as having occurred to be evidenced and incorporated in the wider analysis whilst also reducing the likelihood of an inaccurate picture being provided.

The outcomes that were identified for further analysis during this phase were shared with the steering group before proceeding to the subsequent quantitative data collection phase. This next element of the process focused on the most advanced stage of chains of events to explore quantity, duration, value and causality.

I have more variety in my work. The name of The Hive makes it easier to work in partnership. Other organisations want to work with us. I feel more connected to the community as a result of The Hive.

9. Developing a Value Map

The development of an impact map is a central feature of SROI. This articulates the theory of change and encompasses the data that inform the calculation of the return on investment ratio. For each outcome that was to be explored further, indicators were developed to measure the quantity or, where appropriate, existing data were applied for this purpose.

Choosing data and indicators

Relevant existing data were limited and so a primary data collection tool was compiled to support the development of an understanding of the extent to which outcomes were applicable and the value that those concerned attached to these. This tool was intended primarily to achieve the following:

- Test and quantify outcomes
- Measure outcomes with indicators
- Involve users in valuing outcomes; and
- Assess multiple usage

Modelling quantities of outcomes

From the data collected, it was possible to establish the quantities of most outcomes using actual data for all users during the period concerned. However, where sample sizes were low, we cannot be as confident about the result and so the range that these

Value Map SROI Definition: A table that captures how an activity makes a difference: that is, how it uses its resources to provide activities that then lead to particular outcomes for different stakeholders

results are in is bigger (see sensitivity analysis in Chapter 12).

The following table illustrates the most important outcomes that were identified from the data collected for this evaluation and their values. The indicators and quantities used are detailed in the value map (Annex A).

I think all the staff have definitely developed new skills, have a wider range of skills, as a result of bringing together general public and academic uses.

Stakeholders	Outcomes	Value	
Archive Users	access resources →	research history/family → reconnect with family/friends or feel increased sense of place	£390,065
		increased socialising (including secondary use of library)	£635,118
		Engaging in activity enjoy	£1,529,420
Businesses (Using Hive)		good space and facilities to work and meet → work and meet more → increased business opportunities	£13,608
Course Participants		skills and knowledge → sense of achievement	£50,374
Undergraduate students		improved study facilities, resources and support → easier to study → study more → my course work has improved	£561,158
		noise and non-Uni users → harder to study → study less → my course work has got worse	-£467,632
	mixed space →	able to return books all Worcs. libraries → less time / effort / expense students living outside city centre - save time and money	£1,455,737
	mixed space →	meeting members of local community → improved social and communication skills	£224,463
	mixed space →	The HIVE gives me more opportunities (e.g. to volunteer, undertake public surveys, display my work, meet members of the local community etc.) → I have more practical skills alongside my education → I am more employable	£448,926
Hub Users (council services)		co-location of services → saves time	£2,254,671
Adult library users (not included in other groups)		nice place to meet → increased socialising (including secondary use of library)	£118,053
		free access to books → don't need to buy books, study more (includes wellbeing and more frequent use)	£1,306,660
parents/carers of children		increased socialising (including secondary use of library)	£28,481
Children		attractive and fun surroundings, books, facilities and other activities → encourages children to read/learn	£378,566
		increased socialising (including secondary use of library)	£307,820
School Children		attractive and fun surroundings, books, facilities and other activities → encourages children to read/learn more → raised educational attainment	£257,413

Hive staff (inc employed by the University)	working in a unique mixed space →	more social engagement/variety → increased job satisfaction	£185,965
		less risk of cuts → improved job security	£878,348
		change in hours, space, responsibilities → decreased job satisfaction	-£200,765
		wider range working tasks with wider range people → development new skills → increased satisfaction	£200,765
Non-users		Library services maintained	£1,304,549
Event attendees	improved range of events →	more enjoyment → increased wellbeing (including secondary use of library)	£113,393
Volunteers		meet and help other people → increased socialising (including secondary use of library)	£132,653
Young people	somewhere to meet, something to do →	meet with friends, meet others → increased socialising (including secondary use of library)	£69,514

(PV Values)

It puts the university more on the map to have something like this I think. An engaging social utopian project.

10. Valuing Outcomes

The practice of Social Return on Investment seeks to value outcomes from the perspective of stakeholders.

Government guidance recommends that this takes place, however, it is not always the case in relation to cost benefit analysis. The Social Value Act (Public Services (Social Value) Act 2012) requires consideration of social value and HM Treasury guidance on cost benefit analysis also supports the incorporation of this element (The Green Book).

A range of valuation techniques was applied for this analysis. Outcomes were tested for sensitivity (see Chapter 12) and alternative financial proxies were explored for the most sensitive values.

In this analysis we sought to prioritise the SROI principle of stakeholder involvement and empower users directly to tell us how much they valued their outcomes. With this in mind, a choice modelling exercise was incorporated in the data collection tool. This required stakeholders to place various outcomes (a combination of those relating to The Hive and others with more direct monetary value) in order of perceived value. The subsequent selection of financial proxies and the values to be included on the impact map were informed by the order of priority that was chosen by the stakeholders concerned.

In instances where the results generated via this tool were inadequate or insufficient, values were instead derived from a contemporary valuation technique – wellbeing valuation (Valuation Techniques for Social Cost-Benefit Analysis) – or Willingness to Pay data.

However, experience has shown that values of outcomes derived using the Wellbeing Valuation (WV) technique can produce higher values for outcomes than have traditionally been found. Specifically, some Wellbeing Values that are derived for high level outcomes can sometimes reflect multiple outcomes in an analysis of an individual activity or smaller scope where more detail is required. As a result, it was important to check that they had been applied correctly and relevant incorporated values have been used with caution. Where they reflect multiple outcomes, the value has only been used for one outcome.

Financial Proxy SROI Definition: An approximation of value where an exact financial measure is impossible to obtain

Financial Proxies

Evidenced outcomes that did not have a direct monetary value were valued through the application of justifiable proxies that have monetary exchange value.

