

Evaluation of the Salford Third Sector Fund grant programme

Year 2 final report



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Partner name
VSNW

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Year 2 final report

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Executive Summary

This executive summary report details the headlines from the evaluation of the second year of the current three-year cycle of the Salford Third Sector Fund grant programme (TSF).

What is the TSF?

- The TSF provides grants support to a range of voluntary, community and social enterprise (VCSE) organisations and schools in Salford to help them deliver a broad range of activities that are designed to improve health and wellbeing.
- The current three-year programme began in April 2017 and has a total fund of £1million per year.
- The fund is managed by Salford CVS, funded and supported by NHS Salford CCG and is independently evaluated by CLES and VSNW.
- It is aligned with Salford's wellbeing, health and care objectives outlined in the Salford Locality Plan under Start Well, Live Well and Age Well.

What did the TSF do in 2018-19?

- During 2018/19, a total of 202 grants were awarded across eight different pots of funding representing a total cash investment of £689,890 in VCSE organisations and schools.
- The activities funded by the TSF reached and supported over 26,000 local people.

What impact did the TSF have?

- In 2018-19 CLES calculated a return on investment ratio of;

£1 : £17.74

This represents an exceptionally strong return on investment for health-related outcomes and demonstrates the clear benefits of the CCG's approach to addressing the inequalities in health outcomes by investing in the VCSE sector.

- 194 fewer people would now describe themselves as feeling 'isolated' or 'very isolated'.
"my social life is Bridge... I didn't know anybody before I started playing here".
- 137 people told us that whilst they didn't feel very confident in themselves before joining their TSF funded group, after their time with their group they would now describe themselves as 'very confident'.

"When I first started choir, I felt shy and lonely and I didn't have the courage to do anything. When I had been going for a very long time I now feel quite courageous and like I can do things and not be afraid because I can stand up and sing in front of everybody now."

- 108 people reported that they felt 'hopeful' or 'very hopeful' about their future since joining their TSF funded group.
- The TSF is also helping people to exercise for free as a family;

"My husband works shifts, I work and we have childcare responsibilities – so if we bought a gym subscription we'd never be able to use it together. This is a great way to exercise together as a family for free."

Did the processes behind the TSF work well?

- Salford CVS is delivering on the principles of being a good grant maker.
- It was felt that the fund and processes within it had been designed with more than just the fund and evaluators in mind.
- The TSF is well embedded within Salford and contributes towards a joined-up approach to deliver for Salford's communities.
- Criteria for successfully receiving funding were clear and continue to improve
- The TSF is well publicised through an effective network both online and by word of mouth.
- The application and reporting processes were felt to be proportional.
- Timescales for grant applications were well publicised allowed groups plenty of time to plan resource
- The extra monitoring and evaluation capacity at Salford CVS has delivered a more robust data set for this fund than we have ever been able to produce before.

What were the key findings?

- The TSF has had a huge impact on the health and wellbeing of Salford residents over the last four years. These positive impacts for the people and communities of Salford are a product of Salford CCG's commitment to and investment in the VCSE sector to deliver these positive health and wellbeing outcomes.
- The TSF is a cornerstone of Salford's approach to partnership working and has enabled responsive, local VCSE activity focused on key strategic priorities. Strategic developments (both local and external) and local partnership thinking, have fed into the design, delivery and focus, of individual grant funding streams and pots. This has meant that the programme has been flexible and rapid in its capacity to mobilise strategic VCSE activity.
- The evaluation of this year's grants programme identified an early tension between being a good grant giver (as per Grants for Good) and developing a robust evaluation system needed to measure the impact of the grants.
- Evidence has also emerged of the added value of the wraparound support provided by Salford CVS, for example through the provision of development

worker support which enhances the sustainability of groups, and offers opportunities to build local networks and relationships beyond the direct impact of grant investment.

What were the key recommendations?

