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SALFORD THIRD SECTOR FUND GRANTS PROGRAMME EVALUATION: YEAR 1

Final report prepared by

Centre for Local Economic Strategies

Presented to

Salford CVS

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1 INTRODUCTION

Between 2014 and 2016, Salford CVS successfully managed and administered the Salford Third Sector Fund grants programme (TSF). Valued at £1million each year (with funding provided by NHS Salford CCG), the Programme sought to provide grants to voluntary, community and social enterprise (VCSE) sector organisations based in Salford with a focus on undertaking activities around health and well-being. Salford CVS were responsible for designing the application process for the grants (across several thematic pots), facilitating award panels, making the awards of grants, managing all aspects of the Fund and monitoring the outputs.

In February 2016, Salford CVS commissioned CLES and VSNW to undertake an evaluation of the TSF grants programme for the period 2014 to 2016. In this CLES and VSNW undertook four key activities:

- Developed an evaluation framework
- Carried out a process evaluation
- Conducted an impact evaluation
- Contextualised findings in the Salford and GM context

Two of the core recommendations proposed by CLES were that the Salford TSF grants programme should be rolled out for three years with an annual fund of £1million; and that a more effective model of monitoring and evaluation was developed. In August 2016, Salford CVS were successful in securing funding of £3million from NHS Salford CCG for the rollout of a three-year grant programme for the period April 2017 to April 2020 and CLES / VSNW were again engaged as independent evaluators. This report sets out the findings of the evaluation of year one (2017-18) of the programme.

In 2017/18, a total of 81 grants were awarded across 7 different pots of funding. These grants went to schools and VCSE organisations representing a total cash investment of £615,730 for year 1. Due to delays in issuing grants (redesign of the programme), at the time of the evaluation, three of the seven pots (representing 27% of total funding) had been live for six months or more, long enough to be fairly evaluated:

- The Healthy Schools Fund (29 grant recipients, £145,044 invested)
- The Wellbeing Fund (15 grant recipients, £13,955 invested)
- The Volunteers' Expenses fund (13 grant recipients, £9,073 invested).

This report provides an overview of the findings from the evaluation of the 2014-16 grants programme, an introduction to the 2017-20 programme followed by a series of nine case studies (and value for money assessments) from three of the available funding pots for year 1. Findings and recommendations are presented at the end of the report.

2 KEY LEARNING FROM ORIGINAL THIRD SECTOR GRANT FUND EVALUATION

In 2014/15 and 2015/16, over £1.6million was awarded by Salford CVS in Third Sector Fund grants. 158 Salford voluntary organisations, community groups and social enterprises including 69 Salford Primary Schools, and 13 partnerships between Salford schools and VCSE organisations received grant funding from this programme.

The evaluation of the Third Sector Fund grants programme reported on three key things:

- ❑ the effectiveness of the partnership and the process
- ❑ the impact of individual grant awards and the wider programme
- ❑ the future linkages of the programme to broader agendas

Below is a summary of what we found;

The effectiveness of the partnership and the process

An effective partnership - particularly between NHS Salford CCG and Salford CVS with a very clear understanding of roles and responsibilities from the outset.

A well-designed programme – clear aims and objectives linked to the challenges in Salford which demonstrated the value of the third sector well through innovative projects and programmes delivering a broad range of outcomes.

A robust application process – the application process built capacity in the third sector and ensured that all applicants met the right criteria, the panel process worked well.

An effective Salford CVS to grant recipient relationship – these relationships are now established and ongoing allowing further capacity to be built in the sector, the learning events were a great way for grant recipients to demonstrate their impact.

A challenge with monitoring – it was difficult to find the right balance with monitoring and to fully demonstrate the impact and social value added through the work of grant recipients, though there is now a shared understanding that this process is not straightforward or simple.

The impact of individual grant awards and the wider programme

Across the programme a wide array of impacts were recorded, these included but were most certainly not limited to; Increased capacity for grant recipients, new community facilities, increased volunteering, reduced social isolation, improved confidence and healthy eating habits developing in children.

"I wanted to attend as I took early retirement, and I wanted to meet people and didn't want to feel isolated"

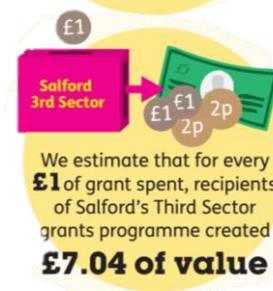
"I'm alright when I come here, if you do have any problems there's always someone to talk to"

The three images on the right show the pounds and pence value of the work carried out through the Salford Third Sector Fund grants programme.

The future linkages of the programme to broader agendas

Using the learning about the programme summarised above we pulled together a short list of recommendations for the future of the programme;

- | | |
|--|---|
| <p>1) Roll out the programme for 3 years</p> <p>2) Acknowledge the key role of Salford CVS</p> <p>3) Recognise the importance of grant making</p> <p>4) Develop more effective monitoring and evaluation</p> | <p>5) Embed wider understanding of value of grants</p> <p>6) Join up the programme to other agendas</p> <p>7) Ramp up the VCSE sector</p> <p>8) Promote values of programme across Greater Manchester</p> |
|--|---|



2.1 Third Sector Grants Fund - 2017-2020

NHS Salford CCG and Salford CVS, alongside evaluation partners CLES and VSNW, are committed to utilising the Salford Third Sector Fund grants programme to facilitate a healthier future for both Salford residents and VCSE organisations and schools.

Given the success of Salford's community-centred approach, the CCG have now invested a further £3m over the next 3 years (April 2017 to March 2020). This is important for several reasons:

- ❑ Salford continues to face significant challenges around the health and well-being of its residents, most notably around lifestyles illnesses
- ❑ The VCSE sector is strong in Salford, but its capacity needs developing further
- ❑ The health sector needs to find new ways of delivering activities both efficiently and creatively and to reduce demand for public services
- ❑ The governance and footprint of health and wellbeing is changing through devolution and the integration of health and social care
- ❑ The approach adopted previously through the Third Sector Fund grants programme (2014-2016) is proven to work

As in the first two years, the Third Sector Fund grants programme 2017-2020 is framed around a series of pots of grant funding which VCSE organisations and schools can bid into, including pots focused on volunteering, well-being, and healthy schools.

Within this context the evaluation framework will articulate how the programme is contributing to a number of outcomes linked to the following:

- ❑ Primarily, to Salford's Locality Plan;
- ❑ Secondly, to Greater Manchester's Health and Social Care Strategy (Taking Charge);
- ❑ Thirdly, to Greater Manchester's emerging Economic Strategy.

Within this framework, the critical element is the extent to which citizens and communities are at the forefront of 'taking charge' of their own future: both in terms of health, economic opportunity, and life.

Salford partners place this as one of three high level principles, which reflects both the Taking Charge and emerging economic and GM Public Service Reform themes and strategy, within their Locality Plan:

- ❑ **Principle 1:** Our local citizens will help to shape and be fully engaged in this system, but they will also recognise the vital role they have in sustaining it by maintaining their own health, supporting neighbours and friends, and contributing to the local economy.

The Third Sector Fund grants programme, however, clearly has ambitions to connect to the other two high-level principles as well as many other key strategic desires throughout the Locality Plan:

- ❑ **Principle 2:** Salford will have the safest, most productive health, care, and wellbeing system in England, with consistently high-quality service standards and outcomes.
- ❑ **Principle 3:** Across Salford, partners will come together across the public, private, faith, voluntary and community sectors to create a fully integrated offer, local accountability and an accompanying reduction in the acute health and care sector to reflect this shift

3 METHODOLOGY

The evaluation of year 1 of the 2017 – 2020 Programme used a case study approach to analyse the impact of the grants awarded. Three of the seven grant pots had been live for long enough for evaluation; the remainder had been live for less than 6 months and thus could not be fairly evaluated. This approach differs slightly from that used in the 2014-2016 evaluation in that fewer grant recipients were able to be interviewed for case study and data from all grant recipients was unavailable for analysis across the whole programme as many of the funds had not been live long enough.

3.1 Selecting the case study organisations

Nine of the 2017/18 grant recipients were selected for evaluation, three each from; The Healthy Schools Fund, The Wellbeing Fund, and The Volunteers' Expenses Fund. The organisations were selected based primarily on how long their particular activity had been up and running and then to reflect the variety of different activities being funded by the TSF, from a dance class at primary school, to street support for the homeless and community focussed English language practice for people new to this country.

3.2 Case study work with organisations

CLES designed and used a proforma (Appendix 1) on visits to each of the 9 grant recipients. Where possible this visit encompassed informal interviews with the grant recipient, group leaders and beneficiaries to gain a broader understanding of the impacts of the grant funding in different parts of the beneficiaries' life.

Detailed in the proforma is a table for the outputs of the grant funded project. The data gathered here was used in conjunction with the qualitative information from the interviews to carry out a basic Value for Money assessment using values from the Global Value Exchange¹ and the New Economy Unit Cost database².

