**St Oswald’s West End Centre**

**Consultation and Evaluation**

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**Private and Confidential**

**Report completed by; H.A Rhodes, Third Sector Solutions June 2016**

**Contents**

Executive summary Page 3

Section 1 Background Information and introduction Page 4

Section 2 The Evaluation - Method and flow chart Page 5 -6

Section 3 The Project Page 7-15

Section 4 Management Page 16 - 20

Section 5 SWOT Analysis Page 21 - 22

Section 6 Beneficiary consultation Page 22 - 34

**Executive Summary**

**St Oswald’s West End Centre is a small organisation operating from a small venue but the impact its services has on the people from the local community who access the centre certainly cannot be described as small.**

**The Open Door Community Project**

Is a well-managed well run project which has an excellent understanding of the needs of the community it is based in.  
 The staff team have during the first two years of delivery, achieved all but one of the outcomes and outputs established, overcome staffing issues, and worked hard to ensure they have got in place well established management processes and systems. And developed a comprehensive programme of activity that not only engages a range of people of all ages, abilities and ethnicity but maintains that engagement, and provides holistic services that meet their needs to enable them to develop, grow and flourish.

The Centre and its highly regarded staff, treat people equally and with respect, and provide support, advice and skills. But most importantly the beneficiaries stated that it provided an environment that enabled them to make friends, reduce their feelings of isolation and loneliness and provide a sense of family, community and belonging.

With some people stating that it was the only family they had

It was made very clear through the consultation process that the centre is having a great impact on people’s lives and during that consultation people wanted me to know the difference attending the project had made to them. And how proud there were of what they had achieved.   
They told me that this was the reason they wanted to come to consultation day and be engaged in the evaluation.

Throughout the consultation I received only positive feedback about the project. How lovely, welcoming and supportive the staff are, and how much fun they had coming to activities and in some cases it was the only positive thing in their lives. The only negative comments where that they wanted the centre to be bigger and be open more to provide more services to more people.

***“They are great for making you feel welcome and very friendly and help you to learn new skills. This centre is first class for everything and everyone.” (Beneficiary comment)***

***“I think the centre is the friendliest place I have ever been, everyone is so kind and helpful - A really lovely place”***

**Section 1**

**Background Information**St Oswald’s West End Centre has been in existence since 2005. 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 West End Centre is a purpose built modern community centre based within St Oswald’s Church. The Centre is financially independent and distinct from it. It represents a neutral space welcoming people of all or no faith.

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, and help meet their own needs 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.

**Introduction**

**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.

**Section 2**

**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 Helen Rhodes from Third Sector Solutions to complete this work. Helen has 25 years of delivering services within voluntary and statutory sector organisations establishing, delivering and evaluating services to vulnerable children young people and families.

**Method**

The evaluation will completed through evaluating the 2 areas identified below.

**Management and service delivery**: To understand what worked well and what didn’t. To enable the organisation to learn from any issues, barriers they faced during the project.

**Beneficiary consultation:** To complete a consultation process with the organisations beneficiaries to find out with qualitative data what the provision has meant to them and what impact it has had on their lives.

**Evaluation Process Flow Chart**

Action learning sets

**External evaluation consultant recruited and briefed**

**The Project itself**, Is it fit for purpose?

**Impact** Collation of views of the beneficiaries accessing the project.

**Organisational management**

Issues at the start of the project

**SWOT analysis**

Opinions of the beneficiaries on how the project has helped them

**Collated Statistical information on Beneficiaries**

Distance travelled of Beneficiaries

Areas identified for development

Collation of information Conclusions and Recommendations

Final Evaluation Report

**Section 3**

**The project: Open Door Community Project**

June 2014 the organisation was awarded the grant fund and started the project.

The funding enabled the organisation to employ two full time members of staff in addition to the Manager. (The staff roles had been identified and developed in response to the analysis of challenges and needs identified during the research and bidding process

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

The centre does this through providing a range of learning and social opportunities to adults aged 18+. The project is open 5 days a week and delivers 4 drop in workshops around employability skills, IT workshops, 3 Functional skills groups, English for improvers, social interest groups which promote well -being and healthy eating. The organisation also offered once a week a community lunch for which they have around 20 -40 people.