The financial proxies that are applied can only ever be surrogates, and some variation will always exist between individuals. However, and crucially, this element of the process allowed ‘intangible’ outcomes (alternatively described as ‘soft’ or ‘indirect’) - such as those relating to wellbeing - to be explored and incorporated in the analysis.

When I started coming here 12 months ago I was completely computer illiterate. Now I can do loads..... We don't have to rely on our son to do things for us as much now and feel much more independent and confident.

11. Future Value

The duration of outcomes is considered in terms of how long an outcome would last after the intervention of activities (without The Hive). This could be thought of, for example, as ‘would someone still experience the outcome if they stopped going to the Hive?’.

Whilst some outcomes are dependent upon the activity continuing, others might continue to exert influence, albeit of a diminishing form, into the future. Assuming sufficient evidence is available to adequately justify such a claim, duration can be extended beyond the time period under consideration and the value applied to the related change increased accordingly.

However, no future value of outcomes was included on this occasion due to difficulties with establishing duration and longitudinal data within the scope. As a result, this analysis provides a snap shot of a year of The Hive in terms of the outcomes that have actually applied during this time period rather than in the future.

In some instances, it is likely that, without the continued presence of The Hive and its services, outcomes would not sustain beyond this period anyway. For example, the outcomes explored above for staff will have little future value without continued annual inputs to and from The Hive. If staff did not have The Hive to work in, they would not sustain the job security and job satisfaction that they value. There may be future value in transferable skills gained, but this was only a small element of the value and was considered likely to have happened anyway, to some degree, if staff had worked somewhere other than The Hive.

There are other instances in which it is possible that outcomes will continue to exert influence in the future. It is perfectly possible, for example, that children developing an appreciation of reading or young people having somewhere in which they enjoy studying might ultimately prove profound and enable significant positive change in their future lives. Associated future value might be significant, but insufficient evidence was found to ascertain the likelihood of this adequately or to currently justify the inclusion of increased duration.

It's also a good place for revising. Before we started coming here I used to meet my friends to do it at someone's house but there were more distractions there. You still chat here but you can get more done.

12. Sensitivity Analysis

The breadth of the scope, and the limitations of existing data and data collected, resulted in large variables in the analysis. A sensitivity analysis was conducted to assess which judgements might be having a significant effect on the return.

In a sensitivity analysis the first step is to find the judgements that, if wrong, change the result, all other things being equal.

For example, a 'rough' estimation of the value of volunteer time was included in this analysis using the working wage. However, there are various alternative valuation strategies that could have been applied in this instance - such as the stakeholders themselves being asked to value their time or selecting an alternative rate of pay. Therefore, it was important to assess the effect on the overall return on investment of adopting alternative values.

Volunteering England, for example, promote a rate for calculating volunteer time that is based on the Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE). When the 'rough' estimate for volunteer time (£57,226) was replaced with a value using the Volunteering England approach (£85,658) the return changed by 0.36%. We were able to conclude, therefore, that this judgement did not appear sensitive.

This process was repeated for every judgement in the value map. Some judgements not represented in the value map were also examined (for example, missing stakeholders or outcomes). Most of these were found not to have a significant effect on the return, and so these variables will not affect the conclusions.

Some judgements, however, were found to have a significant effect, with the return

potentially changing by up to 25%. These related to the following aspects:

- It has not been possible to confirm with confidence the quantities of outcomes for Archive users, business users, Hub users or University Staff.
- It has not been possible to confirm with confidence exclusive usage figures for individual elements of the Hive (for example, individual users of the library as opposed to total library members or loans).

Related judgements were in these instances then re-examined and worst case scenarios explored to test the range (or level of confidence) that the results fall within. Before a sensitivity analysis, the return was 1.5. With worst case scenarios applied, this return fell to 1.2.

I am reading more because there are so many books here that appeal to me. I'm more productive when studying here and I feel that has shown in my GCSE results.

It is worthy of note that judgements about outcomes and their values were, on the whole, not found to be overly influential in this analysis. Indeed, many of them are considered more rigorous than the requirements of the assurance standard (Social Value UK Assurance Process).

Our local library is no use for resources needed for study. The Hive is in a different league and I think this is largely the result of the university input.

13. Variables that affect the Social Return

The main factors that were found to affect the social return are:

- Details of inputs
- Sensitive judgements
- Multiple use values

Inputs

The servicing of the PFI for The Hive must be included in the story of the return The Hive delivers because related payments enable The Hive's very existence. However, this accounts for a large part of associated input costs and these would not be included in a comparable return of a traditional Local Authority owned library. The return without PFI in the inputs is also, potentially, the return The Hive can deliver beyond the PFI period. If the PFI payment (estimated at £4.4M pa) is excluded from the inputs in the analysis, the annual social return rises from 1.5 to nearer 3.5.

Similarly, if positive changes in costs (reallocations), year on year, for the University and the County Council are included, alternative presentations of the return can be produced with and without these values. Figures for University and County Council costs changes were unavailable but if, for example, a comparison of the annual budgets before and after The Hive showed that The Hive enabled the University and County Council to reallocate together £1M annually, the return would be higher.

The following table illustrates potential presentations of the return.

	With PFI payment	Without estimated PFI payment
Without UoW and WCC costs changes	1.5	3.3
With an illustration of UoW and WCC costs changes	1.6	3.6

Sensitive Outcomes

The limitations of the analysis and the sensitivity that was discussed in the previous chapter also limit the return that can be claimed.

Multiple Use

Exclusive usage figures were a variable that was identified as potentially influential in the sensitivity analysis. This might also affect the value that can be claimed in the model. If the exclusivity of users to individual activities can be confidently estimated, multiple use values can be added. Without exclusive usage figures, it must be assumed that the numbers of stakeholders in each group includes some multiple use and the multiple use value is, therefore, already included in the value claimed.