3.3 Developing value for money assessments

A value for money assessment was carried out for each of the grant recipients using the output and outcomes data gathered on CLES' visit. The assessment focusses on the four E's;

- Economy** – evidencing that the activities of the organisations have minimised public sector costs and were economical;
- Efficiency** – evidencing that the services provided to achieve the outcomes were at a reasonable cost;
- Effectiveness** – evidencing the extent to which the services have had the desired impact in terms of outcomes;
- Equity** – evidencing the extent to which services reach out and are available to all people that they are intended to help.

Each of the case studies can be found in section five. Appendix one details the lines of enquiry used during the case study consultations.

3.4 The recommendations

In the final section of this report we present a series of recommendations for Year 2 of the TSF grants programme.

¹ www.globalvaluexchange.org

² <http://www.neweconomymanchester.com/our-work/research-evaluation-cost-benefit-analysis/cost-benefit-analysis/unit-cost-database>

4 CONTENT OF THE PROGRAMME

The £3m investment has been broken down into seven separate 'funds' that will be distributed annually to successful applicants. Below are a series of short descriptions of each fund that considers what each aims to achieve, which organisations are eligible and how much money is available across the three years.

4.1 The Impact Fund Partnership Challenge

The Impact Fund Partnership Challenge is aimed at groups of VCSE organisations (partnerships) in Salford that are able to effectively demonstrate that they can deliver outcomes in four key areas;

- 1) The Salford Locality Plan³; Start Well, Live Well, Age Well
- 2) Community Resilience
- 3) The Five Ways to Wellbeing⁴
- 4) Salford 10% Better campaign⁵

Firstly, the partnerships must commit to delivering against one of the health and wellbeing priorities laid out in the Locality Plan; Start Well, Live Well, or Age Well. Delivering against these priorities using person and community centred approaches will contribute towards building community resilience and will put people, families, and communities at the heart of health and wellbeing.

In addition to this, they will also need to demonstrate an ability to improve community resilience and deliver against at least one of the 'Five Ways to Wellbeing' (Connect, Be Active, Take Notice, Keep Learning and Give) and commit to deliver a 10% improvement against at least one output or outcome. This 10% has been inspired by the wider 10% Better campaign which aims to use social value to make things 10% better in Salford.⁶

Salford CVS anticipates that one partnership will be funded per priority area in the Locality Plan. E.g. One for Start Well, one for Live Well and one for Age Well. In total, there is £450k of funding available over the three-year period. Each year, £150k will be allocated in sums of up to £50k committed to successful partnerships. Unlike other funds, there is no limit on the turnover organisations can have before they are unable to tap into the fund. This allows big and small VCSE organisations to collaborate to deliver the required outcomes.

4.2 The Impact Fund

The Impact Fund is aimed at VCSE organisations in Salford that are able to effectively demonstrate that they can bolster community resilience through reduced social isolation and improving confidence and self-esteem in communities. In addition, they will need to demonstrate an ability to deliver against at least one of the 'Five Ways to Wellbeing' (Connect, Be Active, Take Notice, Keep Learning and Give)⁷. The fund is designed to allow VCSE organisations to deliver social value and make a positive difference to the environment for the benefit of Salford residents.

There is £750k of funding available over the three-year period. Each year, £250k will be allocated in sums of up to £15k committed to successful organisations with a turnover of no more than £1.5m.

4.3 The Healthy Schools Fund

The Healthy Schools Fund is a small grants pot for primary schools in Salford. It aims to help improve the health and wider wellbeing of Salford's children. The fund is available to individual Salford primary schools that are putting together a project that meets the 'Start Well' priority in Salford City Council's Locality Plan – to work to ensure children in Salford will have the best start in life and continue to develop well during their early years.

There is £435k of funding available over the three-year period. Each year, £145k will be allocated in sums of up to £5k to individual schools with successful bids.

³ <http://www.salfordccg.nhs.uk/salford-locality-plan>

⁴ <https://www.gov.uk/government/publications/five-ways-to-mental-wellbeing>

⁵ <http://www.salfordsocialvalue.org.uk/>

⁶ <http://www.salfordsocialvalue.org.uk/>

⁷ <https://www.gov.uk/government/publications/five-ways-to-mental-wellbeing>

4.4 The Healthy Schools Partnership Challenge

The Healthy Schools Partnership Challenge is designed to develop partnerships between schools and VCSE organisations in Salford. These new relationships will be supported through the schools existing community networks and the Healthy Schools VCSE development worker. These new partnerships will then in turn work to engage families and communities in the life of schools and support the development of community assets⁸ that improve the health and wider wellbeing of Salford's children.

There is £225k of funding available over the three-year period. Each year, £75k will be allocated in sums of up to £15k pa committed to successful partnership applicants. Funding for years two and three is dependent on the outcomes achieved in year one.

4.5 The Volunteers' Expenses Fund

This is a grant fund which enables small Salford based Voluntary, Community and Social Enterprise Sector (VCSE) organisations to bid for grant which supports them to meet the cost of paying out of pocket expenses to volunteers to cover items such as travel costs, childcare, protective clothing, and DBS checks. There will be three rounds resourced in the next three years at £20,000 per annum in total.

4.6 The Wellbeing Fund

The Wellbeing Fund is aimed at smaller VCSE organisations in Salford. The fund is designed to enable community activity that will help to improve the wider wellbeing of Salford residents. VCSE organisations will need to demonstrate that their project will add value under at least one of the Five Ways to Wellbeing (Connect, Be Active, Take Notice, Keep Learning and Give)⁹ and further, how they will deliver social value for Salford residents.

There is £160k of funding available over the three-year period. In Year 1, £60k will be allocated through three £20k rounds in sums of up to £1k pa committed to successful organisations with a turnover of up to £100k. We anticipate that there will be £50k available in years two and three.

4.7 The Specific Calls Fund

This is a responsive fund that is available to make specific calls in response to a specific issue that needs investigating or addressing. This could take the form of a tender call or a grant opportunity (available to VCSE organisations only) or for undertaking a specific time-limited project or piece of research.

The £50,000 fund for 2017/18 is earmarked for food hygiene training to food banks, local growing projects (match with RHS monies) and other projects to be identified in 2018/19.

⁸ Community assets are land and buildings owned or managed by community organisations. These assets cover a wide spectrum and include town halls, community centres, sports facilities, affordable housing, and libraries. - <http://locality.org.uk/our-work/assets/what-are-community-assets/> CLES has expanded on Locality's definition and uses the term 'community asset' to also refer to active local people.
⁹ <https://www.gov.uk/government/publications/five-ways-to-mental-wellbeing>

5 CASE STUDIES FROM YEAR ONE GRANT RECIPIENTS

5.1 Healthy Schools

5.1.1 Irlam Primary School – Sensory room

Contextual information

Irlam Primary School applied for £5,000 to pay for equipment to create a sensory room at the school. The equipment includes flashcards, rugs, emotion cushions, worksheets and more to help children understand and process their emotions and learn about friendship. The equipment is tailored to children at each key stage making the room accessible and useful to every child in the school. The room also has beanbags, cuddly toys, a little den and calming music playing in the background to make it as welcoming and comfortable as it can be for the children learning in there.

The walls are filled with pictures and posters that demonstrate the learning journey they have been on with their friends in the sensory room. The room also provides a safe space for children to calm down when they are angry or upset.



Activities

Friendship groups

The regular scheduled activity that takes place in the sensory room are friendship groups. These groups are facilitated by a teacher and make good use of the equipment bought using the Healthy Schools grant. Since securing the grant this teacher has facilitated 6 groups of around 5 children. The groups run over a 6-week period with one hour a week dedicated to the group.

Friendship groups are often pulled together if there is parental or teacher concern about a particular child or group of children. They can also be drawn together if a group of friends are regularly falling out and it is causing them to get upset.

At the Friendship group the children learn how to look out for one another and understand their own emotions. The teacher also spends a lot of time helping children to understand that their words can be very hurtful to others: Using a paper heart that can be scrunched up to demonstrate the feeling you get when somebody says something mean (a method from one of the packs they bought with their grant) the teacher is able to teach early years pupils that whilst you can and should say sorry for saying hurtful things (un-scrunching the heart), often the pain you've caused (the creases in the paper) don't go away.

Inputs and outputs

Table 1: Irlam Primary School

Session	Number of attendees per session	Number of unique people engaged per year	Number of sessions per year	Cost to run one session	Charge per attendee per session
Friendship groups	5	30	30	£166 (£5k/30)	-

Outcomes

The children I met were keen to tell me about what they had learnt and what they really liked about the friendship group. The three things they talked about that came through the loudest are listed below.

Understanding and managing anger

The young girls in the session I was able to sit in on each had an emotion they were struggling to manage, more often than not this emotion was anger. Losing control was causing them to fall out with their closest friends and to get into scraps with other children both at school and at home.

I used to get so angry inside, I tried to hurt people – like kicking them. I’ve learnt to walk away now and tell a teacher’

During the friendship classes the young people spend time learning all about friendship and what good friendship looks like. As a consequence, they are also learning about all the ways in which uncontrolled anger could damage friendships. The girls in the class I sat in on told me how important the room was for them when they were trying to calm down. The ‘quiet time’ the room provides along with ‘soothing music’ and ‘teddys to squeeze’ gives several children at the school a chance to regain control of their anger before they go back out into the playground or into lessons.