The organisation has an average of 179 visits /week.

The sessions provided at the centre include:

* Functional skills in literacy and numeracy.
* Basic ITC Skills
* Job search support.
* Employability Skills.
* Art & Craft groups
* Internet Café
* Lunch Clubs
* Sewing and textile groups
* Health & Wellbeing groups
* Walking group
* Community Allotment and gardening project.
* Fun & Games group

The beneficiaries accessing the provision have been referred to the centre through numerous referral organisations these include:

* Yorkshire Housing
* Probation
* Landmark Centre
* Job Centre Plus
* Church
* Creative Support
* Bradford Crime Reduction Initiative
* Age Concern
* Bradford District Care Trust
* Ridge Medical Practice
* Horton Park Medical Centre
* Wellbeing Service
* Interserve
* Walking For Health
* Therapist (G Evans)
* Telegraph and Argus
* Equality Together
* Walker House
* Igneus

They also receive referrals word of mouth.

The West End Centre has developed an excellent comprehensive process to ensure that beneficiaries receive a user lead service and that progression can be measured this process includes:

* Registration
* Induction
* Initial assessment
* Aims and objected agrees and documented in an individual’s ILP.
* Tutors then carry out diagnostic assessments and set up learning programme
* Evaluation grids to track RAPRA.

Comprehensive systems are in place to ensure that the organisation continues to deliver high quality services that meets the needs of their service users this includes completing comprehensive learning records for the beneficiaries these ensure that all learners are assessed for Learning style, Literacy, Numeracy or ICT dependent on what learning they wish to access.

Individual Learning Plans are also agreed which detail:-

* Personal Information
* Accreditation of Prior Learning
* Work History
* Key / Transferable Skills
* Any additional support needs
* Agreed learning aim both short and long term.
* Records of work are used to track learner’s progression and identify any additional learning needs.

The course staff also ensure that:

* Session Plans are developed for all courses.
* Review and evaluations are carried out on a continuous basis
* Assessments can be delivered digitally or paper based.
* Learners are referred to other providers / colleges where appropriate.
* Support is given to individuals to assess employment.

**Records of Attendances**Anyone visiting the centre is required to sign in and out for the purposes of recording footfall and health and safety. Each group or activity records attendance with its own register. These also record any issues or successes and where necessary record action needed and who is responsible for it.

**Beneficiaries**The beneficiaries accessing the centre have multiple barriers to engagement and are a good representation of the demographic of the local community.

**Break down of percentages of male /females accessing the Centre**

|  |  |  |
| --- | --- | --- |
|  | **Number** | **%** |
| **Male** | **107** | **56%** |
| **Female** | **84** | **44%** |
|  | **191** | **100%** |

**Breakdown of age groups accessing the centre**

|  |  |  |
| --- | --- | --- |
| **Age** | **Number** | **%** |
| **0-24** | **26** | **13.61%** |
| **25-64** | **141** | **73.82%** |
| **65+** | **24** | **12.57%** |
|  | **191** | **100%** |

**Breakdown of disabled/non-disabled people accessing the centre**

|  |  |  |
| --- | --- | --- |
| **Disability** | **Number** | **%** |
| **Disabled** | **89** | **47%** |
| **Not** Disabled | **102** | **53%** |
|  | **191** | **100%** |

**Breakdown of beneficiaries ethnicity accessing the service**

|  |  |  |
| --- | --- | --- |
|  | **Number** | **%** |
| **Eng/Sco** | **113** | **59.2%** |
| **Irish** | **1** | **0.5%** |
| **Gypsy** | **1** | **0.5%** |
| **AOWB** | **1** | **0.5%** |
| **Mixed** | **1** | **0.5%** |
| **Indian** | **3** | **1.6%** |
| **Pakistani** | **42** | **22.0%** |
| **Bangladesh** | **3** | **1.6%** |
| **Chinese** | **1** | **0.5%** |
| **AOAB** | **7** | **3.7%** |
| **African** | **5** | **2.6%** |
| **Caribbean** | **6** | **3.1%** |
| **AOBAC** | **2** | **1.0%** |
| **Arab** | **1** | **0.5%** |
| **Other** | **4** | **2.1%** |
|  | **191** | **100.0%** |

