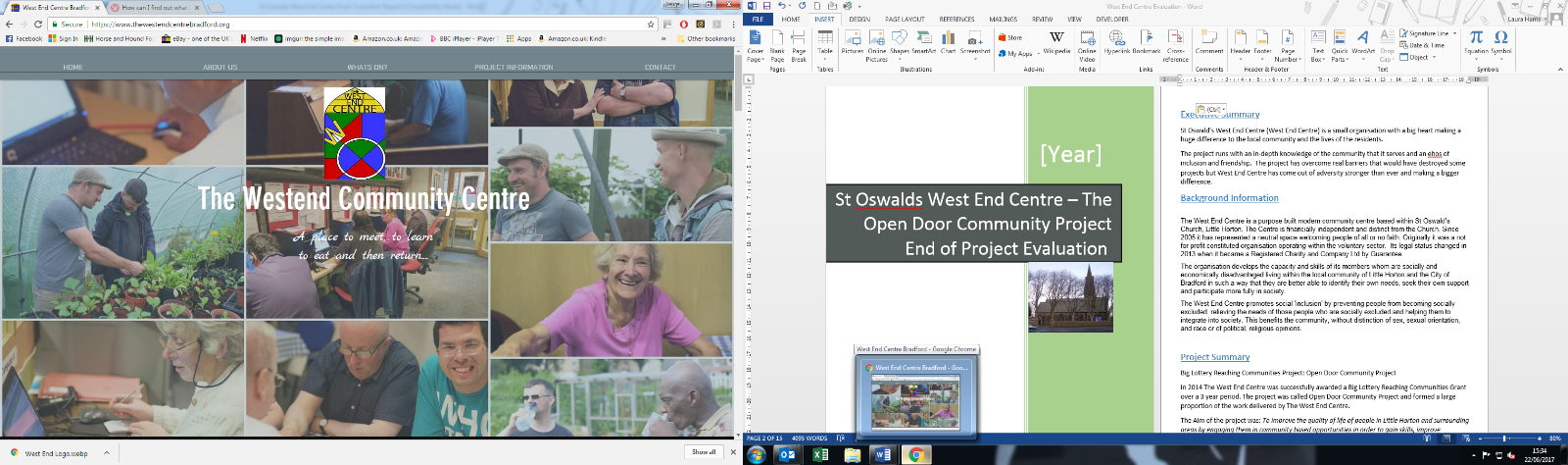
2017

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Your Consortium

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The Open Door Community Project End of Project Evaluation

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# Executive Summary

St Oswald’s West End Centre (West End Centre) is a small organisation with a big heart making a huge difference to the local community and the lives of the residents.

The project runs with an in-depth knowledge of the community that it serves and an ethos of inclusion and friendship. The project has overcome real barriers that would have destroyed some projects but West End Centre has come out of adversity stronger than ever and making a bigger difference.

All but one of the KPIs has not only been met but exceeded by some margins. The reach of the project is wide and inclusive. The programme of activities meet the needs of the local community as evidenced by strong qualitative and quantitative evidence.

The staff and volunteers are outstanding, the feedback from beneficiaries regarding the staff could not have been more positive and in my interactions with staff it is clear that they are not only highly skilled and part of a dedicated organisation but that they really care about the impact they are having on people’s lives. When asked what impact they are having staff did not talk in numbers and figures but talked about building people’s confidence to achieve their life goals.

West End Centre is hugely valued by the local community for both the tangible delivery that it provides and the welcoming, friendly and supportive atmosphere.

Without exception all the feedback I gathered was either positive or about continuous improvement – there was no negative feedback.

When asked to describe the West End Centre to a stranger beneficiaries agreed:

“You have to see it to believe it!”

# Background Information

The West End Centre is a purpose built modern community centre based within St Oswald’s Church, Little Horton. The Centre is financially independent and distinct from the Church. Since 2005 it has represented a neutral space welcoming people of all or no faith. Originally it was a not for profit constituted organisation operating within the voluntary sector. Its legal status changed in 2013 when it became a Registered Charity and Company Ltd by Guarantee.