Valuing friendship

The teacher spends much of the time in the six sessions with each group doing activities with them that will help them to understand what good friendship looks like and how to be a good friend. The classes help them to understand their own and other people’s emotions and equips them with the knowledge to handle both in a thoughtful way. On my visit I asked the girls what the most important thing was that they’d learnt in their sessions, they all looked at each other and one of the girls said ‘shall we do it together?’. The girls then huddled around their table and stacked all of their hands on top of each other’s while they discussed their answer;

‘Be kind to each other... say sorry and hug... when we fall out, split up and calm down’

Caring for others

The girls also learnt the importance of caring for people outside of their own friendship group. They now keenly show compassion towards other children that are on their own and make a real effort to include and *‘play with people that are on their own’*. One of the girls told me that she now looks out for people on her way home from school and recounted a story of her helping up a young boy that had tripped over and hurt himself. She told me she did this because she understood that it was a kind thing to do.

Other VfM and wider considerations

Attribution

The friendship group run by the teacher and the room are an entirely unique approach to helping children understand their own emotions and the importance of friendship. There is no other time set aside for the children to focus on their emotions or friendships, instead any input to this is in passing or when the child has reached a crisis point in their own emotional state. As a result, the following value for money assessment will be subject to a 90% attribution rate to reflect the volume of time dedicated to emotions and friendship that does not take place anywhere else in the children’s lives.

Economy

The programme being run by the teacher is the equivalent of a school-based emotional learning programme. Typically, these programmes cost £173¹⁰ per child per year (accounting for inflation) to run. In the case of Irlam Primary School this would equate to a cost of £5,190 for the 30 children the teacher has worked with to date. With the 90% attribution rate applied this is equivalent to £4,671 saved. It is important to note that the grant enabled the purchase of the tools needed to continue this work in-house moving forward meaning the cost savings will continue to climb as the teacher continues her work.

Efficiency

Gross cost of groups = £5,000

Less money charged to attendees = £0

¹⁰ New Economy Unit Cost Database - School-based emotional learning programme - cost of delivery, per child per year 2009/10

Net cost of groups = £5,000

Number of unique attendees = 30

Cost per unique attendee per year = £167

Effectiveness

The group run by the teacher is having a noticeably positive impact on the friendships of the children that attend the group. It is estimated that the added value per person per year of an improvement in satisfaction with friendships is £19,831 (adjusted for inflation)¹¹. If we took a conservative estimate of just 20% of the children that have attended the groups experiencing an increased sense of satisfaction with their friendships this would be a total value added of £118,986. With the attribution rate of 90% applied this equates to £107,087.

Equity

The friendship group is called into action if there is parental or teacher concern around children falling out or not making friends very easily at school. This ensures that the children that need this support the most are able to access it. In addition, the room can be accessed by all children at the school and is often used as a 'calm down space'.

VfM summary – Irlam Primary School

Net costs = £5,000

Total value added* = £111,758

Effective value generated = £106,758

*Economy and Effectiveness indicators

¹¹ <http://www.globalvaluexchange.org/valuations/8279e41d9e5e0bd8499f2cd6>

5.1.2 North Walkden Primary School

Contextual information

The focus of the grant funding for North Walkden Primary school was to provide children with more opportunities to get active and have fun. The funding for North Walkden Primary was used to pay a physical education provider to come in for an hour once a week before school and to install a 'trim trail' in the playground area.

Children in Infants and in year 2 to year 5 have benefitted from the grant funding which has provided increased opportunities for fun physical activity both before school and during school time. In addition, the trim trail has become a feature at the schools fayres allowing parents and children to get the most from this new asset at the school.



Activities

Breakfast club

Part of the grant funding awarded to North Walkden Primary was spent on an external physical education provider. The man that provides this service comes in an hour before school begins to provide up to an hour of fun physical activity. On our visit they were practicing throwing small bean bags between each other and their teacher and counting how many times they could clap their hands after throwing the bag into the air before they caught it again. The children enjoyed the introduction of the competitive element and were noticeably more alert when the bell rang to indicate that school was about to start. The teacher also mentioned that having this group on has helped to make sure that some children that were arriving late to school were now increasingly arriving on time and ready to learn, particularly on the day the breakfast club is on.

Outdoor equipment

The grant also covered the cost of installing a 'trim trail', this is an outdoor piece of equipment (photo above) that involves climbing, balancing and swinging in order to make it to the other side. The teachers report the 'trim trail' to be a huge success with the children at the school, so much so each of the 4 years at the school are allocated a day that they get exclusive use of it. The year group with the best attendance that week gets an additional day of exclusive use on the 'trim trail'. The teachers reported that this was working as a motivator and that they were seeing improved attendance.

Inputs and outputs

Table 2: North Walkden Primary School

Session	Number of attendees per session	Number of unique people engaged per year	Number of sessions per year	Cost to run one session	Charge per attendee per session
Morning Active club	10	30	36	£35	£1.75
Trim Trail	27	156	410	£9.06	N/A

Outcomes

The focus on engaging physical activity has led to many and varied outcomes for the children of North Walkden primary. These range from an increase in physical activity through to increased concentration in school, improved attendance and punctuality.

Arriving in the classroom ready to learn

The children attending the Breakfast club are benefitting hugely from arriving at school earlier and taking part in physical activity. By arriving earlier for the Breakfast club, they are guaranteed to be on time into the classroom, before the Breakfast club existed, the school had very few tools to tackle poor punctuality.

In addition, the children are able to start their day off with increased energy levels. Exercise before school/work has been shown to significantly increase levels of concentration, giving the children participating an advantage in the classroom.

There is also a distinct advantage for working parents of their child/children attending the Breakfast club. Parents are able to drop their children off an hour earlier than normal. Teachers have reported that parents are grateful for this extra hour and that it has reduced the number of children arriving late to lessons as the morning preparations at home start much earlier.

Increased physical activity

The Breakfast club provides the children that attend with an active start to their morning, without the club it is unlikely that any of the children would have taken part in any physical activity before school.

'I love the fun games, they're really good'

The time they're able to spend being active before school has a clear impact on their alertness and their concentration. This was evident in the short time I was there to speak with them.

Improved skills and self-confidence

The group activity at the Breakfast club in the morning encourages children to get involved in practicing their throwing and catching skills and also trying to beat their personal best attempts at throwing and catching. In the time I was there you could see increased levels of concentration as they tried to catch the small bean bag to avoid being out until the next game. You could also see their hand-eye co-ordination sharpen as the lesson went on.

The children began to believe in their own ability and became more confident in their throwing and catching skills. This small amount of practice and boost in confidence encouraged a sportsmanlike sense of competition between friends that drove them to try harder and harder to perfect their skills.

Other VfM and wider considerations

Attribution

The breakfast club is entirely unique in the sense that it is the only physical exercise provision offered before school for the children in attendance. The Trim Trail now features as part of the school day for the children at North Walkden Primary, acting as a motivator for punctuality and attendance. In this way, the Trim Trail too is unique. However, beyond its role as a motivator there are probably very many climbing frames in the local parks near North Walkden Primary that the children could play on.

With the above in mind an 80% attribution rate will be applied to the trim trail, 95% for the Breakfast club.

Economy

The activity at North Walkden Primary is all about added value, as a result there is no cost saving to the state that can be fairly calculated.

Efficiency

Gross cost of groups = £4,974

Less money charged to attendees = £630

Net cost of groups = £4,344

Number of unique attendees = 186

Cost per unique attendee per year = £23.35

Effectiveness

The Trim Trail and to a far greater extent, the Breakfast club have made moderate exercise a key part of the school week for young children. The Global Value Exchange predicts that the added value of frequent moderate exercise for a young person under 25 is £4,084 per person per year¹² (adjusted for inflation). In the case of the North Walkden Primary Breakfast Club alone this is equal to £122,520. When an 95% attribution rate is applied (Breakfast club only) this equates to £116,138 of value added per year.

Equity

All children at the school have access to the Trim Trail at play-time and in an allocated slot at least once a week. The Breakfast club paid for by this grant currently covers one year group, to maximise the value it may be worth considering putting the Breakfast club on for other year groups on different days in the week. However additional funding would have to be found to cover the cost of the external organisation that provides physical education (and the Breakfast club) for the school.

VfM summary – North Walkden Primary School

Net costs = £4,344

Total value added* = £116,138

Effective value generated = £111,794

*Economy and Effectiveness indicators

¹² <http://www.globalvaluexchange.org/outcomes/5773a57515fbb02944856d86>

5.1.3 Beis Malka School

Contextual information

Beis Malka is a Jewish girls school based in Higher Broughton. They applied for £5,000 worth of grant funding to provide weekly dance classes during term-time where the girls practice their routines ready for performing at two big shows for the parents of the girls in the middle and at the end of the academic year.

The classes are designed for girls from Year 4, 5 and 6. All of the classes have been very well attended and are reported to be a welcome break for the girls from their traditional school day, most of which is spent behind a desk.