Users of 1 Hive service	23	35%
Users of 2 Hive services	25	38%
Users of 3 Hive services	14	21%
Users of 4 Hive services	3	5%
Users of 5 Hive services	1	2%
Users of 6 Hive services	0	0%
Users of 7 Hive services	0	0%
	66	

The value associated with using The Hive modelled in this report was calculated from two sets of data, with that which was collected on outcomes and value having been

multiplied pro-rata by available data on total users of The Hive. However, the data on total users of The Hive does not breakdown multiple use despite many users of the Hive

being found to engage with more than one service. The following patterns of multiple use were identified from the data collection surveys that helped inform this study.



It is likely that multiple users have different values for each service they use from users that just have a single use. For example, someone that uses the library, archives and Hub at The Hive may express the same value of outcomes from the library if this is their primary use, but if the Hub is only an occasional use for them, they may value it less than someone who only uses the Hub at The Hive. However, it is also possible that total associated value may actually be greater than the sum of the parts for such multiple users; further work will be required on this before conclusions about the value of multiple use can be drawn.

People come in with their children because they need to see an advisor about benefits or tax or something like that and then they go into the children's library or do something else.

14. Discussion and Recommendations

This evaluation has found The Hive to create considerable social value. The following table details how the associated social value that accrued was shared between the various stakeholder groups.

Stakeholders	Total Social Value
Archive Users	£2,468,215
Hub Users (council services)	£2,178,426
Undergraduate students	£2,147,491
Adult library users	£1,376,534
Non-users	£1,260,434
Hive staff	£1,028,322
Children	£663,175
School Children	£248,708
Volunteers	£128,167
Event attendees	£109,559
Young people	£67,163
Course Participants	£59,404
parents/carers of children	£27,518
Businesses (Using Hive)	£14,717
Total	£11,819,823

(NPV Values)

This was despite data collection phases not having reached a level of saturation wherein it could reasonably be assumed that all relevant outcomes had been articulated and incorporated. Therefore, the social return of between 1.2 and 1.5 that has been presented might be less than is actually the case.

Furthermore, this figure does not incorporate environmental, fiscal or financial returns.

Specific information relating to environmental outcomes was not available to add to the

model, but it is worthy of note that the interim results provided by another study presented The Hive's electrical and gas operational performance as 'good' and identified The Hive's annual electricity consumption as having reduced by 27% since its opening (Konidari and Knight, 2015). No information was available concerning the environmental impact of The Hive as compared to the buildings within which the various services had previously been located, but the combination of these factors can be anticipated to provide further value.

Similarly, and as previously highlighted, changes in relation to the wider costs incurred by the University and the County Council in relation to funding incorporated services prior to the inception of The Hive were not taken into consideration.

It was not within the scope of this analysis to undertake primary research with stakeholders who did not use the Hive, rather non-use values were included from desk research. The implicit value of any building (excluding the activities therein) has not been identified before in our experience (or the literature reviewed) and, although conversations with Hive users sometimes intimated that such value might exist, this is not incorporated within this analysis because it is beyond the scope of the non-use value that was applied.

This report has achieved the breadth required for an SROI. Limitations of rigour (or depth) include:

- Small sample sizes resulting in a bigger range
- Lack of data in some areas resulting in reduced stakeholder involvement
- Duration limited

As a result of these factors care must be taken with regard to the amount of weight that is put on the numbers derived, but we have found out some things that would not otherwise have been apparent and have developed a better appreciation not only of the difference the Hive makes to users, but also to others and HOW MUCH difference it makes.

Furthermore, the results are good enough to act on in terms of knowing how to create more social value and monitor it in the future. Associated recommendations fall into 3 groups:

- Improving value through service delivery
- Using value to influence
- Improving the account of value

Implications for service delivery

To optimise social value, this SROI should be used to examine areas where:

- Positive outcomes can be increased
- Negative outcomes can be decreased

Increasing Positive Outcomes

Wherever activities that lead to positive outcomes (as shown in the chains of events) can be increased, the associated value is likely also to increase. 70% of the total value was found to come from the 6 outcomes detailed in the following table. These should be focused on to increase value. Specifically, the greater the value of an outcome, the greater the effect on the return if the outcome is improved.

Indeed, many of the remaining 51 outcomes could be considered immaterial in terms of the extent to which they appear individually to influence the return. However, they do of course combine to exert greater relative influence.

Stakeholder	Outcome	Value
Archive Users	Engaging in activity enjoy	£1,529,420
Undergraduate students	Less time/ effort/ expense - save time and money	£1,455,737
Hub Users (council services)	Co-location of services → saves time	£2,254,671
Adult library users	Don't need to buy books, study more or frequent use)	£707,774
Hive staff (inc employed by the University)	Less risk of cuts → improved job security	£878,348
Non-users	Library services maintained	£1,304,549

Decreasing negative outcomes

Anything that can be done to decrease negative outcomes will serve similarly to increase the value created. The following negative outcomes were found to apply:

Stakeholder	Outcome	Value
Undergraduate students	noise and non-Uni users → harder to study → study less → my course work has got worse	-£467,632
Hive staff (inc employed by the University)	change in hours, space, responsibilities → decreased job satisfaction	-£200,765

Negative outcomes can be unavoidable, but, if they are known, they can be managed better

and reduced, once again causing the return to rise.

Accounting for Value

This SROI has established a model for assessing the value provided by The Hive and this should be developed to provide a consistent account for the Hive. A core or base model. By replacing primary data with reasonable judgements based in this analysis in future years, a social value model can be developed for considerably less resource. The model should then be run regularly to provide a social value management system.

Data collection and results should be integrated to existing management information systems wherever possible. It may also be desirable to develop the model with more breakdown of

- individual services; and
- sub-groups

to identify where the most value is created or which could create more value. This would enable some forecasting of value for different delivery models. This is recommended if existing data can be used.

Demonstrating Value

The social value identified in this analysis can be used to help demonstrate and articulate the wider value that The Hive creates. It has the potential to influence policy, service design and definitions of success in relation to library services and the other activities provided by The Hive.