The organisation develops the capacity and skills of its members whom are socially and economically disadvantaged living within the local community of Little Horton and the City of Bradford in such a way that they are better able to identify their own needs, seek their own support and participate more fully in society.

The West End Centre promotes social 'inclusion' by preventing people from becoming socially excluded, relieving the needs of those people who are socially excluded and helping them to integrate into society. This benefits the community, without distinction of sex, sexual orientation, and race or of political, religious opinions.

# Project Summary

Big Lottery Reaching Communities Project: Open Door Community Project

In 2014 The West End Centre was successfully awarded a Big Lottery Reaching Communities Grant over a 3 year period. The project was called Open Door Community Project and formed a large proportion of the work delivered by The West End Centre.

The Aim of the project was: *To improve the quality of life of people in Little Horton and surrounding areas by engaging them in community based opportunities in order to gain skills, improve employability; and to access information enabling them to make life choices leading to better lifestyle, health and wellbeing.*

Outcome 1: People will be more confident in using computers leading to improved employability opportunities

150 People will report improved levels confidence using computers to access information and search for jobs.

150 People will feel more able to manage their job search and universal jobs match account on line

150 People will report a reduction in stress and anxiety experienced as a result of unemployment and the required job search activities associated with it.

Outcome 2: People will report being more empowered to make choices leading to improvements in health and well-being.

60 People will feel more confident in seeking information and help about physical and mental health issues

60 People will report increased knowledge of common health problems.

60 People will report changes in lifestyle e.g. diet, physical exercise, lower levels of stress and anxiety.

# Evaluation Overview

The Evaluation:

It is the intention of this report to provide an external evaluation of the West End Centre Reaching Communities Project. The organisation contracted Laura Harris, Head of Development from Your Consortium Ltd to complete this work. Your Consortium Ltd are a leading voluntary sector contract management organisation and Laura specialises in quality, monitoring and evaluation.

Method

The evaluation will completed through evaluating the 3 areas identified below including comparisons between the mid-way evaluation and the end of project.

**Beneficiary Change**

To establish through qualitative and quantitative data analysis what the provision has meant to beneficiaries and what impact it has had on their lives.

**Social Return on Investment**

To establish value for money and social return of this project.

**Project Management and Quality**

To establish good practice in delivering this type of project and provide a point of reflection to enable the organisation to learn from any issues, barriers they faced during the project.

# Beneficiary Change

## Equality and Diversity

The project has reached a broad spectrum of the local community shown in the below figures. In comparison to the mid-point figures there have been a few minor shifts in demographics reached with some small increases in BME engagement and shifts in age group.

In comparison to local census data the target groups reached are very much in line with local demographics for the most part being within a few percentage points. However one particular success to highlight in relation to the target is the engagement of over 52% of clients with disabilities compared with 17% reported in the local census.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Category | Number Mid-Point | Percentage Mid-Point | Number End Point | Percentage End Point | Local Census Percentage |
| Male | 107 | 56% | 193 | 56% | 50.36% |
| Female | 84 | 44% | 147 | 44% | 49.64% |
| Age 0-24 | 26 | 13.61% | 52 | 15.29% | 16.16%\* |
| Age 25-64 | 141 | 73.82% | 262 | 77.06% | 73.16%\* |
| Age 65+ | 24 | 12.57% | 26 | 7.65% | 10.78%\* |
| Disabled | 89 | 47% | 178 | 52.35% | 17.10% |
| Not Disabled | 102 | 53% | 162 | 47.65% | 82.90% |
| Eng/Sco | 113 | 59.2% | 191 | 56.18% | 21.98% |
| Irish | 1 | 0.5% | 1 | 0.29% | 0.32% |
| Gypsy | 1 | 0.5% | 1 | 0.29% | 51% |
| AOWB | 1 | 0.5% | 4 | 1.18% | 6.21% |
| Mixed | 1 | 0.5% | 5 | 1.47% | 4.28% |
| Indian | 3 | 1.6% | 3 | 0.88% | 2.79% |
| Pakistani | 42 | 22.0% | 82 | 24.12% | 48.48% |
| Bangladesh | 3 | 1.6% | 5 | 1.47% | 2.31% |
| Chinese | 1 | 0.5% | 1 | 0.29% | 0.29% |
| AOAB | 7 | 3.7% | 8 | 2.35% | 3.87% |
| African | 5 | 2.6% | 10 | 2.94% | 2.49% |
| Caribbean | 6 | 3.1% | 13 | 3.82% | 2.63% |
| AOBAC | 2 | 1.0% | 5 | 1.47% | 0.42% |
| Arab | 1 | 0.5% | 2 | 0.59% | 1.93% |
| Other | 4 | 2.1% | 8 | 2.35% | 1.75% |
| Unemployed | - | - | 269 | 79.12% | 38.59% |
| Employed | - | - | 22 | 6.47% | 45.45% |
| Student | - | - | 19 | 5.59% | 8.64% |
| Retired | - | - | 29 | 8.53% | 7.32% |