Activities

Dance class

The dance class takes place once a week on a Sunday as part of the school day. At each lesson the girls spend time with their teacher and each other learning and practicing their routine for the big shows in the middle and at the end of the year. The shows have become something of a focal point for the girls who very much look forward to performing their routine for their parents, families and teachers. Much of the grant goes towards paying for these big events and room hire as the choreography and dance teaching is carried out in-house by teachers.

Inputs and outputs

Table 3: Beis Malka School

Session	Number of attendees per session	Number of unique people engaged per year	Number of sessions per year	Cost to run one session	Charge per attendee per session
Y4 Dance	15	23	12	£20	N/A
Y4 Performance	23	As above	1	£355	N/A
Y5 Dance	13	21	12	£20	N/A
Y6 Dance	16	21	12	£20	N/A

Outcomes

The girls attending the dance class told us that they really enjoyed it and that they felt it was a fun thing to do. They particularly liked that it broke up their day which is mostly spent behind a desk. The hour of dancing really brightens things up for them.

Making new friends

One of the teachers reported that the dance class is one mechanism by which many of the girls are making friends. The teacher noted the importance of this for girls in year 4 to year 6 as the teachers seem to spend quite a bit of time trying to mend broken friendships between girls of their age. The dancing has given them something to focus on that requires them to learn and to practice over and over with each other allowing many new friendships to blossom.

Increased confidence and a sense of achievement

When I visited the girls, they were very excited to be on their way to their dance class, they told me that dancing makes them feel happy and excited and that they love dancing. One of the teachers I spoke to was also a parent of one of the girls in the dance class, she told me that she has seen her daughter grow in confidence through the dance classes where she is able to build on her natural talents. The same teacher told me that her daughter had developed a much greater sense of pride in herself and in the school by being able to be a part of the dance class and represent the school at the big performances.

Increased physical activity

The time spent dancing each week for the girls could otherwise have been spent sat down as the class takes place during their school day, however their teacher told me that they always try to give the girls at least an hour for physical activity if the dancing was happening or not. What is special about the dance class is that it also encourages the girls to practice their routines at home thereby generating more physical activity.

Other VfM and wider considerations

Attribution

There are other dance classes available locally that some of the girls attend after school. In addition, if the dance class wasn't to take place during the school day, their teacher clearly stated that they would aim to provide the girls with an alternative hour of physical activity, but this wouldn't necessarily encourage the building of friendships or the extra physical activity outside of school hours. With that in mind, we are allowing a 70% attribution rate for the outcomes from the dance class.

Economy

The dance class itself is unlikely to be making any direct savings to the state. If the girls were not attending, it is unlikely that they would access or require the support of public services. As such there is no economy saving identified for the Beis Malka dance class. However, the added value for these girls (effectiveness measure) is clear and should not be underestimated.

Efficiency

Gross cost of groups = £1,075

Less money charged to attendees = £0

Net cost of groups = £1,075

Number of unique attendees = 65

Cost per unique attendee per year = £16.54

Effectiveness

The girls at Beis Malka in attendance at the classes are feeling the physical and mental benefits uniquely ascribed to dance. According to the HACT database, the value added through dance to individuals aged under 25 is £1,830.95 per person per year¹³. For Beis Malka we have divided this value to take into account the 12 weeks that each child is able to dance at this class in a year (£423 per child per 12 weeks) this value therefore equates to £27,495. When the attribution rate of 70% is applied this results in £19,247 of added value.

Equity

Beis Malka is a Jewish girls' school providing education for the young girls in the Jewish community in Higher Broughton. As the dance class forms part of the school day, the young people that are attending are all pupils of the school. At present all the pupils in years 4, 5 and 6 are taking part in the classes making the reach of this class very good. In the future it may be worth considering offering this type of activity to the pupils in the younger year groups to introduce them to dance when they are much younger.

VfM summary – Beis Malka School

Net costs = £1,075

Total value added* = £19,247

Effective value generated = £18,172

*Economy and Effectiveness indicators

¹³ <http://www.globalvaluexchange.org/outcomes/5773a57515fbb02944856d85>

5.2 Wellbeing Fund

5.2.1 Salford Street Support

Contextual information

Salford Street Support has been running for almost 7 years. It aims to help make life more comfortable for people on the streets and ultimately to get them into accommodation. Securing accommodation is considered the single most important thing a homeless person needs, not only for their safety and security but because this is what unlocks their access to support from the government through the welfare system.

The grant awarded by Salford CVS has not gone to supporting one particular activity by Salford Street Support, rather it has served to help them to continue to provide the work they struggle to fund each year.

Activities

Street support

SSS's paid member of staff spends most of her time out on the streets with a few volunteers. There are typically two or three volunteers on any one day but there are around 450 people who the organisation are able to call on if they need their support. This is a result of the network they have built up over many years working with homeless people in Manchester and Salford.

The money provided through this grant funded the purchase of items for 'packs' that are given out to support people sleeping rough. The packs contain a variety of things including; basic sanitary products, sleeping bags, tents and food. Being able to hand out packs to people on the street is one of the main ways they are able to engage with and therefore begin to provide further support for the homeless community. Once they are engaged they are able to find out what they can do to help that person escape street homelessness.

Inputs and outputs

Table 4: Salford Street Support

Session	Number of beneficiaries per visit	Number of unique people engaged per year	Number of visits per year	Cost to run one visit	Charge per beneficiary per visit
Salford Street Support patrols	3	~54*	120	Unknown	N/A

*This is an estimate – exact data was unavailable

Outcomes

Whilst the range of support provided by Salford Street Support is very broad, the ultimate objective when they meet a homeless person is to help them move into housing. In the process Salford Street Support work to achieve three things for each and every homeless or vulnerable person they come into contact with;

Financial stability

A lack of a home address precludes access to benefit payments, many mainstream support services and most legitimate paid work. They support homeless people in finding accommodation as the starting point for getting back on track. Once they have an address they will work with them to make sure they get access to the right benefit payments helping them with their immediate financial security.

Re-uniting a homeless person with their legal identity documents

Further to the above, Salford Street Support has managed to secure an agreement with Manchester and Salford City Council's to provide free copies of birth certificates for homeless people. This enables a homeless person to prove their identity in order to secure a job or set up a bank account. Many homeless people have no access to their personal identity documents, this is another silent barrier homeless people face when trying to improve their situation. The Salford Street Support team are

working to remove this barrier for homeless people in Manchester and Salford. As of May 2018, 40 birth certificates have been issued through the agreement.

Feeling safe and secure

There are myriad reasons why housing is at the top of Salford Street Support's list of priorities, chief among them is providing homeless people with the safety and security of their own place to stay. Having safe and secure housing will dramatically reduce levels of anxiety and likely improve the physical and mental health of the person that will no longer be exposed to the elements through sleeping rough.

Other VfM and wider considerations

Attribution

The cost savings and value calculations for Salford Street Support will be subject to a 80% attribution rate. This is because there are several other services in Salford and Manchester that seek to help the homeless but very few of them provide on street support at all hours of the night. In addition to this, the people supported by Salford Street Support have often struggled to access any other kind of compassionate support, instead falling into a cycle of street homelessness and admission into acute care.

Economy

Salford Street Support are working hard to get people off the streets. This is of significant value to Local Authorities who spend on average £9,532¹⁴ (adjusted for inflation) per rough sleeper per year. Assuming that 15% of the People Salford Street Support come into contact with are unique beneficiaries and taking a conservative estimate of 10% of those unique beneficiaries find a home that would equate to cost savings of approximately £47,660. With the attribution rate of 90% applied this results in £38,128 worth of savings to the state.

Efficiency

Gross cost of visits = £1,000

Less money charged to beneficiaries = £0

Net cost of visits = £1,000

Number of unique beneficiaries = 54

This grant allowed Salford Street Support to continue to fund their street visits, as such, the cost per unique beneficiary calculation cannot be fairly worked out.

Effectiveness

The work carried out by Salford Street Support is of great value to the state as noted above. Unfortunately, there has been very little research carried out on the added value of these types of activities, by this we mean we are unable to attribute a cash value to the impact that Salford Street Support and organisations like it have on the person themselves. This is because of a lack of available indicators as oppose to a lack of impact from Salford Street Support.

Equity

The team at Salford Street Support are out on the streets on a daily basis searching for people sleeping rough to ensure they have basic supplies to keep themselves clean, fed and hydrated. Over time they have built up a very strong relationship with the homeless community in Manchester and Salford, becoming well known for her generosity, thoughtfulness and real tangible support to get people off the streets.

To this extent the Salford Street Support team are reaching everybody they need to, and where they find this difficult they look harder.

¹⁴ New Economy Unit Cost Database - Rough sleepers - average annual local authority expenditure per individual 2010/11

VfM summary – Salford Street Support

Net costs = £1,000

Total value added* = £38,128

Effective value generated = £37,128

*Economy and Effectiveness indicators

5.2.2 Society Inc

Contextual information

Society Inc are an organisation which offers a mentoring and befriending service in addition to a recovery service for any resident in Little Hulton or anyone with a strong connection to the area. Society Inc have been working operationally in Little Hulton since August 2017.