However, these social returns neither prove that The Hive is doing any better than other library / building nor that, within public budgets, The Hive is a better use of public money than any other intervention. Consistent SROIs of other providers and services would be required before these questions could be addressed.

In order to remain competitive, The Hive must do more than demonstrate social value or return. Many organisations are now able to demonstrate their social value in a number of ways. Whilst the quality and rigour of such presentations varies wildly, this is generally lost on audiences as standards are not yet recognised or followed.

To be at the forefront of social value, particularly in public service delivery, The Hive should demonstrate processes for increasing social value. There are currently very few examples of organisations who can demonstrate their social aims by measuring, managing and increasing the value they create year on year. A demonstration of this would be innovative and competitive.

I've met so many people from different countries here...., just for getting to know people who are slightly different to how you are, it's a good thing.

We like going there because it feels like where we want to be. It's all about atmosphere, but ask someone to describe what this is and what it means and they can't. It's intangible to us sometimes but this doesn't mean that we don't value it.

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Annex A Value Map

Stakeholders	Activity analysed			Outcomes					
	Inputs		Outputs	Description	Indicator(s)	Quantity	Duration		
							years	during (1) after (2)	
Archive Users (10,454)				access resources →	research history/family → reconnect with family/friends or feel increased sense of place	estimated no. of archive users researching history	5,227	1	2
					increased socialising (including secondary use of library)	no. of archive users	10,454	1	2
					Engaging in activity enjoy	estimated no. of archive users using archives more than 25 times a year	2,091	1	2
Businesses (Using Hive) (72)					good space and facilities to work and meet → work and meet more → increased business opportunities	estimated no. of businesses networking	36	1	2
				attend events →	increased business skills/CPD	estimated no. attending events for businesses	14	1	2
Course Participants (109)					research history/family → reconnect with family/friends or feel increased sense of place	no. of course participants who used computers to research history or family and who also reported feeling more connected with family/friends or increased sense of place	31	1	2
					increased IT skills and knowledge → better employment prospects	no. of course participants who gained skills and who reported that they felt this would improve their employment prospects	16	1	2
					skills and knowledge → sense of achievement	no. of course participants who gained skills and who reported a sense of achievement	78	1	2
					increased socialising (including secondary use of library)	no. of course participants	109	1	2
Undergraduate students (8,885)					improved study facilities, resources and support → easier to study → study more → my course work has improved	no. of students who reported 'tutors say I have improved' or 'I have achieved better marks or predicted marks' and who reported that they felt that their course work has improved	1,403	1	2
					noise and non-Uni users → harder to study → study less → my course work has got worse	no. of students who do less course work and who reported that they felt that their course work has got worse	1,169	1	2
				mixed space →	able to return books all Worcs. libraries → less time / effort / expense students living outside city centre - save time and money	no. of students who reported saving time an money	2,572	1	2
				mixed space →	meeting members of local community → improved social and communication skills	no. of students who reported increased communication skills that they would not have otherwise achieved	468	1	2
				mixed space →	The HIVE gives me more opportunities (e.g. to volunteer, undertake public surveys, display my work, meet members of the local community etc.) → I have more practical skills alongside my education → I am more employable	no. of students who felt more employable and would not have otherwise	935	1	2
Hub Users (council services) (25,886)				mixed space →	use library more read/learn more	estimated no. of users that use both hub and library	inc	1	2
					co-location of services → saves time	estimated no. of hub users that use multiple services in the hub	12,943	1	2
Adult library users (31,576) (not included in other groups)					nice place to meet → increased socialising (including secondary use of library)	no. of people that use library and reported socialising as most important outcome for them	2,429	1	2
					good space and facilities to work and meet → work and meet more → increased business opportunities	no of library users reporting business opportunities, not included in business users above	inc	1	2
					free access to books → don't need to buy books, study more (includes wellbeing and more frequent use)	no. of other library uses (excluding socialising above)	15,788	1	2
					increased IT skills and knowledge → better employment prospects	no. of library users that use the computers and reported that they felt that they had better employment prospects [exclusive]	3,643	1	2
				free access to the internet →	use the internet more to shop of for leisure	no. of library users that use the computers and reported that they saved money [exclusive]	1,214	1	2

				use the internet more to work or look for work	no. of library users that use the computers for work or to look for work [exclusive]	8,501	1	2	
parents/carers of children (586)				increased socialising (including secondary use of library)	no. of parents/carers of children using library	586	1	2	
				attractive and safe facilities and activities → encourages children to read/learn → parents relax	estimated no. of parents/carers of children relaxing more	440	1	2	
Children (16,889)				attractive and fun surroundings, books, facilities and other activities → encourages children to read/learn	no. of children using library (non-socially)	8,445	1	2	
				increased socialising (including secondary use of library)	no. of children using library (socially)	8,445	1	2	
School Children (5,742)				attractive and fun surroundings, books, facilities and other activities → encourages children to read/learn more → raised educational attainment	no. of school children using the library	5,742	1	2	
Schools (59)				free resources and trip destination → saves parents money (different stakeholder)	no. of school trips	59	1	2	
Hive staff (inc employed by the University) (148)			working in a unique mixed space →	more social engagement/variety → increased job satisfaction	no. of staff you reported increased job satisfaction due to social engagement and variety	64	0	1	
				less risk of cuts → improved job security	no. of staff you reported 'my job is more secure as a result of working for the Hive'	84	0	1	
				change in hours, space, responsibilities → decreased job satisfaction	no. of staff you reported decreased job satisfaction	26	0	1	
				wider range working tasks with wider range people → development new skills → increased satisfaction	no. of staff you reported increased job satisfaction due needing new skills to work in the Hive, which they had gained	26	0	1	
University		£692,850					1	2	
Worcester City Council, WCC, Malvern Hills District Council		£4,531,128	improved facilities →	increased publicity / wins awards → enhanced reputation (amongst city residents and more widely)	value of the building		1	2	
Non-users (55,067)				Library services maintained	population or Worcester	55,067	1	2	
Event attendees (1,697)			improved range of events →	more enjoyment → increased wellbeing (including secondary use of library)	no. of people who attend an event	1,697	1	2	
Volunteers (115)	volunteer time	£57,226		do work, keep active → increased personal satisfaction	no primary data			1	2
				meet and help other people → increased socialising (including secondary use of library)	no. of volunteers	115	1	2	
				increased skills and knowledge and something to put on CV → better employment prospects	no primary data			1	2
Young people (1,907)			somewhere to meet, something to do →	meet with friends, meet others → increased socialising (including secondary use of library)	no. of young people	1,907	1	2	
			mixed space →	study space → study more	n/a			1	2
UK Government	grant	£2,535,954		material outcomes for other stakeholders					