\*Adjusted to show working age population only

## Learn My Way Courses

The West End Centre has been using ‘Learn My Way’ online resource and has registered 88% of clients on the system. The system has been a key part of both Outcomes as the topics covered include things such as:

* Universal Credit: a how-to guide
* Universal Jobmatch: a how to guide
* Skills and Careers Online
* NHS Choices: a how to guide
* GP Services: a how to guide

Clients have been able to access relevant courses for them and 572 individual online courses have been completed through the project. Following the beneficiary evaluation this was highlighted as a particular ‘favourite part of West End Centre’.

## Outcome & KPI achievement

The West End Centre has exceeded expectations on Outcome and Key Performance Indicators across the project.

Outcome 1 has been very successful with KPI 1.1 and 1.2 exceeding targets by an average of 15%. KPI 1.3 has slightly underachieved by 5% over the lifetime of the project however in discussion with the project lead and following in person discussions with beneficiaries I believe this to be related to how this KPI was being recorded rather than it not being achieved.

However KPIs within Outcome 2 have been exceeded across the board by a huge amount – 76%, 91% and an unprecedented 168% for KPI 2.3 where a real impact can be seen.

|  |  |  |
| --- | --- | --- |
| Outcome 1  People will be more confident in using computers leading to improved employability opportunities. | Target | Achieved |
| KPI 1.1  People will report improved levels of confidence in using computers to access information and search for jobs | 150 | 179 |
| KPI 1.2  People will feel more able to manage their job search and universal jobs match account online | 150 | 168 |
| KPI 1.3  People will report a reduction in stress and anxiety experienced as a result of unemployment and the required job search activities associated it | 150 | 142 |
| Outcome 2  People will report being more empowered to make choices leading to improvements in health and well-being. | **Target** | **Achieved** |
| KPI 2.1  60 people will feel more confident in seeking information and help about physical and mental health issues | 60 | 106 |
| KPI 2.2  60 people will report increased knowledge of common health problems | 60 | 115 |
| KPI 2.3  60 people will report changes in lifestyle such as diet, physical exercise, lower levels of stress and anxiety | 60 | 161 |

## Added Value

The West End Centre has a committed team that not only measured the KPIs stated in the bid but also monitored other positive outcomes. The project supported 53 people into jobs over the lifetime of the project and 87 people into volunteering which on a unit cost of approximately £1195 is an incredible achievement. Just to show the achievement in comparison to a European Funded Project at over £3800 unit cost that has achievement targets of 19% the West End Centre has achieved an incredible 15% at a third of the cost.

## Beneficiary Voice

Following the mid-point evaluation the end point evaluation with beneficiaries was conducted in a small group with specific questions to address. This was to ensure that follow up questions and clarifications could be made and not to duplicate the mid-point evaluation.

The group were very open and consisted of 12 beneficiaries of the project.

The words below are direct beneficiary quotes:

**What is your favourite thing about West End Centre?**

All of the below statements were made and followed by resounding agreement around the room.

Friendliness of clients and teachers.

Meeting new people

Support.

Computers and learning.