- **Secure the legacy of the Third Sector Fund grants programme as an intervention that had lasting impact in Salford on both the people that live there and the sustainability of the VCSE sector.** To achieve this the key consideration for the fund has to be the length of time groups can be funded to deliver their outcomes. To date this has largely been restricted to one year of funding meaning that the opportunity to tackle longer-term health and wellbeing issues is being missed and the groups themselves aren't able to invest in their own sustainability.
- More granular analysis of the success of each group in delivering their expected outcomes.
- Continue to capacity build groups to help them gather evidence and present their own impact in a persuasive way.
- Flex the TSF to dedicate funds to explore the role of VCSE organisations in developing place-based resilience and in building personal resilience and self-care.
- Continue to work on developing a more proportional approach to monitoring of impact of grant funded activity.
- Identify longitudinal case studies to understand how grant investment, and the added value of Salford CVS support, contributes to the sustainability of funded groups.
- Continue with the 'pitch to panel' approach for the smaller grant pots.
- Ensure that grants are released on schedule and that the evaluation process continues to be embedded from the very beginning of the process.
- Review the evaluation process with a view to further streamlining year three's evaluation process (2019/20).
- Continue with the principle of the 'distance travelled' methodology and roll out across the fund, as relevant.

1. Introduction & context

This report is the evaluation of the second year of the current three-year cycle of the Salford Third Sector Fund grant programme (TSF). The report is split into 6 sections which detail the context for the fund, a summary of the current grant programme, the methodology, the impact of this year's fund, a review of processes this year, followed finally by a series of recommendations for the future.

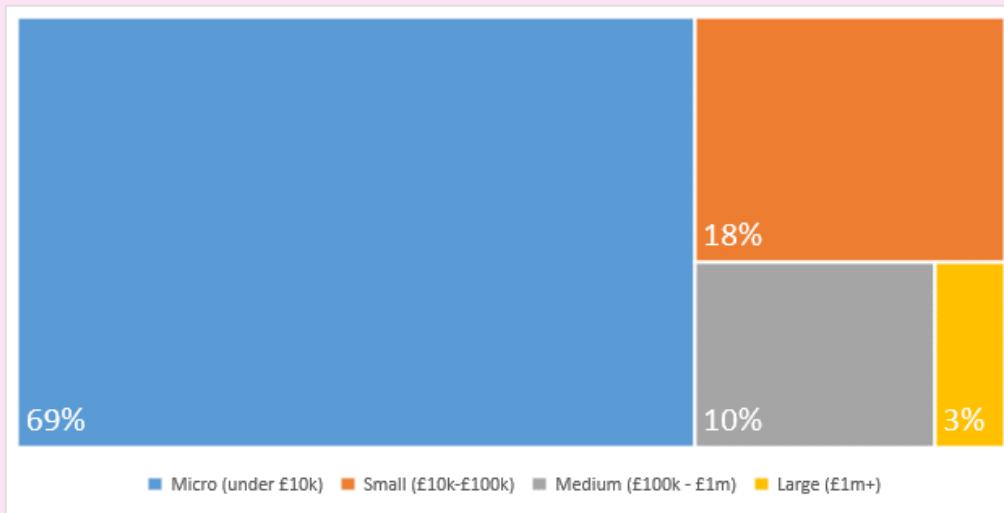
The Centre for Local Economic Strategies (CLES) and Voluntary Sector North West (VSNW) have been the independent evaluators of the TSF since its inception in 2014.

Size and nature of the sector in Salford

There are 1,513 voluntary, community and social enterprise (VCSE) groups in Salford. Collectively, they make 2.4 million interventions each year to benefit local citizens. This includes just under 47,000 volunteers contributing 115,400 hours per week, while the sector draws down £111m to the local economy including areas of significant deprivation.

The sector is an important resource in supporting and engaging with Salford's communities. Within the local sector there are significant differences in income and organisational ethos. The majority of the sector has very little income; in fact, over 1,300 groups (87%) in Salford have an income below £100,000 pa (see figure 1), including 69% of Salford VCSE organisations that have a turnover of less than £10k.

Figure 1: Make-up of the 1,513 groups based in Salford by incomeⁱ



Grants, and calls for grant fund proposals (messages about local priorities and potential funding will influence behaviour), offer the potential for large-scale VCSE engagement and sector mobilisation that engages a broader range of groups in a way that single contracts with partnerships and consortia simply cannot.

Salford CVS' Third Sector Fund grants programme, coupled with the CVS's wraparound support, provides a mechanism to firstly, engage more groups, secondly, engage a wider range of groups, and thirdly, to link VCSE activity to local strategic priorities.