Total

£7,817,158

Value		Deadweight	Displacement	Attribution	Drop off	Impact
Financial Proxy and source	Value					
alternative cost of findmypast or equivalent	£100	25%	0%	0%	0%	£390,065
Value of libraries (inc using to socialise) WTP (weighted for Hive usage) [Arts Council]	£61	0%	0%	0%	0%	£635,118
value of a hobby WV [Social Value Bank]	£1,463	50%	0%	0%	0%	£1,529,420
alternative cost of monthly networking events [Chamber of Commerce]	£504	25%	0%	0%	0%	£13,608
alternative cost of 2 courses [Chamber of Commerce]	£226	0%	0%	50%	0%	£1,624
alternative cost of findmypast or equivalent	£100	25%	0%	0%	0%	£2,324
value of impact of adult education on employment WV [Valuing the Impact of Adult Education]	£224	0%	0%	0%	0%	£3,488
value of training WV [Social Value Bank]	£647	0%	0%	0%	0%	£50,374
Value of libraries (inc using to socialise) WTP (weighted for Hive usage) [Arts Council]	£61	20%	0%	0%	0%	£5,298
choice modelling exercise with students	£400				0%	£561,158
choice modelling exercise with students	-£400				0%	-£467,632
time and money reported by students	£566				0%	£1,455,737
choice modelling exercise with students (less than a new	£480				0%	£224,463
choice modelling exercise with students (less than a new	£480				0%	£448,926
estimated time of weekly journey to a separate city centre building	£174	0%			0%	£2,254,671
Value of libraries (inc using to socialise) WTP (weighted for Hive usage) [Arts Council]	£61	20%			0%	£118,053
Value of libraries WTP (weighted for Hive usage) [Arts Council]	£45				0%	£707,774
Value of libraries WTP (weighted for Hive usage) [Arts Council]	£45				0%	£163,332
Value of libraries WTP (weighted for Hive usage) [Arts Council]	£45				0%	£54,444

Projecting future value		
Discount rate		3.5%
Year 0	Year 1	Year 2
£0	£390,065	£0
£0	£635,118	£0
£0	£1,529,420	£0
£0	£13,608	£0
£0	£1,624	£0
£0	£2,324	£0
£0	£3,488	£0
£0	£50,374	£0
£0	£5,298	£0
£0	£561,158	£0
£0	-£467,632	£0
£0	£1,455,737	£0
£0	£224,463	£0
£0	£448,926	£0
£0	£0	£0
£0	£2,254,671	£0
£0	£118,053	£0
£0	£0	£0
£0	£707,774	£0
£0	£163,332	£0
£0	£54,444	£0

Value of libraries WTP (weighted for Hive usage) [Arts Council]	£45				0%	£381,109	£0	£381,109	£0
Value of libraries (inc using to socialise) WTP (weighted for Hive usage) [Arts Council]	£61	20%			0%	£28,481	£0	£28,481	£0
(included in value of libraries)	£0	25%			0%	£0	£0	£0	£0
Value of libraries WTP (weighted for Hive usage) [Arts Council]	£45				0%	£378,566	£0	£378,566	£0
Value of libraries (inc using to socialise) WTP (weighted for Hive usage) [Arts Council]	£61	40%			0%	£307,820	£0	£307,820	£0
Value of libraries WTP (weighted for Hive usage) [Arts Council]	£45				0%	£257,413	£0	£257,413	£0
cost of school trip (excluding entrance and staff time)	£180	100%			0%	£0	£0	£0	£0
choice modelling exercise with Hive staff (more than supermarket food shopping for a yr)	£2,890				0%	£185,965	£185,965	£0	£0
choice modelling exercise with Hive staff (rent 3 bed house for a year, all bills paid OR mortgage and bills for your existing house for a year)	£10,500				0%	£878,348	£878,348	£0	£0
choice modelling exercise with Hive staff (between a yrs.	-£7,800				0%	-£200,765	-£200,765	£0	£0
choice modelling exercise with Hive staff (between a yrs.	£7,800				0%	£200,765	£200,765	£0	£0
					0%	£0	£0	£0	£0
					0%	£0	£0	£0	£0
library non-use value	£24				0%	£1,304,549	£0	£1,304,549	£0
generic WTP (weighted for Hive usage) [Arts Council]	£67				0%	£113,393	£0	£113,393	£0
(included in value of volunteering)	£0				0%	£0	£0	£0	£0
life satisfaction WV of regular volunteering [Social Value Bank]	£2,307	50%			0%	£132,653	£0	£132,653	£0
(included in value of volunteering)	£0				0%	£0	£0	£0	£0
Value of libraries (inc using to socialise) WTP (weighted for Hive usage) [Arts Council]	£61	40%			0%	£69,514	£0	£69,514	£0
					0%	£0	£0	£0	£0
					0%	£0	£0	£0	£0

Total	£12,190,056	£1,064,313	£11,125,743	£0	TOTAL
Present value (PV)		£1,064,313	£10,749,510	£0	£11,813,823
Net Present Value		-£6,752,845	£2,932,352	-£7,817,158	£3,996,665
Social Return		£0.14	£1.38	£0.00	£1.51
Net Return		-£0.86	£0.38	-£1.00	£0.51