Can always ask.

Confidentiality amongst clients and staff.

No referral paperwork needed to join groups.

Very safe space.

One beneficiary wanted to highlight the difference between this provision and provision that he had attended elsewhere: *in comparison with other local provision* ‘staff are open, discuss problems, other places are enclosed.’

**How has your life changed since coming to the West End Centre?**

Learned computers

More confidence in self

Your depression improved (wife to husband who both access service)

It has prevented me being sectioned like I was last year

I’ve reduced visits to GP

I’ve been to GP to reduce medications for my depression

**Have you improved your quality of health or wellbeing?**

I have better confidence

I do more socialising

I feel healthier

I eat better

Helping others improves your health

**If you were going to recommend West End Centre to a friend how would you describe it?**

Brilliant

A big family

Everyone welcome – this was echoed throughout my evaluation in discussion with clients, tutors, project management and is a key part to West End Centres values

You have to see it to believe it

There is nowhere like it

**Do you think West End centre has an impact on the local community?**

Yes, it looks better

There is improved community spirit – people come from the school and community helped with gardening and litter picking.

Every religion in one area helping.

**What could the West End Centre do better?**

Bigger space (but not too big)

IT suite could be bigger

Refresh current facilities

**Where would you go and how would you feel if West End Centre could not continue?**

Everyone would go back to being isolated and stop going out

There aren’t many places to go that are accessible –transport is difficult

Devastated but people have made connections and they would stay in touch

**I asked the beneficiaries to say a thank you to West End Centre**

Overwhelmingly the ‘thank yous’ where to the staff, this seems to be a reoccurring theme –the staff at West End Centre are exceptional.

**Thank Yous**

To the people for being friendly and open

Staff which are brilliant and for the help

To the staff and people that come here who welcome us

Staff and the people who are just brilliant and so welcoming

To people for being here and making me comfortable

For helping me meet people

Staff and building confidence and friendly

Staff and volunteers for help

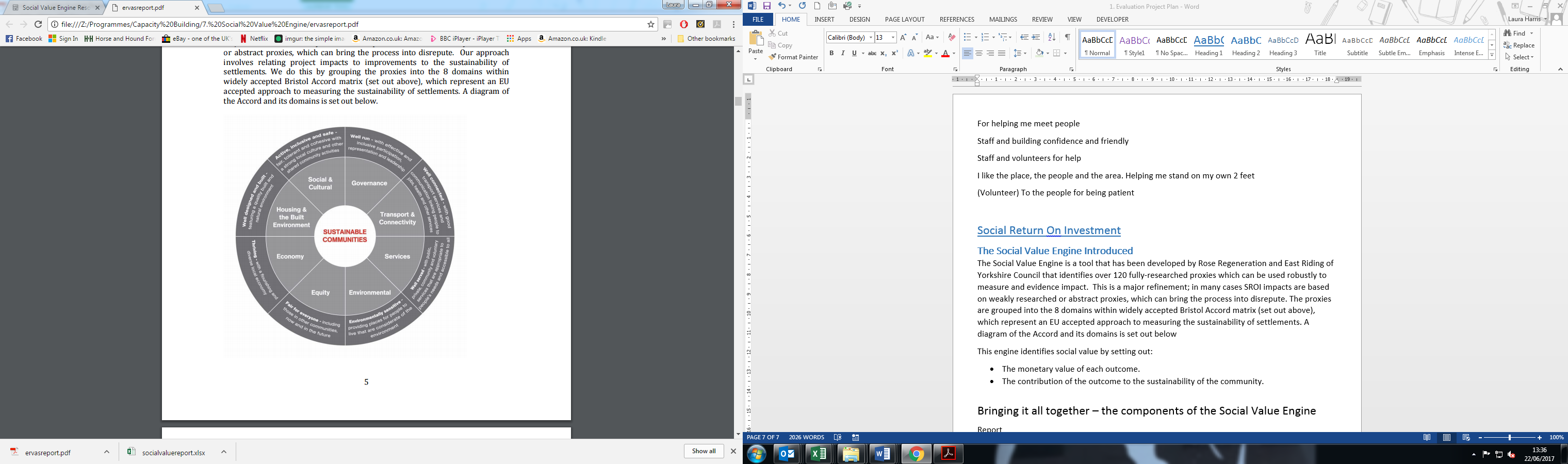
I like the place, the people and the area. Helping me stand on my own 2 feet