Their constitution was designed in February 2017, with a piece of community research undertaken in July 2017 to see what the local area needed to deal with its social problems. This concluded there was a gap in provision of, and a strong demand for, a mentoring service in the area.

To date, they have received self-referrals from either residents who use substances or older residents who are in need of befriending/social interactions. They have recently been recognised and short-listed for a Royal College of Nursing (RCNi) national award for integrating nursing theory into practice.

Activities

Society Inc is currently managed by 1 volunteer and 1 part-time paid staff member. In addition to this, there are a group of volunteers that run their services throughout the week (including weekends) with the part-time member of staff, based in the Little Hulton Community Hub every Thurs, Fri & Sat. The team operate throughout the area, mainly supporting their clients in community locations. They operate a 'person-centred' approach, which is symbolised in their slogan 'Connection Before Correction', that is focusing on building meaningful relationships first and foremost before trying to implement any solutions to the problems the individuals face.

Mentoring and Befriending Service

Society Inc offer mentoring and befriending services to any resident in Little Hulton or anyone with a strong connection to the area. Initially this is primarily outreach work - meeting people where they are at both physically and psychologically. Once the mentor and the mentee have built up a relationship, the mentor will try to get them out, involving them in social situations such as going for a coffee in a café – minor things to most people, but a tall ask for someone with, for instance, severe mental health issues.

To date they have worked with 20 clients for mentoring and 11 clients for befriending. They have 5 trained volunteers who deliver the mentoring and befriending services.

SMART Recovery

Society Inc has recently started a recovery group, the licenced 'Self-Management and Recovery Training' [SMART] programme to help people manage their recovery from any type of addictive behaviour. This includes addictive behaviour with substances such as alcohol, nicotine or drugs, or compulsive behaviours such as gambling, sex, eating, shopping, self-harming and so on.

Society Inc gained the licence to operate the SMART programme in October 2017, when the organisation began to train their volunteers in this method. The sessions started in earnest in February 2018 and have been running each week since then. The sessions are available for anyone to come in and participate in, so numbers vary each week, although on average 6 people attend each session.

Inputs and outputs

The total income of Society Inc since it started operating in July 2017 has been approximately £18,000, sourced from a mixture of grants from organisations including Salford CCG, Salford CVS, Step Up Big Local among others. Society Inc has carried approximately £8,000 of income for 2017/18, therefore the organisation has had total running costs of around £10,000 over the past year.

In terms of building a sustainable source of income in the future, they hope to establish an accredited training programme to generate an income of around £300 per learner. They also hope to establish a contract with the CCG to support those with low level/mild depression/anxiety either before or alongside prescription medications.

Table 5: Society Inc

Session name	Number of attendees per session	Number of unique attendees engaged per year	Number of sessions per year	Cost to run one session	Charge per attendee per session
Mentoring and Befriending	Average of 6 mentors for each of the 5 active volunteers	31	52	£1.25	No charge
SMART Recovery	6 (Average)	9	52	£25.38	No charge

Outcomes

Increased confidence and self-esteem

Increased self-esteem was reported as a strong outcome for the beneficiaries of Society Inc's services. For instance, several beneficiaries are confined to their own houses because of their anxiety, depression and/or other mental health issues. The development of personal confidence to leave their house, as a direct result of the befriending/mentoring services, is frequently cited as an outcome of beneficiaries. The mentoring service increased the self-esteem of one beneficiary so much that they developed the confidence to start to think about applying for work, something which would have been unthinkable when they first became involved with Society Inc.

This confidence is not just confined to the beneficiaries. In discussing the outcomes of the organisation upon the mentors themselves, an increase in confidence was cited. For instance, a mentor stated:

"Being a mentor has changed my attitudes completely. Before I mentored I would have seen the people we work with as scroungers, and I would have avoided socialising with them. Volunteering has given me the confidence to be in their company. As a result, I've become more tolerant and less judgemental." Mentor

Reduced social isolation

Many of the clients the service deals with have issues around social isolation which impacts their emotional health and wellbeing, and a mentoring/befriending service can assist with this. For instance, a beneficiary of the service suffered from significant mental health problems. Her mentor developed a relationship with her, and she started to attend the weekly SMART recovery sessions to help deal with her problematic heavy cannabis use. She has established some positive friendships from the group, and now regularly goes out for coffee with a couple of other members every week. The beneficiary finds these sessions invaluable as they allow her to socialise with people whom she finds supportive without the need for cannabis. As a result of stopping cannabis, the beneficiary finds that her self-esteem has increased, making her increase her social interactions. As a result of her decreased social isolation she feels less fatigued and demotivated and no longer experiences daily suicidal thoughts.

Better living skills and self-care

As a result of the mentoring service, together with the SMART recovery programme, the beneficiary described above has also started to make healthier lifestyle changes. She has started to work with her mentor to budget her shopping/bills and to clean up her home.

"I continue to provide encouragement and weekly support, but I have noted a positive change in her" Mentor

Other VfM and wider considerations

Attribution

Staff noted there are no similar schemes in the area. For instance, Salford City Council have centralised their drug services to Eccles, meaning that any drug user in the area seeking help would be required to get two buses in order to receive the nearest level of support, which very few drug addicts would

have the motivation to do. As a result the SMART recovery sessions are the only realistic type of support available to those individuals in the area. With that in mind, we can assume that the progress made by attendees is 90% attributable to Society Inc, allowing 10% for support from family members and other unknown organisations.

Economy

Addiction can lead to offending as a way to pay for individual's habits, which causes costs to the criminal justice system and victim services. Health effects from individuals' drug addictions also place a financial burden on the National Health Service. The average longer-term savings from reduced drug-related offending by people sustaining recovery following receipt of effective structured drug treatment is estimated to be £2,425 per person (adjusted for inflation).¹⁵ The value of the work done at Society Inc to help maintain a life free of addiction is therefore estimated to be £21,825. When accounting for 90% attribution this figure comes to £19,643.

Efficiency

Gross Costs = £10,000

No tradable income at present

Net Costs = £10,000

Number of unique attendees: 40

Cost per output: £250 per person per year

Effectiveness

Improved confidence is a common outcome across users of Society Inc's services. The value of increasing confidence is estimated to be £239 per person per year (adjusted for inflation)¹⁶. For the 31 beneficiaries of the mentoring/befriending service the value of the work done by Society Inc to increase their beneficiaries' confidence is therefore estimated to be £7,409. When accounting for 90% attribution this figure comes to £6,668.

Equity

Society Inc set out to offer a mentoring, befriending and addiction recovery service to any resident in Little Hulton or anyone with a strong connection to the area who requires it. It currently accepts self-referrals from either residents who use substances or older residents who are in need of befriending/social interactions. In this sense Society Inc are achieving their objective. However, staff note that it is currently lacks many attendees who are professionals. As they believe this is a group that also suffer from addiction, and hence would benefit from their services, this is a group that Society Inc needs to actively target.

VfM summary – Society Inc

Net costs = £10,000

Total value added* = £26,311

Effective value generated = £16,311

*Economy and Effectiveness indicators

¹⁵ <http://www.globalvaluexchange.org/valuations/5845807d1c584a1f40e4372f>

¹⁶ <http://www.globalvaluexchange.org/outcomes/8279e41d9e5e0bd8499f0694>

5.2.3 Mature Movers

Contextual information

Mature Movers are based at the Cleggs Lane Community Church in Little Hulton. They offer a weekly exercise to music class for older women (50 plus). Established in September 2017, the group aims to provide opportunities for older women with limited mobility to be more active whilst also extending their social networks.

The group has a permanent treasurer and whilst it started with 6 regular attendees it now attracts an average of 12 women per weekly session.

The group relies partly on grant funding, but the cost of the weekly activity is offset by a charge of £2 per person to attend the exercise session. An initial grant of £500 from the Big Lottery was used to pay for equipment, room hire and the cost of a dance instructor. The group has also benefitted from a Wellbeing Fund grant of £1000 that was awarded in early 2018 which also helps to supplement the ongoing costs.



Activities

Mature Movers meet regularly, once a week on a Tuesday night. The meeting incorporates the exercise to music class, led by a dance instructor, which takes place between 7.00pm and 8.00pm. Activities involve dance routines to music and chair-based exercises incorporating resistance bands. Following the class, refreshments (tea, coffee and fruit) are served and the women spend 20 minutes to half an hour discussing their lives, helping each other to overcome any issues they are facing.

To ensure that everyone who wants to attend is able to do so, attendees who have access to a car will frequently offer lifts to others.

Inputs and outputs

Total costs to run the exercise class for 48 weeks per year are £1,710, comprising £720 for room hire paid to the local Methodist church (£15 per week), £960 to the dance instructor (£20 per week) and £30 towards the costs of refreshments. The group charges £2 per person to attend the exercise class which helps to make up approximately 70% of the cost needed to run the group. The short-fall comes from grants such as the Wellbeing Fund, mentioned above.