Annex B: Inputs

Hive inputs 01/04/14 - 31/03/15

<i>Building operational inputs</i>	
Government grant	£2,535,954
UW	£692,850
WCC	£2,261,510
<i>Library operating inputs (staff and stock)</i>	
UW	– ¹
WCC	n/a ²
<i>Hub inputs (staff and council recharges)</i>	
Worcester City Council	£281,000
WCC	£114,000
Malvern Hills District Council	£3,000
<i>Archive and Archaeology inputs (staff and council recharges)</i>	
WCC Hive services	£654,293
WCC field services	£850,000 ³
Other income (<i>grants and service provision</i>)	£367,325
<i>Café</i>	
Private enterprise	n/a ⁴
Volunteers (7,290 . £7.85)	£57,226
Total (currently excluding UW staff working in the Hive)	£7,817,158

- The gross expenditure relating to the existence and day to day running / operation of the Hive amounted to **£5,581,010**. The greatest part of this amount (77%) related to the PFI contract and 11% concerned the payment of council rates. The PFI payment includes all building running costs and some employment costs (see table_ in outputs section for further information).
- Fortyfive percent of this figure was covered by a government grant of **£2,535,954** and between one and two percent (**£90,696**) was obtained through income relating for example to library fines, room hire and catering. With regard to the **£2,954,360** still outstanding after all auxiliary income was taken into account, **£692,850** was paid by the UW and the remaining **£2,261,510** by WCC.

¹ Data unavailable

² Included in building operational inputs

³ This input is directly covered by income generated by field services

⁴ Included in building operational inputs

- The £692,850 paid by UW accounted theoretically for 30% of the running costs associated with the building to reflect the fact that they are not involved with the areas used by the Hub or Archives and Archaeology. The WCC contribution appears larger than a 70% equivalent as a result of it including their library staffing costs.

Library and Learning:

All Council recharges and staffing costs are included in the WCC building operational costs outlined above.

Archives and Archaeology:

Total expenditure relating to archive and archaeology services based in the Hive amounted to **£1,021,618**. £654,293 of this was provided by WCC and the remaining £367,325 was covered by a combination of external grants, lottery projects and commercial work. All except approximately £50,000 of the WCC budget was spent on council recharges and staff costs.

The commercial field section cost an additional **£850,000** (council recharges and staff costs), with this cost being met by payment received for works undertaken (associated value is not incorporated in this study, as indeed is the wider value associated with the maintenance of the county archive located underneath the Hive).

The Hub⁵:

Expenditure	Amount	Income	Amount
Staff salaries	£265,000	Worcester City Council	£281,000
Premises rental	£93,000	Worcestershire County Council	£114,000
Supplies etc.	£40,000	Malvern Hills District Council	£3,000
Total	£398,000	Total	£398,000

Hive volunteers

- **115** volunteers provided a total of approximately **7,290** hours of input.⁶ Valued at the adult minimum wage (£6.50) this equated to **£47,386**; when valued at the proposed living wage (£7.85) the figure increases to **£57,226**.

⁵ The Hub data relate to January - December 2014 but were not anticipated to have altered significantly.

⁶ No data were available concerning the number of hours worked by volunteers for five months of the year under consideration and so the annual total was obtained by calculating the mean monthly value from the seven months for which data were available and then multiplying this figure by 12.

Annex C Outputs

Hive outputs 01/04/14 – 31/03/15

1. Total visits to the Hive

- **870,660** visits were made to the Hive, with the daily average being **2,455** (In 2013/2014, the total was 903,859).

2. Library and learning

Stock

- There were **304,911** items in the Hive library on 31/03/15. Of those items, **170,808 (56%)** were provided by WCC and **134,103 (44%)** by UW.

Issues

- The total number of items issued was **899,383**, a daily average of **2,464**. University members accounted for **395,657** of these issues, **44%** of the total.
- Out of the 899,383 total issues, **886,784** were books, **8,340** were sound recordings and **4,252** were DVDs etc.
- **56%** of issues were of WCC items and **44%** were of UW items. Interestingly, this closely reflected the split between both stock and the 'type' of user (see above).

Issues by membership category

Membership Category	Source	Total
Academic Staff	UW	11,671
Support and Associate Staff	UW	9,428
Researchers	UW	2,013
Undergraduates	UW	300,879
Postgraduates	UW	60,016
Reciprocal Borrowers and Alumni	UW	11,650
<i>UW total</i>		<i>395,657</i>
Junior	WCC	168,889
Teenager	WCC	19,077
Adult	WCC	299,352
Group members / carers	WCC	12,872
Institution	WCC	3,536

WCC total		503,726
Combined total		899,383

- **47,961** of the 395,211 loans of UW stock (12.1%) were to WCC members (who wouldn't otherwise generally have been able to access these resources).
- **72,399** items were returned to other libraries, with **3,038** of this number having been by UW members

Library membership

- Total library membership: **86,006**
- New library members over the 12 months (general public): **8,809**

Computer Use & Wifi

- The Hive computers delivered a total of **230,960** sessions and were in use for **317,228** hour periods.
- **24,279** different people logged in to one of The Hive's public computers at least once.
- **5,768 (23.8%)** used a UW log-in, whilst **18,242 (75.1%)** were WCC members.
- **877,491** additional wifi connections were made, with **778,599 (88.7%)** of these being by UW students. The total session time delivered was **3,742,418** hours.

On-line Use of Library Resources: Library Search (Summon)

This system was only available to UW members and was visited **360,348** times over the year; a total of **2,889,506** searches were made.