(Volunteer) To the people for being patient

# Social Return on Investment

## The Social Value Engine Introduced

The Social Value Engine is a tool that has been developed by Rose Regeneration and East Riding of Yorkshire Council that identifies over 120 fully-researched proxies which can be used robustly to measure and evidence impact. This is a major refinement; in many cases SROI impacts are based on weakly researched or abstract proxies, which can bring the process into disrepute. The proxies are grouped into the 8 domains within widely accepted Bristol Accord matrix (set out below), which represent an EU accepted approach to measuring the sustainability of settlements.



This engine identifies social value by setting out:

* The monetary value of each outcome.
* The contribution of the outcome to the sustainability of the community.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Output** | **Outcome** | **Financial Proxy** | **Unit Cost** | **Units** | **Total Annual Return** | **Total Project Return** | **Source** |
| People will report being more empowered to make choices leading to improvements in health and well-being. | 1b. improved social capital, community ties and strengthened civic engagement through greater use of community space | cost of mental health problems exacerbating a long term health condition | 4790 | 161 | £771,190 | £2,313,570 | https://www.kingsfund.org.uk/projects/mental-health-and-long-term-conditions-cost-co-morbidity |
| People will be more confident in using computers leading to improved employability opportunities. | 1e. reduced social isolation for community members | the value of feeling more confident in being with family and other people as a result of taking part in an adult learning course | 732 | 163 | £119,316 | £357,948 | https://www.gov.uk/government/publications/valuing-adult-learning-comparing-wellbeing-valuation-and-contingent-valuation |
| 87 Volunteers complete 7061 hours of volunteering | 1d. increased volunteering and potential for greater community participation and development | value placed by a local authority on volunteering | 12.75 | 7061 | £90,027.75 | £270,083.3 | http://www.valeofglamorgan.gov.uk/en/our\_council/council/minutes,\_agendas\_and\_reports/reports/voluntary\_sector\_joint\_liaison/2014/14-07-09/Economic-Value-of-Volunteering.aspx |
| People gain employment | 7e. skills development and improvement for residents and workers (including migrant workers) | value to an in individual of moving from unemployment to a secure job | 12164 | 53 | £644,692 | £1,934,076 | http://webarchive.nationalarchives.gov.uk/20160105160709/http://www.ons.gov.uk/ons/dcp171776\_335141.pdf |
| People volunteer regularly | 1d. increased volunteering and potential for greater community participation and development | value that frequent volunteers place on volunteering | 15650 | 87 | £1,361,550 | £4,084,650 | https://www.gov.uk/government/uploads/system/uploads/attachment\_data/file/221227/WP112.pdf |

## Social Value Report

|  |  |
| --- | --- |
| **Returns** |  |
| 1. Active, Inclusive and Safe | £7,026,251.25 |
| 2. Well Run | 0 |
| 3. Environment | 0 |
| 4. Well Designed and Built | 0 |
| 5. Well Connected | 0 |
| 6. Fair to Everyone | 0 |
| 7. Thriving | £1,934,076.00 |
| 8. Well Connected | 0 |

|  |  |
| --- | --- |
| **Expenditure** |  |
| Direct Costs | £432,274.41 |

Please note this tool accounts for the below apportionments of value.

|  |  |
| --- | --- |
| **Less** |  |
| Leakage  how much of an outcome might have delivered an impact outside of the area you intended | -£448,016.36 |
| Deadweight  how much of the outcome might have been achieved without intervention | -£1,792,065.45 |
| Attribution  what proportion of an outcome might be claimed by others because they claim their activity contributed to it | -£2,661,089.85 |
| Drop-Off  what proportion of the outcome will diminish over time | -£1,344,049.09 |
| Total Return after Leakage, Deadweight, Attribution and Drop-Off | -£2,715,106.5 |
| Total Expressed as a Net Present Value | -£2,636,793.51 |

|  |  |
| --- | --- |
| **Gross Social Value** | **Net Social Value** |
| £20.73 per £1 | £6.1 per £1 |

## Social Value Summary Findings

The social return on investment into this project is good at over £6 per pound. This is a conservative estimate based on monitoring completed after the project was completed (a more accurate representation can be given if social value monitoring is planned from the start of a project).