The West End Centre does not offered accredited courses but beneficiaries complete numerous Learn My Way courses throughout their time at the centre

|  |  |  |  |
| --- | --- | --- | --- |
| **Learners Registered from the start of the project to June 2016 Total number of learners registered 167 Total courses completed to date 212** | | | |
| **Learning** | **Completes** | **Learning** | **Completes** |
| Internet safety | [24](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-1009) | Look after the pennies - online | [2](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-26) |
| Jobs and skills | [27](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-1003) | Make money work | [24](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-16) |
| Keeping in touch with family | [19](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-1006) | Online Banking | [24](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-28) |
| Making the most of your computer | [22](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-1005) | Public services - the basics | [50](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-24) |
| Managing money | [23](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-1007) | Shopping online | [26](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-11) |
| Online Basics | [48](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-1000) | Skills and careers online | [27](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-30) |
| Online Plus | [22](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-1001) | Smart Internet | [2](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-36) |
| Skills for job applications | [23](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-1004) | Socialising online | [20](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-35) |
| Starting Online | [32](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-1002) | Staying healthy with NHS Choices | [48](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-27) |
| Staying healthy | [47](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-1008) | Staying safe online | [26](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-29) |
| Any Course | [212](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-0) | Understanding public services | [24](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-10) |
| Creating documents | [28](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-32) | Universal Credit | [2](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-37) |
| GP services online | [49](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-38) | Using a computer | [34](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-4) |
| **Learning** | **Completes** | **Learning** | **Completes** |
| How to - Universal Job Match | [3](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-31) | Using a keyboard | [45](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-6) |
| Job hunting online | [30](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-5) | Socialising online | [20](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-35) |
| Jobs and interviews | [30](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-9) | Staying healthy with NHS Choices | [48](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-27) |
| Keeping your information safe | [8](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-44) | Staying safe online | [26](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-29) |
| Understanding public services | [24](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-10) | Using a mouse | [38](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-7) |
| Universal Credit | [2](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-37) | Using a touch screen | [1](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-33) |
| Using a computer | [34](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-4) | Using email | [68](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-21) |
| Using a keyboard | [45](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-6) | Using Facebook | [26](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-13) |
| Using online forms | [32](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-25) | Using photos | [26](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-14) |
| Using online searches | [51](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-23) | Using the internet | [35](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-15) |
| Using photos | [26](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-14) | Using the Internet safely | [56](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-22) |
| Using online forms | [32](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-25) | Using photos | [26](https://www.ukonlinecentres.com/running-your-centre/your-centres/my-mi#/learning/learners/3420600/completes/course-14) |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Open Door Community Project year two outcome record**  **Dated 31/5 /2016** | |  |  |  |  |
|  |  |  |  |  |  |
| **Outcome 1** | **Year 1** | **Year 2** | **Year 3** | **To date** | **Target** |
| **People will be more confident in using computers leading to improved employability opportunities.** |  |  |  |  |  |
| KPI 1.1 |  |  |  |  |  |
| People will report improved levels of confidence in using computers to access information and search for jobs | 58 | 67 |  | 125 | 150 |
| KPI 1.2 |  |  |  |  |  |
| People will feel more able to manage there job search and universal jobs match account online | 69 | 57 |  | 126 | 150 |
| 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 | 38 | 50 |  | 88 | 150 |
| Outcome 2 | **Year 1** | **Year 2** | **Year 3** | **To date** | **Target** |
| **People will report being more empowered to make choices leading to improvements in health and well being.** |  |  |  |  |  |
| KPI 2.1 |  |  |  |  |  |
| 60 people will feel more confident in seeking information and help about physical and mental health issues | 25 |  | 44 | 69 | 60 |
| KPI 2.2 |  |  |  |  |  |
| 60 people will report increased knowledge of common health problems | 37 |  | 42 | 79 | 60 |
| KPI 2.3 |  |  |  |  |  |
| 60 people will report changes in lifestyle such as diet, physical exercise, lower levels of stress and anxiety | 58 |  | 52 | 110 | 60 |

**In addition to the identified priorities above the Centre can report that over the last two years of the Open Door Project the project has supported 27 People with multiple barriers to employment in to work.**

**Summary of the project**

The Open Door Community Project does what it says on the tin ! It has an open door policy and is a very inclusive centre working with people with a range off issues around their health and wellbeing and disability, covering a wide age range and providing a good representation of the ethnic and cultural mix in the local community. They also successfully manage to have a good gender and age split which is difficult for a centre to achieve.