In this programme, Salford CVS has further committed to developing its approach as a grant-making body. In particular, by developing a dedicated grants programme team to improve process and delivery, and support evaluation. As part of this, Salford CVS has sought to be a 'Good Grant Maker' in line with the national 'Grants for Good' campaign principles.

Salford Context

Salford's Locality Plan

The Salford Locality Plan, launched in April 2016, is the blueprint for health and social care in Salford. It provides the agreed strategic context for the Salford CVS Third Sector Fund grants programme, linked to the needs of Salford. The Locality Plan sets out ambitions for how Salford people should be able to start, live and age well.

The development of the outcomes framework for the TSF was and is directly linked to the Locality Plan. For this, the Five Ways to Wellbeing were identified as a strategic match and metrics developed.

There are four areas of high-level connection between the Five Ways to Wellbeing and the Locality Plan.

Firstly, the focus on shared responsibility for health and wellbeing with citizens, or 'personal care'. This is built across the implementation of the Locality Plan and is eloquently summarised by Principle 2: *"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."*

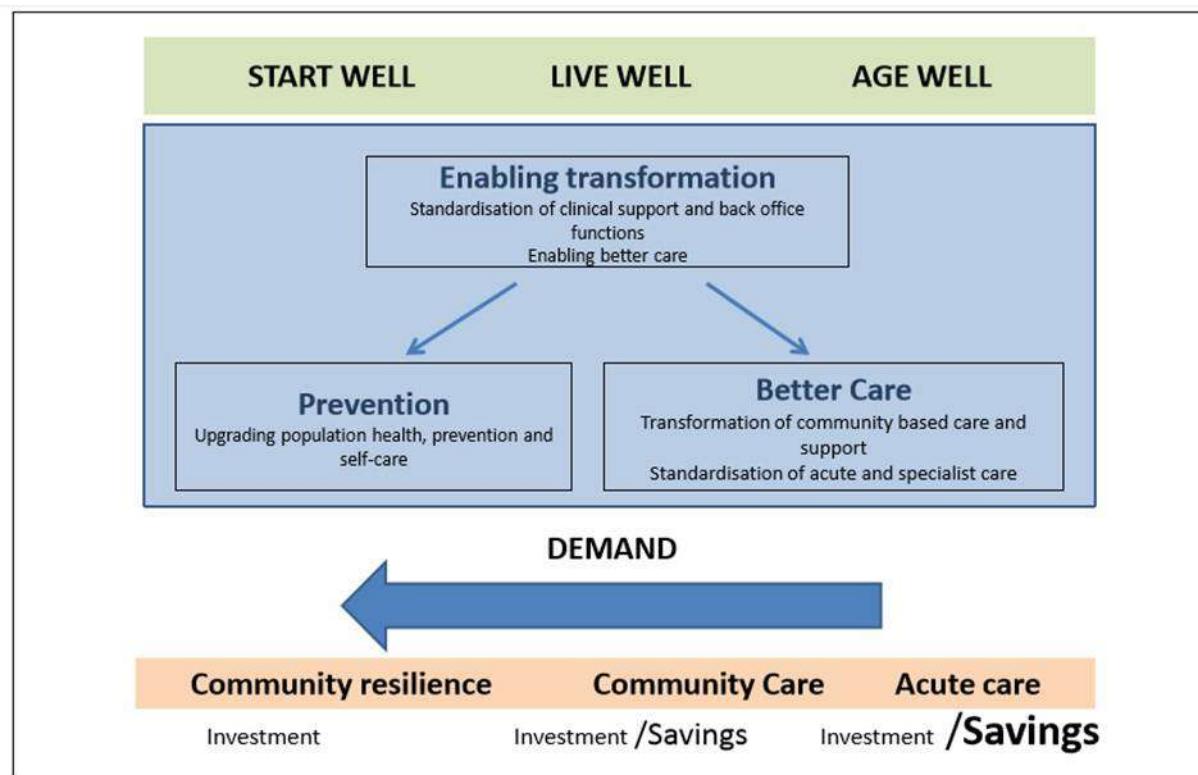
Secondly, developing the mechanisms for understanding the VCSE contribution to community-based care and support. In the plan, this is part of the Better Care domain of activity.