Events and courses

	Adults	Children / young people	Total
Pre-school children events	5,855	6,098	11,953
School visits to Hive	9	2,436	2,445
Hive outreach in schools	121	1,175	1,296
Primary school children events in Hive	72	3,349	3,421
Secondary school children events in Hive	22	1,235	1,257
All age children events in Hive	610	2,027	2,637
Events for adults in the Hive	2,262	12	2,274

Adult learning <i>course</i> sessions in the Hive	624	0	624
Adult learning <i>single</i> sessions in the Hive	1,483	0	1,483
Total participant numbers	11,058	16,332	27,390

Examples of events and courses (April 2015):

Drama Club; Job Club; All About Your One Year-Old; Activate Your Workspace; Spring Flowers; Code Club; Computer Basics; Rat-a-Tat Tales; Bounce & Rhyme; First Steps in Family History; Health Walk; Spring Mosaic; Chapter 5 Teen Book Club; Baby Bounce & Rhyme; Baby Latte; Young Writers' Group; Chatterbooks; Breakfast Meeting; Business Structure (Business Centre event); Job Club; Explore House History; Adult Reading Group; Explore Archives (Poor Law); World Book Night; Open Mic Night

3. Archives and Archaeology

- **52,273** people accessed the 'Explore the Past' (Archives and Archaeology) section of the Hive.
- The original Archives were accessed by **2,849** users.
- The Historic Environment Record was accessed by **919** people.
- **6,742** documents were issued.

Archives and Archaeology events / activities

Archives and Archaeology	Adults	Children / young people	Total
Events / activities in the Hive	851	218	1,069
Events / activities away from the Hive	2,888	1,466	4,354
Total	3739	1684	5423

4. The Hub

- Total use of service: **51,771**¹
- Customers seen at reception: **23,463**
- Customers seen by an advisor: **28,211**

¹ Figures actually relate to January-December 2014

5. Hive employees

Section	Number
Business support <i>(Hive budget)</i>	5
Design consultant <i>(Hive budget)</i>	1
Archives <i>(A and A budget)</i>	32
Archaeology <i>(A and A budget)</i>	24
WCC library <i>(Hive budget)</i>	37
UW library <i>(UW budget)</i>	²
The Hub <i>(WCC budget)</i>	11
The café <i>(Hive budget)</i>	9
Building operation <i>(Hive budget)</i>	14
Total	133

- **45** of the 133 included employees were described as working in ‘Historic environmental records’, ‘Other archives’ or ‘Archaeology field services’, did not engage principally with customers at the Hive and are, therefore, potentially outside the scope of this study.

6. Hive volunteers

A total of **115** individuals volunteered at the Hive over the 12-month period. **57** people volunteered in the library and learning section of the Hive and provided a total of approximately **2885** hours of input.³ **58** people volunteered in the Archives and Archaeology section of the Hive during the period of analysis, with their having provided a total of **4405** hours of input. Therefore, a combined total of approximately **7,290** hours of volunteering were undertaken.

² Data unavailable

³ No data were available concerning the number of hours worked by volunteers for five months of the year under consideration and so the annual total was obtained by calculating the mean monthly value from the seven months for which data were available and then multiplying this figure by 12.

Annex D Stakeholders

Archive Users	10,454 ¹
Businesses (Using Hive)	72 ²
Course Participants (IT)	109 ³
Undergraduate students	8,885 ⁴
Hub Users (council services)	25,886 ⁵
Adult library users ⁶	31,576
parents/carers of children	586 ⁷
children	16,889
School Children	5,742 ⁸
Schools	59
Hive staff	148 ⁹
University	1
University staff	605 ¹⁰
WCC: Child/Family support services	1
WCC	1
Worcester traders	200 ¹¹
Non-users	55,067 ¹²
Natural environment	1
Event attendees	1,697 ¹³
Volunteers	115
Young people	1,907

¹ Figure calculated on basis of 52,273 visits having been made to the Archive and Archaeology section, with the average number of visits being made by each individual estimated as five.

² The number of businesses that participated at events specifically targeting this stakeholder group.

³ Twelve related courses were provided but data were only available for eleven of these. The incorporated number for the remaining course is based on the average number of participants on other courses. *1483 additional single sessions containing educational content were also delivered to an estimated 742 individuals.*

⁴ On the basis that all undergraduates are anticipated to have used the Hive on at least one occasion.

⁵ 51,771 people were seen and the average number of visits was estimated as two.

⁶ The figures relating to the number of individuals who made use of the library are based on the number of issues that were made in each category, with the average number of loans per individual being estimated as ten.

⁷ Figure calculated on basis that 5,855 adults attended events with pre-school age children, with the average number of visits being estimated as ten.

⁸ This figure includes all those who attended with their schools (2,436) and half the total number who participated at events in the Hive (6,611).

⁹ This figure includes an estimated number of 15 UoW staff (fte)

¹⁰ On the basis that all academic staff are anticipated to have used the Hive on at least one occasion.

¹¹ Crowngate shopping centre is immediately adjacent to the Hive and this alone contains over 60 retail outlets; there are also hundreds more in fairly close proximity.

¹² on the basis that the average number of visits by each individual was 10, this would suggest in the region of 87,066 people might have used the Hive in some way. Half of this number have been taken as Worcester residents out of a total estimated population of 99,600.

¹³ A total of 2262 adults attended events in the Hive but the incorporated figure is founded on the estimate that half of these will have attended on more than one occasion.

Annex E: Representation and Data Collection

The Hive Social Value Survey 2: Hive Users and Staff

	Response Count
	68

	Response Percent	Response Count
Male	30.9%	21
Female	69.1%	47

	Response Percent	Response Count
17 or younger	2.9%	2
18-20	1.5%	1
21-29	23.5%	16
30-39	22.1%	15
40-49	10.3%	7
50-59	17.6%	12
60 or older	22.1%	15

	Response Percent	Response Count
1	13.2%	9
2	19.1%	13
3	14.7%	10
3½ - I did not use (or work for) libraries before the Hive	2.9%	2
4	4.4%	3
5	4.4%	3
6 or more	41.2%	28