They have a comprehensive induction process for the beneficiaries which also measures base line information and enables the Centre to provide a tailor made programme of activities. This is backed up with well-established policies, processes and systems and monitoring mechanisms which work well for the organisation and their beneficiaries, and ensure they can successfully measure the impact of the service delivery.

Although the centre doesn’t offer accredited courses it has definitely developed a supportive , learning environment in which people “dare to try “ and the courses that have been developed offer are a good stepping stone to enable people with low skills to develop and move on into further accredited training.

Outcomes

They are well on target to achieve or over achieve all the outcomes established in the Open Door Community Project bid and can already evidence greater outcomes than those identified with 27 beneficiaries progressing within the centre to become volunteers for the centre (9.5% ) of those accessing provision. The only area that is currently not achieving its target is that “People will report a reduction in stress and anxiety experienced as a result of unemployment and the required job search activities associated it. Measuring this impact is an area that the organisation is currently working on and they hope to be able to achieve the set target by the end of the project.

The project has produced some additional hard outcomes for the project in the form of 27 unemployed people moving from the project into employment.

**Summary of provision**

**Section 4**

**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

The West End Centre also has a **Steering Group** for this project; West End CommunityForumwhich 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 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.

The organisations recruited two functional skills Learning Champions but the 21 hour tutor resigned after 6 weeks due to child care problems. . They also had an issue with the performance of the Functioning Skills Learning Champion who despite receiving intensive and ongoing support was unable to complete all areas identified in his job description. The management team followed the organisations policies and procedures which resulted in an agreement with both parties to end the contract.

And have recently advertised two posts one to support the work delivered in the allotments and the other to deliver functional skills and have a new staff member in place

Despite the issue they have had the staff team remain positive and motivated and have managed to maintain a good level of service delivery to ensure the project was on target and achieving its outcomes.

**Staff 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. One of the main areas of training that has been completed which they felt has really helped them develop their organisation strategically is a the “Bringing it all Together Training” Level 7 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.

**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.

There are two levels of volunteers within the centre key/ senior volunteers of which there are two, they have responsibilities like being a key holder, working in the kitchen area, shopping and supporting service delivery.

The other volunteers support given to the organisation is dependent on their ability.Over the project we have had the organisation has had 48 active volunteers. Of these:

* 13 students, from Health and Social care, Youth and Community and Education Studies courses
* 8 On work placement from JCP

27 beneficiaries have progressed within the centre to become volunteers for the centre (9.5% )

**A total of 3325 volunteer hours have been donated in the past 12 months which is an average of 75.5 hours per week which is equal to an additional 2 full time members of staff.**

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.

**Policies and Procedures**

The West End Centre has a range of good policies and procedures in place and expected for an organisation of its size these are reviewed on an annual basis by the board.

In organisation has well established processes in terms of safeguarding.   
These include:

* + Induction policy
  + Health & Safety Policy
  + Confidentiality Policy
  + Vulnerable Adults Safeguarding Policy
  + Disciplinary Policy
  + Complaints Policy
  + Grievance Procedure.

Working practices are in place to ensure the safeguarding of staff. This includes:

A full and extensive induction to ensure staff members are fully aware of the policies and procedures of the organisation. They take care to make sure staff members understand their role and what is expected of them. They have formal and informal appraisal systems to check performance, identify and address issues and any training needs.

Weekly staff meetings take place which examine workloads, evaluate working practices and systems. Changes are agreed as systems are refined and developed. Training sessions are arranged where need is identified.

Staff are able to access the manager or members of the management committee directly if the need arises.