Thirdly, and building on the first area above, the prevention domain of delivery activity more generally. As well as self-care, this domain of activity is focused on prevention, population health and addressing the wider determinants of health inequality. The key question we wanted to begin to explore was: to what extent is VCSE activity, through the TSF, supporting 'community resilience'?

Fourthly, linked to the three delivery themes: start, live and age well. These themes frequently include addressing isolation, supporting active lifestyles, and connecting to people.

The relationship of the three delivery themes and the three domains (Prevention, Better Care and Enablers) to the aims of managing demand, and building community resilience, is illustrated in the following diagram taken from page 8 of the Locality Plan (2017)¹.

Figure 2: Salford's Locality Plan



Consequently, the Five Ways to Wellbeing were adopted as the overarching themes for the evaluation framework of Salford CVS's Third Sector Fund grants programme. This was driven by the four considerations outlined above.

They were originally developed by the New Economics Foundation and based on the findings of the 2008 [Government Office for Science Foresight report on Mental Capital and Wellbeing](#) that aimed to develop a long term vision for maximising wellbeing in the UK. They are:

- Connect
- Be Active
- Take Notice
- Keep Learning
- Give

¹

https://extranet.salfordccg.nhs.uk/application/files/8715/5369/5130/Salford_Locality_Plan.pdf

These activities are the beginning of an understanding about what makes a resilient, or resourceful, community capable of absorbing health and social care demands.

This year our approach to the evaluation has evolved to incorporate a 'distance-travelled' element to the impact evaluation. This additional piece of analysis has given us a far more robust set of data from which to calculate the funds return on investment. This quantitative data set complements our traditional case study approach to the impact evaluation by setting the scene using data gathered from a far broader cohort of grant recipients and their beneficiaries.

ⁱ *Salford State of the Voluntary, Community and Social Enterprise Sector: a report on social and economic impact*, Damm, C., Prinos, I., & Sanderson, E. (Sheffield Hallam University: 2017)
<https://www.salfordcvs.co.uk/sites/salfordcvs.co.uk/files/GN%20State%20of%20the%20Sector%20-%20Salford%20FINAL.pdf>. All ten Greater Manchester locality reports are available here: http://www.10gm.org.uk/?page_id=333

2. Grant programme summary

This section explores the origins of this three-year cycle of the TSF alongside a detailed breakdown of the fund in 2018/19. This section also presents the progress made against the headline findings and recommendations from the year 1 report (2017/18).

The TSF 2017-2020

The TSF has been operating since 2014, providing grant funding to a range of voluntary, community and social enterprise (VCSE) sector organisations and primary schools in Salford to support health and wellbeing activities. The programme is run by Salford CVS and funded and supported by NHS Salford CCG.

Given the success of Salford's community-centred approach, the CCG invested a further £3m in April 2017 to allow Salford CVS to continue to deliver the TSF until 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 previous versions of the fund, the TSF 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.

The shape of the TSF in 2018/19

The TSF had eight different funding streams available in 2018/19 over several rounds. This is one more (Grow Well Fund) than in 2017/18. For details about each pot please refer to the year 1 report. The additional Grow Well Fund this year is evidence of the TSF's unique ability to adapt to need in the local area and capitalise on the offer of match funding from a partner.

Table 1: Funding pots available

Name of fund	Max award per year	Recipients
Impact Fund Partnership Challenge	£50,000	VCSE partnerships
Impact Fund	£15,000	VCSE orgs <£1.5m turnover
Healthy Schools Fund	£5,000	Primary Schools
Healthy Schools Partnership Challenge	£15,000	VCSE/Primary Schools
Volunteers Week Activities Fund	£500	VCSE orgs
Wellbeing Fund	£1,000	VCSE orgs <£100k turnover
Volunteers' Expenses Fund	£750	VCSE orgs <£100k turnover
Grow Well Fund (Responsiveness fund)	£2,000	VCSE orgs <£150k turnover

During 2018/19, a total of 202 grants were awarded across the eight pots of funding representing a total cash investment of £689,890.