5. What do you use the Hive for? (Please select ALL that apply).

Answer Options	Response Percent	Response Count
I do not use the Hive	0.0%	0
I use the Library at the Hive	80.9%	55
I use the Archives at the Hive	10.3%	7
I use the Hive on behalf of my business	5.9%	4
I am taking an IT course at the Hive	8.8%	6
I use the Hub (Council Services) at the Hive	19.1%	13
I use the Hive as a student of the University of Worcester	2.9%	2
I use the Hive as a member of staff at the University of	10.3%	7
I am a member of staff at the Hive	38.2%	26
Other (please specify)	20.6%	14

6. Now, from the same list, please select the ONE statement that describes what you use the Hive for the most:

Answer Options	Response Percent	Response Count
I do not use the Hive	0.0%	0
I use the Library at the Hive	38.8%	26
I use the Archives at the Hive	0.0%	0
I use the Hive on behalf of my business	3.0%	2
I am taking an IT course at the Hive	10.4%	7
I use the Hub (Council Services) at the Hive	1.5%	1
I use the Hive as a student of the University of Worcester	1.5%	0
I use the Hive as a member of staff at the University of	0.0%	0
I am a member of staff at the Hive	34.3%	23
Other (please specify)	10.4%	6

subgroup	n	outcome	responses	value	game
I use the Hive as a student of the University of Worcester	38	The Hive makes it easier to study, so I study more and my course work has improved.	16	15	
		The Hive facilities have not affected my study or course work.	9		
		The Hive is too noisy, I study less and my course work has got worse.	5		
		Other (please specify)	8	7	
			38		22
		I have saved time or money by returning books to the Hive from other Worcestershire libr:	11	8	
		I have not saved any time or money by returning books to the Hive from other Worcestersi	17	1	
		Other (please specify)	7	5	
			35		14
		The Hive has given me more opportunities, practical skills and I am more employable bec	2	2	
		The Hive has given me more opportunities, practical skills and I am more employable bec	1	1	
		The Hive has given me more opportunities, practical skills and I am more employable bec	1	1	
		The Hive has given me more opportunities, practical skills and I am more employable bec	2	2	
		I am not more employable because the Hive has given me more opportunities and practic	13		
		Other (please specify)	10	10	
			29		16
I use the Library at the Hive	26	I don't use the computers or internet in the Hive	5		
		I use the computers or the internet in the Hive; I feel it has improved by IT skills and it will	3	3	
		I use the computers and the internet in the Hive to shop; I have saved money this way.	1	1	
		I use the computers or the internet in the Hive to do my work or look for work.	7	7	
		I use the computers or the internet in the Hive, but it hasn't changed anything for me	8		
		Other (please specify)	2	2	
		26		13	
I use the Archives at the Hive	0	I don't use the archives to research history or family	0		
		I use the archives to research history or family; this gives me an increased sense of place	0	0	
		I use the archives to research history or family; I have reconnected with family/friends	0	0	
		I use the archives to research history or family. Free access to family history websites sav	0	0	
		I use the archives and enjoy researching history or family as a pastime or hobby	0	0	
		I use the archives, but it hasn't changed anything for me	0		
		Other (please specify)	0	0	
		0		0	
I use the Hive on behalf of my business	2	This is not true for me	0		
		Without the Hive as a space to work and meet, my business networks would be poorer	1	1	
		Without the Hive as a space to work and meet, I would have attracted less business	0	0	
		Without the Hive as a space to work and meet, I would have to pay for workspace	1	1	
		Without the Hive as a space to work and meet, I would have to work somewhere less suit:	0	0	
		Other (please specify)	0	0	
		2		2	
		This is not true for me	1		
		Using the Hive as a space to work and meet has given me new or increased skills	0	0	
		Using the Hive as a space to work and meet enables me to develop professionally	1	1	
		Other (please specify)	0	0	
			2		1
I am taking an IT course at the Hive	7	I don't use the computers to research history or family.	3		
		I use the computers to research history or family; this gives me an increased sense of plac	1	1	
		I use the computers to research history or family; I have reconnected with family/friends.	1	1	
		I use the computers to research history or family. Free access to family history websites s	0	0	
		I use the computers and enjoy researching history or family as a pastime or hobby.	1	1	
		I use the computers to research history or family but it hasn't changed anything for me.	0		
		Other (please specify)	1	1	
			7		4
		My IT skills have not improved.	0		
		I feel my IT skills have improved and this will help me get a job or help me with the career	1	1	
		I have new IT skills. I don't need this for a job, but I feel a sense of achievement from learr	5	5	
		I feel my IT skills have improved and now I can use the computers and the internet in the I	0	0	
		My IT skills have improved, but it hasn't changed anything for me	1		
		Other (please specify)	0	0	
	7		6		
I use the Hub (Council Services) at the Hive	1	I use the Library because the Council Services are in the same building. If they were not ir	0	0	
		I use the Council Services at the Hub in the Hive and it saves me time because all the ser	1	1	
		It is much easier to use the Council Services at the Hub in the Hive because my children s	0	0	
		I use the Council Services at the Hub in the Hive, but it hasn't changed anything for me.	0		
		Other (please specify)	0	0	
		1		1	
I use the Hive as a member of staff at the University of Worcester	0	It's easier to get to the library now, I use the library more	0	0	
		It's harder to get to the library now, I use the library less	0		
		I use the Hive, but it hasn't changed anything for me	0		
		Other (please specify)	0	0	
		0		0	
I am a member of staff at the Hive	23	There is more social engagement and variety in the Hive; this has given me more job satisf	10	10	
		The change in hours, space or responsibilities for me has given me less job satisfaction	4	4	
		I need new skills to work in the Hive, I have learnt these; this has given me more job satisf	4	4	
		I work for the Hive, but it hasn't changed anything for me	4		
		Other (please specify)	1	1	
		23		19	
		In a climate when library services are under threat of being cut, I feel my job is more secu	13	13	
		I work for the Hive, but it hasn't changed my job security	7		
		Other (please specify)	3	2	
		23		15	
Other (please specify)	6				
		TOTALS			
		number interviewed	155		
		number surveyed	103		
		outcomes identified	57		
		outcome measures in survey	66		
		outcomes valued in survey	48		
		number of times value game played	113		