Back to work interviews are carried out and action plans put in place to support staff where needed.

In terms of physical safety staff are not encouraged to work in isolation. When necessary, volunteers work alongside staff members.

Procedures are in place to protect staff from physical or verbal abuse and detailed in the complaints and disciplinary procedures.

**Marketing and Communications**

They have a Marketing and Communications Plan. With a named person responsible for marketing the Centre. They have a continuously updated website and use social media to advertise. A centre in house style has been developed which is used when producing marketing information.  
A monthly Newsletter is also produced which is available in centre, via email and is sent out via computer networks in the voluntary sector, to referral agencies and funders. Information is regularly reviewed to ensure it is accessible and uses straight forward easy understood language.

**Quality, Monitoring and Evaluation**

Outputs and Outcomes are identified gridded up and monitored against for all contracts and grants.  
Staff and committee members are aware of outcomes and outputs on an ongoing basis  
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 are been developed.  
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.

**Financial**

An electronic accounting system (Quick Books) which enables them to track multiple classes of spending associated with different contracts. This produces accurate customised reports and aids budget forecasting.

**Other issues**

In February 2015 the organisation had a break in and they had all the laptops stolen from the building, This caused a lot of upset for the staff team, volunteers and beneficiaries , but despite this they managed to sort things out and get the centre back up and running within a day and the insurance company replaced all items stolen.

**Section 5 : SWOT analysis**

|  |  |
| --- | --- |
| **Strengths** | **Weaknesses** |
| * Staff Team: Good, loyal, proactive, flexible, Highly qualified manager . * Good reputation across stakeholders for delivering high quality services that meet the bridge the gap in current provision and met the need of an ever changing community. Well established and respected. * Cater for those not catered for. * Small and friendly * Honest - don’t give people false hope * Ability to be reactive as well as proactive * Not dependent on council budget * Good partnerships with external organisations * Quality and commitment of volunteers * Beneficiary centred approach * Provide added value to beneficiaries ie pastoral care/IAG in a way that they value * Good high quality service provision. * Good integration with minority communities * A good catering resource. * A good location that is easily accessible. * Provide an environment in which people feel safe * Clear Marketing Plan | * Dependence on key members of staff * Reliance on the Centre Manager to Identify and bid for funding * Lack of succession planning is an issue going forward * Capacity to income generate * No quality kite mark * Lack of staff holiday/sickness cover * Updating of social media over dependent on one member of staff. |
| **Opportunities** | **Threats** |
| * Piloting new provision in order to meet additional needs in the community. * Identifying additional needs. * Exploring alternative methods of delivery, i.e. hub and spoke, partnership work etc. * Working with others in the sector to address issues and shape local delivery plan. * Increase Centres profile in the community and further develop Centres footprint. * Further development of an outreach project within the community * Development of work with GP’ Surgeries and CCG’s , Practice champions * Look at community asset transfer across Bradford for another or and additional venue * Building capacity to expand service | * Over stretching capacity reducing quality and impact. * Trying to meet the needs of everyone and losing focus on current contracts. * Loss of referral sources as organisations disappear or reduce provision. * Constitutional drift, forgetting our aims and objectives. * Increased competition for funding * Loss of autonomy and identity. |

**Areas identified for development**

One of the limitations of the centre is the physical space available and its limits regarding capacity. This has been addressed to date by using a range of methods of delivery i.e. small groups, drop in sessions, workshop delivery. They have also expanded their capacity by developing a community allotment. If the organisation wants to expand further they would need to look at moving to a larger premises or taking on another building ( through Community Assets transfer) Or an alternative would be to look at outreach delivery or hub and spoke delivery.

**Summary**

**Strengths:**

Good, loyal, proactive, flexible staff team. Highly qualified manager

Good reputation across stakeholders for delivering high quality services that meet the bridge the gap in current provision and met the need of an ever changing community. Well established and respected

**Areas for improvement/ development**

Reduce the dependence on key members of staff  
Lack of succession planning is an issue going forward.