Table 6: Mature Movers

Session	Number of attendees per session	Number of unique attendees engaged per year	Number of sessions per year	Cost to run one session	Charge per attendee per session
Tuesday evenings	12	15	48	£35.63	£2.96

Outcomes

Key outcomes for the women are increased levels of activity and mobility, decreased social isolation and an increase in confidence.

Increased Activity

The exercise to music class helps the woman to be more active, increasing their mobility and allowing them to lead a healthier life style.

'Excellent class, and well organised for the older person. You definitely feel like you've done something of benefit!'

'It's great fun; it keeps you going.'

'The exercise is fun and engaging – helps with mobility.'

Decreased social isolation

Many of the attendees feel socially isolated and joined the group to help tackle feelings of loneliness. The opportunity to come together and interact with others, through the exercise class and social activity at the end, was mentioned as a real benefit, helping to boost everybody's mental health and wellbeing.

'I really enjoy the group and it's good for socialising.'

'Meeting other people is always good. You're not isolated are you.'

'After the exercise class, we normally sit down and have a bit of a discussion. Anybody that's got any issues we discuss those issues or anything else that's relevant. We just have a bit of fun; a bit of banter. It's not just an exercise group, it's a social group as well. We've arranged outings together outside of this time to go to different places. We make sure everybody's welfare is fine.'

Increased confidence

Before the group started, some of the women mentioned that they had problems with confidence and self-esteem which have improved significantly since attending the group.

'You know how were speaking now, you wouldn't have got me doing this 12 months ago. The exercise and the socialising it's all helped.'

Other VfM and wider considerations

Attribution

There are some similarities between the support offered by Mature Movers and other groups in the area. For example, the nearby Peel Church hosts a group called the Big Dance which offers chair-based exercise sessions. The range of exercise is not as dynamic, however, and it is a closed group which you have to join. Cleggs Lane Community Church also offers free circuit training once a week which some of the women from Mature Movers also attend. This, however, lacks the social dimension of the Mature Movers sessions.

With the above considered, we estimate the attribution to Mature Movers to be 60%.

Economy

The exercise to music class helps the woman to be more active on a regular basis, increasing their mobility and allowing them to lead a healthier life style. This, in turn, decreases their chance of becoming obese, which causes a huge strain on the NHS's finances. The cost of avoiding obesity is equal to £4,044 per person per year (adjusted for inflation)¹⁷. For the 15 beneficiaries the value of Mature Mover's work to avoid obesity through the use of regular exercise is therefore estimated to be £60,660. When accounting for 60% attribution this figure comes to £36,396.

Efficiency

Gross cost of groups = £1,710

Less money charged to attendees = £1,152

Net cost of groups = £558

Number of unique attendees = 15

Cost per unique attendee per year = £37.20

¹⁷ <http://www.globalvaluexchange.org/valuations/8279e41d9e5e0bd8499f2a5d>

Effectiveness

Improved confidence is a common outcome across users of Mature Movers' services. The value of increasing confidence is estimated to be £239 per person per year (adjusted for inflation)¹⁸. For the 15 beneficiaries the value of the work done by Mature Movers to increase their confidence is therefore estimated to be £3,585. When accounting for 60% attribution this figure comes to £2,151.

Equity

There are not any additional specific groups that Mature Movers is struggling to connect with, although continuing to attract those who lack confidence remains a challenge.

VfM summary – Mature Movers

Net costs = £558

Total value added* = £38,547

Effective value generated = £37,989

*Economy and Effectiveness indicators

¹⁸ <http://www.globalvaluexchange.org/outcomes/8279e41d9e5e0bd8499f0694>

5.3 Volunteers' Expenses Fund

5.3.1 Incredible Education

Contextual information

Incredible Education have been operating in Eccles since 2014. They specialise in health and wellbeing programmes that are delivered through nature-based services for local communities. They work with people of all ages, from nursery schools to AgeUK and have strong local links with community groups, mental health provision, health and wellbeing providers, and Friends of Parks groups.

In recent years, Incredible Education have seen a lot of growth as grant funding has enabled them to build a hut for delivering teaching in and expand and improve their allotment plot.

Activities

Incredible Education run two activities: horticulture and forest school. CLES visited the horticulture site at the Peel Green allotments.

Horticulture

Incredible Education's horticulture sessions run from the Tindall Education Centre at the allotments in Peel Green, Eccles. Through their ties with the community growing group Incredible Edible Salford, they have access to a large space with growing areas which include raised beds, a polytunnel, greenhouse and a classroom. Incredible Education work with schools and colleges to provide enrichment sessions as well as accredited Horticulture qualifications. Incredible Education also deliver gardening sessions with people of all ages – from nursery schools to Age UK.

Forest School

Incredible Education have been working with 8 primary schools funded via the NHS Salford CCG supported Healthy Schools Fund to deliver Forest School. The Forest School environment is based on an adaptation to the Scandinavian approach to early years provision. Led by FSE Level 3 qualified Forest School Leaders, Forest School gives children *"who don't usually get chance to experience nature"* opportunity to learn about ecosystems, build dens and *"run and play in the woods."*

Inputs and outputs

Table 7: Incredible Education

Session name	Number of attendees per session	Number of unique attendees engaged per year	Number of sessions per year	Cost to run one session	Charge per attendee per session*	Number of volunteers per session	Number of volunteers per year
Forest School	12	228	260	£125	£10.41	1	3
Horticulture	13	13	64	£125	£12.50	5	5

* These charges are direct to the School.

Outcomes

Social cohesion

The Peel Green allotment site not only provides a green space in an urban environment, but a place where a variety of people can mix. During the session attended by CLES, a group from Edward Onyon Court care home were visiting to learn about a setting their own garden up, a group of mums and tots were playing, and school children were helping out volunteers with some tasks.

"It's a brilliant place, especially for the children. It's somewhere that you can come and mix with other people in a really lovely setting."

New skills and personal development

Both the Forest School and horticulture sessions equip young people and volunteers with new skills. As an outcome, this was reported as important for the majority of volunteers as they have seen personal growth and development since first attending Incredible Education sessions. One volunteer

is now completing an RHS Level 2 qualification in Horticulture after gaining skills at the allotment. Another summed up the importance of what they had learned at Incredible Education:

"As much as I love chatting to people and gardening, what's great about Incredible Education is that I've learned a lot too. Ian is very knowledgeable, and it's brilliant feeling like you're improving what you know at the same time as giving something back to the community."

Confidence

The sessions ran by Incredible Education help children and young people improve their confidence as they become more used to the different environments and variety of new people they are interacting with. One volunteer said:

"It's lovely seeing how much coming to the allotment helps the children with their social skills. You really see them come out of their shell by the time they've finished, which is a real pleasure to see."

The volunteers also experience increases in confidence as well. One volunteer, a 40-year-old man living with Downs Syndrome used to just come to watch the group while his father attended to his own allotment, but has now been volunteering with Incredible Education for a year:

"He really has grown in confidence and independence. As well as working with the young people and other volunteers to attend to the allotments, he now makes his own way home completely independently, which he'd never been able to do before."

Other VfM and wider considerations

Attribution

An estimated 60% of attribution can be applied to Incredible Education to account for the support of young people's schools, parents and friendship networks outside of the horticulture and Forest School sessions. Similarly, some volunteers have volunteered at other gardens and many work alongside volunteering with Incredible Education, meaning that positive outcomes they experience may also be attributed to other factors external to the sessions they attend. However, for volunteers who have volunteered elsewhere, Incredible Education stood out as more valuable, and they reported *"enjoying volunteering more"* since starting with the group.

Economy

As the majority of volunteers had been at Incredible Education for over 12 months and attended sessions on a weekly (and more regularly basis), it can be estimated that the group adds value of £3,377 per volunteer per year. This figure has been drawn from the value listed for regular volunteering in the Global Value Exchange¹⁹.

The annual value added by the horticulture allotment alone is therefore an estimated £16,885. With the attribution rate of 60% applied, this figure comes to £10,131.

Efficiency

Incredible Education currently make £9.95 in profit per young person per year to maintain each of the groups listed in Table 7.

Gross cost of groups = £40,500

Less money charged to groups = £42,897

Net cost of groups = - £2,397 (profit)

Number of unique attendees = 241

Cost per unique attendee per year = - £9.95 (profit)

Effectiveness

Both the horticulture sessions and Forest School help children improve their confidence, through mixing with a variety of people and adults, and gaining new experiences in nature and outdoors. The estimated value of improved confidence is £239 per person per year²⁰. Assuming that all children

¹⁹ <http://www.globalvaluexchange.org/valuations/5773dc1e15fbb00d60910e79> adjusted for inflation

²⁰ <http://www.globalvaluexchange.org/valuations/8279e41d9e5e0bd8499f2cc9> adjusted for inflation

engaged each year see an increase in confidence, the potential estimated value of the Incredible Education sessions is £57,599. When accounting for the 60% attribution, this value comes to £34,559.

Equity

The Incredible Education allotment is open and accessible to all. After staff encouraged the man living with Downs Syndrome to join in with sessions and become a volunteer, they also worked to ensure that the school children attending the sessions respect and recognise him as a person in a position of authority.