Predominantly West End Centre’s intervention sits within the ‘Active, Inclusive and Safe’ area of the Bristol Accord. This fits well with their mission and the feedback from participants.

The key returns for this project are:

* **Volunteering** – 87 beneficiaries (a quarter of participants) volunteered through this programme including over 7000 hours of volunteering between them. This links closely with feedback directly form participants that volunteering helps them with their confidence and their health and wellbeing.
* **Employment** – 53 beneficiaries were able to gain employment through the programme which is a fantastic figure and shows a good return of over £1,000,000 without deflators on its own.
* **Improved Health and Wellbeing** – significant feedback is present regarding support with Mental Health and wellbeing improvements.

# Project Management & Quality

## Project Management

The West End Community Centre Management Committee are made up 11 Trustees from a cross section of the community and individuals from major organizations such as Bradford Community College and The Community Mental Health team within the NHS. Board members include an experienced Business Manager and Lawyer, an ex-social worker, service users and local residents. The board are recruited for the skills that the board requires, and they are actively involved in the project having a good understanding of service delivery and the requirements of the service users. They meet on a regular basis

New trustees are issued with a Trustee Induction Pack which includes copies of all policies & procedures. The Chair and Centre Manager completes inductions to familiarise the Trustees with the Vision and Culture of the Centre and its aims, objectives, current position and delivery.

Policies and procedures are reviewed by the board annually for their effectiveness and practicality.

The West End Centre also has a Steering Group for this project; West End Community Forum which reports to the Management Committee, the group meets quarterly and ensures the centres beneficiaries and volunteers are involved in all aspects of the running and monitoring of the centre and its activities.

## Staff Team

The West End Centre has a small but exceptional staff team which consists of the Centre Manager, Community Development and Monitoring Officer, and Functioning Skills Learning Champion.

There has been a few issues for the organisation around staffing the project which has had a slight impact on service delivery. Initially there was an extended leave of absence of the Manager due to serious illness within 6 months of new staff taking up their posts. The organisation tried to minimise the impact this had on service delivery by putting in place a contingency plan which included members of the Management Committee taking on additional responsibilities and key volunteers supporting the centre. The Manager was able to support staff from home during this period.

In discussion with Centre Manager the key to staffing is the right fit and attitude, ‘Functional Skills Tutors’ were simply not seeing their role as a support role and rather as simply a trainer. This was addressed throughout the project to maintain quality.

## Staff & Volunteer Training

The organisation has placed great value on developing itself and its staff team to ensure they continue to develop and grow as individuals and as an organisation.

A key qualification that the organisation feel has really helped them develop strategically is a the “Bringing it all Together Training” Level 7 (Award in Business Improvement and Contract Management) that has been successfully completed by the Centre Manager and one of the organisations Trustees. The Community Development and Monitoring Officer has also completed a TEFAL Course to support those who English is not their first language.

Staff and volunteers have undertaken training in impact and quality in order to support the team to be more involved with the development of the organisation and its’ systems. This is in keeping with the admirable continuous improvement culture within the organisation.

Volunteers

Volunteers have been involved from the conception of the project by talking to them to find out what "they" think, want and need.

They have been engaged in:

* Marketing, promoting provision, inputting information etc on the website with news on community sessions
* Helping to set up and prepare for groups and activities.
* Providing one to one support and to befriend beneficiaries.
* Receiving feedback from beneficiaries,
* The steering group which shapes the development of the project ensuring it continues to be relevant to their needs.

Over the lifetime of the project there have been 87 active volunteers. These include students, work placements and beneficiaries.