Creation of a culture of “moving on” to reduce dependency

**Opportunities:** Community asset transfer across Bradford for another or and additional venue

Further development of an outreach project within the community

Development of work with GP’ Surgeries and CCG’s , Practice Champions

**Section 6 : Beneficiary Consultation – Event**

**Section 6: Beneficiary Consultation**

To ensure that The West End Centre is delivering a service that meets the needs of its service users and also to ensure that that service is having a positive influence on their lives. A consultation event was held on the 12th May at the West End Community Centre

Services users accessing the service where invited, initially we hoped for 10 – 12 beneficiaries would attend. But we had a incredible turn out with over 50 people joining us for the session.

We tried to make the session as interactive and enjoyable as possible to ensure the people involved felt comfortable and relaxed. The session was started with an introduction to the day and what we hoped to achieve and what we required from them i.e. their honest opinion on the Centre and the service that have received through it.

And icebreaking game of human bingo which got everyone talking with each other and created a fun environment, which everyone enjoyed.

The large group was then split into smaller groups of 10 and each table had a facilitator that read the questions and helped draw out the answers. People were asked again to be honest with their view to help the organisation improve and be better for the future.

A series of questions were asked to firstly but the West End Centre into geographical context and then into personal context for them and their lives. Then asking what they centre has meant to them and their lives. Then moving on to what they thought the Centre does well and what could be done better. Finishing with how they would like the centre to develop and grow.

The responses below are in the words of the beneficiaries themselves.

**The questions and the answers provided by the beneficiaries**

**Question 1**

**Describe how your area of Bradford feels for you?**

* Health of people is very bad
* It's an area of poor health poor mental health and obesity.
* Waiting lists are too long and it's difficult to get an appointment at the Doctors
* There isn't any jobs in Bradford why always Leeds not Bradford.
* It's ok it has its problems, there is a high rate of burglary, I have been burgled 12 times in 24 years.
* Majority of us around the table feel the GP service is poor as you have to wait 4 weeks for an appointment
* It's like getting gold getting an appointment
* I won't go out at night as lads hang around taking drugs
* Often see people passing drugs over
* Graham has to go around picking needles up
* Won't go out with the dog after 5 as there is too many gangs
* If we go out we need to get a taxi there are gangs walking around in groups and I don't feel safe.
* Frightened to go out at night.
* Rubbishy job prospects even need qualifications to get a job as a cleaner
* No chances for people with disabilities - don’t look at what people can do
* Dare not go out because of gangs of young people taking drugs and calling out rude remarks- the police don't want to know.
* The area is well served by public transport
* There are no job prospects in the area
* There is a reasonable shopping area e.g. post office and butchers.
* The west end centre is the best thing in the area
* There is too many fast food places and too much litter which means there a lots of rats.
* There is lack of social facilities for older people, pubs and clubs have closed down.
* The green area have been taken over by youths.
* There is a local Muslim school that is very helpful to the community- cleaning snow and clearing rubbish.

**Question 2**

**What do you desire for yourself?**

* To feel safe in my own home and to have a good network of friends,
* The ability to learn more.
* To get a job
* Deliver more courses.
* More streetlights and CCTV
* More community centres and community spirit
* No more than 24 hour wait for a GP appointment
* To get the perfect job looking after people.
* Pay off all my debts and to help family and friends
* Stay in the community in my old age.
* A good set of friends
* A job
* Money to enjoy life
* More greener places
* To feel safe and to get somewhere for kids to play as there is no play areas
* Somewhere to go in an evening and feel safe
* Bingo and karaoke nights
* The west end centre to be permanent
* More green safe places to enjoy
* To do better in life
* To be more neighbourly
* To have better health

**Question 3**  
**What are your desires for your community?**

* For it to be a place people want to live.
* To continue to have a thriving community centre
* Places to go - I am sick of going to bed at 4pm
* Better  access to nhs dentists
* To be a nicer place to live
* To have a better sense of community
* Busses that are on time and regular
* Community support network for advice and chitchat
* For it to be a safer place to live.