VfM summary – Incredible Education

Net costs = - £2,397 (profit)

Total value added* = £44,690

Effective value generated = £47,087

*Economy and Effectiveness indicators

5.3.2 Community Dosti

Contextual information

Community Dosti is a peer-led group for people from different ethnicities and backgrounds living in Salford and the surrounding areas. Dosti means friendship, and the group aims to facilitate social integration and friendships to help maintain a happy and healthy lifestyle.

Though the main focus of the group is English language conversation, an hour of time is spent on a physical activity at the end of the session. This is to encourage active lifestyles and healthy living, but also enable those who are less confident in speaking English an opportunity to engage. Three volunteers are native English speakers, and other volunteers act as English teachers and translators which also enables those with less English proficiency to participate in the sessions fully.

Community Dosti also facilitate cross cultural exchanges, celebrating Christmas and Easter with the British volunteers, and welcoming them to celebrations for Nowruz, the Iranian New Year, and Yalda Night. They also have close links with health and social care providers who refer people they come into contact with to Community Dosti.

Activities

Community Dosti run a weekly 3-hour session which includes two main activities: An English language conversation class, and a physical activity session which usually takes the form of a dance class. Each week, the English conversation class discuss something different, from history lessons about Britain's industrial past and sections from the UK citizenship test, to arts and craft sessions including mobile phone photography. The group have also worked with the Salford Health Improvement Service, who delivered a 6-week course.

Alongside the weekly sessions, the group attend events and community days across Salford, including events to mark Refugee Week, Black History Month, and International Women's Day.

Inputs and outputs

Table 8: Community Dosti

Session name	Number of attendees per session	Number of unique attendees engaged per year	Number of sessions per year	Cost to run one session	Charge per attendee per session	Number of volunteers per session	Number of volunteers per year
English Conversation and dance	6 – 10	70 – 80	45 - 48	£45	Free	4 – 6	10

Outcomes

Confidence

Learning how to speak English more fluently has notable effects on attendee's confidence. Attendees are also able to ask for advice in navigating the UK system from the British volunteers and their improved English helps beneficiaries and volunteers feel better empowered to access public services, including GPs, schools and colleges.

"It's about sharing knowledge of the system. I don't know where good schools are or where to live, so having people who are from here to talk to about it is really important to me."

One volunteer, who began coming to the group as a beneficiary initially is now looking to deliver an ICT class to the group:

"I have built my ability and skills up since coming to this group, and now I want to share it to move our community forward."

Social isolation

As the majority of the attendees to the group are immigrants, including refugees and asylum seekers, many have left behind their support networks to start a new life. This can be an isolating experience,

and it can be hard to forge connections after settling in a new city. One volunteer spoke of how important Community Dosti is to her:

"Coming to this group helps me feel not alone in this country. All of my family are in my home country, but through this group I have a new family."

Another attendee spoke of the feeling of 'losing both' after leaving behind her home country, only to experience isolation and loneliness after coming to the UK for a better life:

"People come here for a better life, but then you can end up losing both by feeling alone and lost here. Everybody needs this group to give them friendship and community."

Mental health

Increasing confidence and lessening social isolation impact positively on the mental health of attendees at Community Dosti. All of the volunteers and beneficiaries spoke of how the group increases their happiness, lessens their stress and provides a *"break from problems."* One volunteer said:

"I have depression and anxiety but coming to this group makes me feel happier for a few days afterwards."

Other Vfm and wider considerations

Attribution

While there are other groups for other ethnicities across Salford, Community Dosti is the only group for Iranian and Persian speaking people. The importance of the group to all its attendees was clear from one beneficiary who reported that *"everybody needs this group."* As the group is the only one of its kind in Salford, the attribution applied to the group will be 70%. The further 20% can be attributed to informal networks that exist outside of the group, as some volunteers and beneficiaries were friends and neighbours prior to joining the group. The final 10% can be attributed to those who were already proficient in English.

Economy

It can be estimated that the weekly session adds £1,952 per person per session. This figure has been drawn from the value listed for being a member of a social group in the Global Value Exchange. The annual value added by Community Dosti is therefore an estimated £87,876.90 (assuming that volunteers and beneficiaries attend multiple sessions). With the 70% attribution rate applied this figure comes to £61,513.83.

Efficiency

Community Dosti are currently spending £28.80 per person per year to maintain each of the groups listed in Table 8.

Gross cost of groups = £2,160

Less money charged to groups = £2,160

Net cost of groups = £2,160

Number of unique attendees = 75

Cost per unique attendee per year = £28.80

Effectiveness

The key aim of Community Dosti is to improve health and wellbeing of its attendees. To improve physical wellbeing, the final hour of the session is a dance lesson or other physical activity. The estimated value of improvement to the physical health of volunteers is £6,213 per volunteer²¹. Assuming that just 50% of volunteers incorporate regular exercise over the course of their time at Community Dosti, the potential estimated value of this is £31,065. Accounting for the 70% attribution, this value comes to £21,746.

²¹ <http://www.globalvaluexchange.org/valuations/8279e41d9e5e0bd8499f47e7> adjusted for inflation

Equity

At larger events such as Yalda Night and Nowruz, Community Dosti ensure that there is provision for children in order for parents to attend. They are also seeking to start a reading group for children to run alongside the weekly sessions to enable people with childcare responsibilities to be able to attend these sessions.

VfM summary – Community Dosti

Net costs = £2,160

Total value added* = £83,260

Effective value generated = £81,100

*Economy and Effectiveness indicators

5.3.3 Wharton and Cleggs Lane Community Café

Contextual information

Wharton and Cleggs Lane Community Café provide low cost meals in a warm, friendly environment. It is staffed by volunteers who live locally and is open to all residents in Little Hulton and the surrounding areas.

Activities

The café runs twice a week, on Tuesday and Thursday, and offers a range of hot meals and snacks. Hot meals cost £3.75, with soup and jacket potato meal deals ranging from £1.50 to £2.25. For £5.50 a two-course hot meal with drink can be purchased. On Tuesdays, the café runs alongside the foodbank session, and vouchers which provide a free hot meal can be accessed.

Running in conjunction with the café there are information and advice sessions some weeks, from visits from the local health improvement teams and Salford Healthy Communities to conduct informal health check-ups and provide information and advice to people visiting the café, to computer drop-in sessions and craft-and-chat groups.

Inputs and outputs

Table 9: Wharton and Cleggs Lane Community Café

Session name	Number of attendees per session	Number of unique attendees engaged per year	Number of sessions per year	Cost to run one session	Charge per attendee per session	Number of volunteers per session	Number of volunteers per year
Community Café	Avg 2, between 1 and 8	120	90	~£30	No charge to attendees	10	16

Outcomes

Social isolation

All of the volunteers reported that coming to the café helped them reduce social isolation. The majority of volunteers are retired or have otherwise stopped working, and many live alone. Thus, the two weekly sessions are an opportunity to get out of the house and interact with people.

"After taking voluntary severance I was climbing the walls at home all day. I've always worked in the community, so I thought I would volunteer here to help people, but it's really helped me as well."

One volunteer came to the café via a social worker, after experiencing extreme social isolation and loneliness. The other volunteers all reported a huge difference in her demeanour from beginning, with one saying:

"When she came in compared to now, she's a different person. She's really come out of her shell and talks to anybody. We all accepted her and loved her just the way she is and there's a real sense of family between us: we all help each other with problems, and go to events and socialise outside of the café"

Mental health and self-worth

Both beneficiaries and volunteers see improvements to their mental health and self-worth when coming to the café which can have dramatic effects on other outcomes in life. For example, when one beneficiary presented to another organisation as homeless, they were able to refer him to the café with a voucher for a free hot meal. The community café, Cleggs Lane Methodist Church, and homeless organisation were able to work together to help the gentleman out of his dire situation and he is now housed and in employment.

"Though it was the smallest bit of help, that hot meal twice a week was so good for him. It built him back up and gave him his fight back. But more than that, coming to the café meant he was getting company as well as meals: people were talking to him again, and welcoming him into their community."

Similarly, many of the volunteers spoke about the important role the café had played in improving their own mental health. Volunteers said that prior to beginning to volunteer at the café they had been "*getting to a rut*", but that coming to the café had helped them "*stop feeling miserable*." One volunteer who had been struggling after retiring, said:

"Once you retire you get lost... It's nice to feel needed again."

Other Vfm and wider considerations

Attribution

The attribution applied is 80%: though the café is the only community café in Little Hulton, there are other similar initiatives across the wider Salford and Greater Manchester area. For example, one volunteer also volunteered at The Mustard Tree and reported that they provide a £2 food parcel which includes ten items of food. The Mustard Tree (and similar initiatives) can be seen to make up the remaining 20% of attribution as volunteers can see positive impacts from these places, and beneficiaries may also access cheap food in other places.

Economy

When considering the reduction in social isolation and improvement in mental health that volunteers report, it can be estimated that the group adds value of £1,246 per volunteer per year. Lonely individuals are more likely to visit their GP, use more medication and they are also more likely to enter into a residential home or nursing care²².