A total of **7061** volunteer hours have been donated during the project which is a testament to the commitment and culture prevalent at the centre.

This is not including the countless hours that have been undertaken by volunteers support beneficiaries with acts of kindness and giving the centre a helping hand when needed.

**The Premises**

The West End Centre is a purpose built modern community centre based within St Oswald’s Church. It has a main meeting room which holds up to around 60 people, a fully equipped IT suit, small office space, a kitchen area and access to the church as and when required.

They also have 2 allotments locally with a Poly tunnel, raised beds and a shed.

One piece of feedback from beneficiaries does highlight the potential need to physically expand, in particular the IT facilities. Though this was tempered with a need not to become big and impersonal.

## Partnership Working

The West End Centre works within its local community in its entirety including partnership working with local agencies. West End Centre have received referrals from a staggering 33 organisations in the local area. 27% of referrals have come from Jobcentre Plus, 12% by word of mouth and lots of others from the following organisations:

|  |  |
| --- | --- |
| BDCT | Interserve |
| Bfd College | JC+ |
| **Bfd University** | Landmark |
| Bfd Crime Reduction Imitative | Langley Trust |
| Canterbury Advice Centre | Lindfield Mount |
| Church | Making Space |
| City Community Mental Health | Oak Villas |
| Creative Support | Wellbeing Service |
| Day Shelter | Probation |
| Ridge Medical Practice | Remploy |
| Equality Together | Safety First |
| Little Horton Lane Medical Practice | Shared Life |
| Hive | T & A |
| Word of Mouth | Therapist |
| Yorkshire Housing | Walking Club |

Feedback from partners is very positive, below is an example of the positive response they garner:

*“We are very grateful to Fran and the rest of the team at Westend for all the help and support they have given us, they have shared their ideas with our staff and invited our patients to the various events and courses they have held. We appreciate the time they have given to us and hope to further develop our partnership.”*

*Practice Manager, Little Horton Lane Medical Centre*

## Quality, Monitoring and Evaluation

Outputs and Outcomes are identified gridded up and monitored against for all contracts and grants. This system is under constant development to ensure continuous improvement is embedded throughout the organisation.

Staff and committee members are aware of outcomes and outputs on an ongoing basis and review them together. The organisation also holds ‘Uglies’ meetings where staff, volunteers and committee members can air any difficulties that they are having in order to get collaborative support.

They have a data protection and a security policy which has recently been reviewed and upgraded, covers and a range of systems for the identification, collection and analysis of both hard and soft outcomes.

Staff and volunteers are involved in the evaluation and monitoring of provision.

Regular detailed reports are produced for funders in line with their requirements.

Tutor observations are carried out by relevant experienced and qualified staff /trustees.

Detailed registration documents have been designed to collect relevant data.

ILPs /PDP have been developed.

RAPRA systems have been developed and improved upon to ensure that they are not just a tick box exercise and are understood by all.

The staff team has developed new methods of monitoring, evaluating and evidencing outcomes. They have a system that is very comprehensive and works well for the Open door Community Project. They continue to develop in this area and are currently looking at a way of measuring the projects Impact across the whole organisation.

# Areas identified for development

There are a small number of areas of development:

**Physical Space** – both beneficiaries and staff suggested that a bigger space would be useful

**Consistency in Monitoring** – as the ethos of the centre is to continuous improvement this has led to some inconsistencies in recording data and in consistency of usage of systems by some staff and volunteers. This is already being addressed as the organisation invested in some training to support the staff in their RARPA and monitoring practices and are looking at ways of improving the databases.

## The Legacy

The West End Centre has a great impact and a legacy that I am sure will run for many years to come. As part of the project West End Centre commissioned an amazing piece of work to really document the impact on people:

St Oswald's West End Centre

A Portrait of a Caring Community

A photo story documenting the people and the place.  Illustrating in this world and on every lever, the impact we make on each other’s lives.

Phil Jackson

The work will be exhibited at West End Centre and they are hoping to then get community venues to host a ‘Road Show’ demonstrating the work of the centre and the local community.