**Question 4**

**What has been the best bit for you about coming here to the West End Centre?**

* Teachers who understand
* Free access to the Internet.
* Having something to do
* The walking groups
* The allotment and being outside
* Becoming more healthy
* Quizzes
* Singing
* There is something for everyone  no one is turned away
* Meeting people
* The staff are pleasant and friendly
* More greener spaces
* More younger people helping older people
* Better integration between all sectors of the community and encouraged to do so by the local government.
* More places to go on an evening
* Meeting people
* Trying something new
* Getting good advice and help.
* Improved communication skills
* Training confidence with the men only cooking group
* It has improved my IT
* Day trips
* Friendship
* I have had a new lease of life and now have company
* The place has a friendly feel and it lifts your spirits.
* Learning computers has given me confidence
* It has given me a new lease of life.
* I am so glad it's taken off
* I just like coming
* Coming here is like having a big extended family
* Twelve months ago I didn't know anyone now it's like i have a family.
* I had just lost my husband and I was really down when I first came to the centre
* Someone told me about the centre at the bus stop and I am pleased they did.

**Question 5**

**How do you think you would feel if The West End Centre could not deliver services?**

* I would be lost
* Deprived
* Collapsed
* Mortified
* Sad- it’s the only place I know that does what you do
* There would be no community
* Isolated
* It would increase the impact on social care
* Young people wouldn't gain qualifications and mix with older people
* People would not be able to learn computer basics and there would be no job search for people without qualifications.
* Very upset and sad
* Not good
* Devastated
* Worried
* Upset
* Stressed
* Withdrawn
* I would lose all social contact
* Boarded
* Friendless
* No way of accessing or applying for jobs
* Depressed
* I would lose my self esteem
* I would have nowhere to go and meet people
* Lonely and stuck indoors
* I first came here after a serious accident and it has helped me to feel less isolated
* Fuming all we would have is day time telly!
* We would do our best to raise funds to keep it going.
* Really sad if it was not for this place all we could look forward to is day time telly ...... That would drive you crackers!

**Question 6**

**What do you feel the West End Centre does well?**

* Good teachers
* Support people well
* Good listeners
* Serving the local community,
* Diversity.
* Good food
* Being open
* Help with cooking.
* Sewing , arts and crafts
* Computer skills
* Help with paying bills
* Providing an ongoing link
* You cheer everyone up
* You make people feel welcome
* Help you meet people and learn about different cultures
* IT
* Different activities every day
* Interaction - help out where possible
* Teaching other people skills
* Equality and diversity
* Helping people with forms
* The IT gets in youth from local estates and is a stepping stone for diversity
* The community spirit
* Stepping stone first step to other things
* Make friends help us socialise.
* Makes us feel like we have known each other for years.

**Question 7**

**What do you think we could do better?**

* The computers could be used for English and maths courses
* The centre could be open a couple of days more
* Full time tutors
* More paid staff
* Doing alright as it is
* Someone who can speak different languages
* Not a lot
* Bingo
* Evening provision
* Affordable day trips like in the old days
* A community bus.
* Events for children in the holidays
* A crèche

**Question 8**  
**What would you like to be different?**

* Full time day activities
* If things need to change then we would like them to be done quickly.
* Making the centre bigger
* Making a window in the IT room
* Open on evenings and weekends
* Evening bingo
* Day trips
* The centre to be bigger
* To have more funds for more projects

**Question 9**  
**If you told a friend about the difference coming here has made to you what would you say?**

* I was given access to the Internet
* I was able to meet new people and it helped me to beat depression
* It helped me to get out of the house
* You want to try it they have different groups and the staff are pleasant.
* I would tell them to get down to that centre
* That you would meet friends and get help
* That going there will remove border and loneliness
* I would tell them that it's a nice atmosphere
* And that they would learn stuff
* It will give you a new lease of life
* It got me on the right track
* It gives you confidence and computer skills
* It got me out of the house - out of my shell
* Going to the centre gives me something to look forward to
* It will help you learn new skills
* It's stimulating and stops isolation.
* It got me on the right track
* Brings out your confidence
* Thought me how to use computers a blessing.
* It got me out of the house as before I never went out at all.
* It really bought me out of my shell and built my confidence - now I feel I can go out and about and read a bit - like getting on the right bus, I feel very proud of myself.
* I love learning new skills in a friendly environment
* All very good people and we are learning from each other
* It gives me something to get out of bed for.