The figure of £1,246 has been drawn from the average cost listed for service provision for adults suffering from depression and/or anxiety disorders, the cost of one hour of GP time, the weekly cost of nursing care for older people, and the weekly cost of residential care for older people listed in the unit cost database. Socially isolated and lonely older people often book appointments with GPs.

The annual value added is therefore an estimated £19,936. With the 80% attribution rate applied, this figure comes to £15,948.

Efficiency

Wharton and Cleggs Lane Community Café are currently spending £22.50 per person per year to maintain each of the groups listed in Table 9.

Gross cost of groups = £2,700

Less money charged to groups = £2,700

Net cost of groups = £2,700

Number of unique attendees = 120

Cost per unique attendee per year = £22.50

Effectiveness

Reducing isolation in older people has an estimated value of £2,486²³ per person. As all volunteers reported that volunteering at the café had helped to reduce their social isolation the estimated value of this is £39,776. Accounting for the 80% attribution, this value comes to £31,820.

Equity

Though Wharton and Cleggs Lane Community Café is run from Cleggs Lane Methodist Church, all are welcome regardless of faith and there are no restrictions on who can access the café or volunteer. The café also takes special measures to ensure those that are able to access the café who might not be able to: volunteers collect a disabled woman in a wheelchair who cannot make the journey alone, and then drop her back off at home after she has finished her meal.

²² <https://www.scie.org.uk/prevention/connecting/loneliness-social-isolation#footnote-05>

²³ <http://www.globalvaluexchange.org/valuations/8279e41d9e5e0bd8499f5e60> adjusted for inflation

VfM summary – Wharton and Cleggs Lane Community Café

Net costs = £2,700

Total value added* = £47,768

Effective value generated = £45,068

*Economy and Effectiveness indicators

6 FINDINGS & RECOMMENDATIONS

6.1 For every £1 spent, an estimated £29.98 of value was generated

The 3 pots studied represent 27% of the funds awarded in Year 1. There were 57 grant recipients across the three pots. The figure above was calculated using case studies of 9 of the 57 grant recipients, three from each pot. As such this figure should be treated only as an indicator of the value that is being generated through all of the investment in the Third Sector Fund as it is only representative of a small number of grants awarded.

Below is a summary of the projects selected for case studies, the amount invested, and the value added/costs saved;

Table 10: Value generated & costs saved by case study group

	Group	Amount invested	Value generated + costs saved
Healthy Schools Fund	Irlam Primary School	£5,000	£106,758
	North Walkden Primary School	£4,935	£111,794
	Beis Malka School	£1,660	£18,172
Wellbeing Fund	Mature Movers	£1,000	£37,989
	Salford Street Support	£900	£37,128
	Society Inc	£1,000	£16,311
Volunteers Expenses Fund	Incredible Education	£741	£47,087
	Wharton & Cleggs Lane Community Café	£736	£45,068
	Community Dosti	£750	£81,100
Total		£16,722	£501,407

6.2 Every case study activity improved the lives of people in Salford

Across the 9 diverse projects selected for case studies outcomes varied from: understanding and valuing friendship; getting active and getting off the streets through to improved confidence; reduced social isolation and; an improvement in mental health. These outcomes have reached people of all ages, from the very young to the very old and everyone in-between.

The groups funded by the TSF have also managed to reach people in a broad and diverse set of circumstances, for example; people experiencing homelessness, people trying to learn a new language and make friends in a new country, people learning how to keep friends, people trying to keep active and grow/maintain their social network. In this way, the Third Sector Fund has a fantastic capacity to reach a diverse set of people living all over Salford.

6.3 Unforeseen circumstances disrupted grant scheduling and monitoring

Ensure Salford CVS team has capacity for monitoring and evaluation

Delays in recruiting suitable additional staff, combined with the programme redesign around strengthening evaluation methods, meant that Salford CVS struggled with capacity in the early stages of Year 1 (2017-2018) causing some delays with some grants going live and their subsequent monitoring. Salford CVS have already taken steps to shore up their capacity for Year 2 with a new

member of staff starting in post in September 2018 – this is essential for gathering deeper levels of information from more grant recipients.

Ensure grants go live as early as possible in Year 2

The launch dates for different grant pots were intentionally staggered in year 1. This allowed time for the successful recruitment and induction of a new Grants Manager. However, because of the relatively short amount of time many grant recipients had their grant before the year one evaluation began, a lower number of grant recipients were able to participate in the year 1 evaluation than originally anticipated. The findings of the Year 1 evaluation are drawn from the 27% of recipients who had received funds in time for the impact of their activity to be assessed. In Year 2, the grant pots will be able to go live earlier than in year 1 as the Grants Manager is already in post. Going live earlier and keeping to schedule will ensure that a greater number of grant recipients are able to feed into the evaluation process for year 2 of the Third Sector Fund grants programme.

Engage with more grant recipients

Time constraints due to the staggering of advertising and awarding of different grant pots (linked to recruitment of the Grants Manager) restricted the number of grant recipients we were able to engage with in the evaluation of Year 1 of the Fund. This was further compounded by issues which arose following the recruitment of the Salford CVS Impact Evaluation Worker which meant that the post had to be re-advertised and was therefore vacant for a period of time. A new person will be starting in post in September 2018 and is expected to give a significant boost in terms of capacity to the Year 2 evaluation. Introducing a simple monitoring and evaluation process would also enable further contact with many more grant recipients in Year 2.

Use pre- and post-research methods to evidence 'distance travelled'

The case studies presented in this report provide a good amount of evidence in relation to the impacts being felt by beneficiaries. However to strengthen the evaluation simple steps could be taken to accurately record the 'distance travelled' by beneficiaries from the beginning to the end of their experience where the grant is of a great enough size and where grant recipients have the capacity to do so. This has already been worked into the methodology for the year 2 evaluation and for some grant pots will give us a much richer understanding of the depth of the impact each group is having.

Carry out a full process evaluation in Year 2

In many ways, Year 1 was a year of transition for the Salford Third Sector Fund grants programme, allowing time for the recommendations from the 2014/16 evaluation to be actioned and bedded in. Each and every recommendation from the previous evaluation has been worked on and progressed throughout year 1. Some anticipated and unanticipated challenges around recruitment and staffing restricted the scope of the evaluation, meaning that it was not possible to carry out a full process evaluation in Year 1. In Year 2, it is anticipated that this part of the evaluation can begin early on in the process to capture some of the lessons from Year 1 and to ensure that Year 2 is running as smoothly as possible.

6.4 Heed the recommendations in the Third Sector Fund annual report 2017-18

Work with an embedded evaluation system and simplify the application process

This links to and builds on an earlier recommendation around pre- and post-research methods. A system is currently in development to neatly stitch together the expected outcomes of projects to the application forms/grant award process and their subsequent monitoring procedures. This system will simplify and streamline the monitoring procedures for all parties whilst also delivering a much richer set of data for analysis.

6.5 Continue to provide this funding and support positive outcomes in Salford

This evaluation has demonstrated the positive impact that relatively small amounts of funding, when placed in the right hands, can make to the lives of people in Salford. It is our recommendation that this good work and good funding should continue for the personal benefit of the people of Salford and for the sizable savings for the public sector in the years to come.

APPENDIX 1
Guide for case studies

GUIDE FOR CASE STUDIES

What we're aiming to do

Following the research and engagement exercise, CLES will analyse the information for each organisation to come to a judgement on value for money. This will seek to determine four things:

Economy: evidencing that the activities of the organisations have minimised public sector costs and were economical;

Efficiency: evidencing that the services provided to achieve the outcomes were at a reasonable cost;

Effectiveness: evidencing the extent the services have the desired impact in terms of outcomes.

Equity: the extent to which services are available to and reach all people that they are intended to (e.g. all those with protected characteristics, disabled, BME groups, for example).

The evidence for the value for the money assessment will be based on two components:

Qualitative input: this will consider all of the qualitative information, from partners, stakeholders to beneficiaries, to determine perceptions of the effectiveness and efficiency of the activities of each group. This is important in forming the narrative around the quantitative evidence and illustrating the level of social value that is developed across the organisations.

Quantitative input: this will include costs, outputs and outcomes achieved, and data collected through surveys (e.g. where relevant ranking children and young people's reflections on the impact on their personal outcomes).

The requirements and questions

Organisers – Economy, Efficiency and Equity

To run the numbers side of this assessment we need the following as a bare minimum;

- Number of attendees per session
- Total number of engaged (per year)
- Number of sessions (per year)
- Cost to run each session
- Any charges to attendees per session

Beneficiaries – Effectiveness

These questions are generic – they will need to be tailored to make sure they are relevant to the outcomes of each organisation.

- How long have you been attending these sessions?
- How did you hear about these sessions?
- Why do you come to these sessions?
- The people that run the session told us that ____, ____ and ____ are the most common outcomes for people attending these sessions – would you agree?
- What do you get from these sessions?
- Have you noticed any positive changes in yourself since starting these sessions?
- Are those positive changes all due to this session or are there other factors involved?
- Where would you be right now if this session wasn't available?
- Are there any other similar sessions locally that you could attend?
- If you had 3 words to sum up your experience here what would they be?