**Question 9**  
**What do you think would be important about any future provision the West End Centre may provide?**

* That we have a suggestion box
* Delivers the same criteria in a different way
* If it isn't broken don't fix it.
* Keep it the same but extend it or introduce new projects such as educational visits sand outdoor visits.
* That its sustainable, affordable but enough to cover costs.
* To let people know in advance what's going on.

**Question 10  
What do you think The West End Centre could be doing that we are not doing now?**

* Evening groups
* Trips out
* Canal Trips
* We need to have more resources for coping with people who cannot speak English.
* A bigger centre - more computer and more staff
* A pool table
* Easier accessibility for people with disabilities
* Have a water cooler and a minibus
* An evening social group
* Put up more notices about what's going on.
* Woodworking
* More competitions ( photography)
* Grow more and do veg boxes

**Question 11**  
**Do you feel the West End Centre should be reaching other groups in the community?**

* All community groups should mix together and link the churches together in Little Horton.
* Encourage people from different backgrounds for more integration
* Already have got a good mix
* Put on more open days

**Question 12**  
The beneficiaries where each given a “post it” note to write on any comment they would like to make – Those with issues around writing where supported by other members of the group.

**Comments made:**

* Being here has given me a new start in life , I have made new friends and it has got me out of my depression
* No other comments other than Keep it going!
* It’s a very good centre for treating people equally with respect - I have had a very enjoyable time today.
* It's good that people from different backgrounds can come together and talk about their beliefs and traditions.
* The staff and volunteers are good not a bad word to say about them
* The staff are Gobby but in a good way.
* I feel that the staff need to open their eyes as to what is going on with the government I.e. People who are physically and mentally disabled being pulled in and questioned
* I would like feedback from the staff with regards to this evaluation
* I would like us to develop a stress group.
* I love it and really enjoy coming
* It’s been a good day today and I have enjoyed all the talk
* It’s a friendly place and it brings the community together
* Could the library move into the church?
* How lovely the group is and I have made lots of friends
* Thank you all from all of us -Thank you
* Coming here has helped my transition to Bradford
* It’s a most needed centre - I would not be where I am today if it was not for The West End Centre
* They are great for making you feel welcome and very friendly and help you to learn new skills. This centre is first class for everything and everyone.
* I think the centre is the friendliest place I have ever been , everyone is so kind and helpful - A really lovely place

**Consultation Summary**

The first few questions sets a scene for how people feel living in the area on a daily basis and how the issues of their community affects their lives with many commenting on the fact that they just wanted to feel safe in their own home, and to be able to leave the house after dark. And get a doctor’s appointment when they needed one. The majority had low aspirations for their future and simple desires for their community i.e. “For it to be a place people want to live.”

It was however very evident throughout the consultation and by the fact that over 50 people gave up their day and came to the centre to be involved in an evaluation activity, that the beneficiaries valued greatly the provision at the centre but most importantly they greatly valued the staff team their honestly, openness, and friendly and welcoming approach.

Beneficiaries really rely on been able to access the Centre and where very passionate about how they would feel if the Centre was no longer open. With comments like: “ I would lose all social contact”, “ Isolated”, “Deprived”, “mortified”

Although some people specified the things they had learnt at the centre through the activities provided and how this learning had given them confidence to move on in life, for the majority of people the centre provided them with a place and an environment that enabled them to make friends and reduce isolation and loneliness and provide a sense of family, community and belonging. With some beneficiaries stating that it was the only family they had

Everyone was able to comment on the difference the Centre has made to their lives from learning new IT skills to improving their communication skills to providing a new start in life, making new friends and getting people out of depression. It is clear that the centre is having a great impact on people’s lives.

The comments on what do you think the Centre could do better, where mainly around providing more provision.

Throughout the consultation I received only positive feedback about the project. How lovely, welcoming and supportive the staff are, and how much fun they had coming to activities and in some cases it was the only positive thing tin their lives.

***“I think the centre is the friendliest place I have ever been, everyone is so kind and helpful - A really lovely place”***