Table 2: Number of grants and cash invested by fund

Name of fund	Total number of grants issued	Total cash amount invested
Impact Fund Partnership Challenge	4	£169,015
Impact Fund	15	£217,172
Healthy Schools Fund	13	£88,936

Healthy Schools Partnership Challenge	6	£75,000
Volunteers Week Activities Fund	21	£10,014
Wellbeing Fund	102	£99,600
Volunteers' Expenses Fund	27	£19,119
Grow Well Fund (Responsiveness fund)	14	£11,034
Total	202	£689,890

Which groups took part?

Following a revision of our evaluation activities with good grant making principles in mind, groups receiving less than £1,000 were exempt from the 'distance travelled' evaluation process as it was felt to be too onerous for the amount of money received. Of the remaining funds, the Healthy Schools Partnership Challenge Fund, the Impact Fund and the Wellbeing Fund (round 1 & 2) had been live for long enough to take part in the evaluation process (representing 48% of total funding in year 2).

Of the 63 groups that were eligible to take part in the 'distance travelled' evaluation process 34 (54%) responded with data of high enough quality to be used in the 'distance travelled' analysis. The analysis of this data is detailed in section 4 and is broken down by each of the 17 outcomes that groups self-selected and reported against.

Progress against recommendations made in 2017/18

CLES and VSNW made six key recommendations in 2017/18 for future years of the TSF. These are presented below along with an update on the progress made against each;

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 had already taken steps to shore up their capacity for Year 2 when the 2017/18 report was released with a new member of staff starting in post in September 2018. This was essential for gathering deeper levels of information from more grant recipients.

The Salford CVS TSF team is now stable and highly effective following a bedding in period at the start of 2018/19. The recently expanded team have worked hard to gather more detailed evaluation data for 2018/19 than has ever been possible in previous years giving us a much deeper insight into the real impact of the TSF.

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 Grants Manager (a new post). 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 were drawn from the 27% of recipients who had received funds in time for the impact of their activity to be assessed. In Year 2, it was possible for the grant pots to go live earlier than in year 1 as the Grants Manager was already in post. Going live earlier and keeping to schedule should allow a greater number of grant recipients to feed into the evaluation process for year 2 of the TSF.

Year Two grant pots were launched earlier than they were in year one and were staggered throughout the year to avoid bottle necks. The staggering of the pots whilst a sensible step for the grant team, made the delivery of the evaluation inside 12 months an impossible task. The view was taken to extend the reporting period for year two to 18 months to ensure that as many groups as possible could feed into the evaluation process. This has resulted in a rich set of case studies and a much fuller understanding of impact across a broader range of the grantees in year two using the distance travelled methodology.

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 started in post in September 2018 and gave a significant boost in terms of capacity to the Year 2 evaluation. Introducing a simple monitoring and evaluation process was suggested to enable further contact with many more grant recipients in Year 2.

Once the Salford CVS TSF team were in position a discussion was had on the approach to the year two evaluation. It was agreed that the methodology used should be as flexible as is practicable to allow each of the groups to be able to best demonstrate their impact. This meant a departure from the previous pot-dependent surveys with pre-defined impact measures to a more sophisticated 'distance-travelled' method incorporating the five ways to wellbeing and a choice of the 17 associated outcomes. There has been mixed feedback on the evaluation method this year with some groups finding it too onerous for a relatively small grant and some finding the questions too personal to put to their groups.

Grant recipients had much more contact with Salford CVS mainly through the newly recruited Impact Evaluation Worker. Grant recipients reported receiving great advice, support and mentoring and that they felt safe in the knowledge that this officer wanted to help them.

Use pre- and post-research methods to evidence ‘distance travelled’

The case studies presented in the 2017/18 report provide a good amount of evidence in relation to the impacts being felt by beneficiaries. However, to strengthen the evaluation it was advised that 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 was worked into the methodology for the year 2 evaluation and this approach will run alongside the case study methodology used in previous years. The distance-travelled methodology is expected to give us a much richer understanding of the depth of the impact the TSF is having.

Pre- and post-research methods were put to use in year two. Some of the larger grant pots were asked to fill in pre- and post-intervention surveys. Of those that were asked to complete these surveys approximately 50% of groups provided usable responses for analysis. The findings from these surveys are far more detailed than we have ever been able to deliver before, our headline findings can be found in the impact evaluation.

Carry out a full process evaluation in Year 2

In many ways, Year 1 was a year of transition for the TSF, 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, this part of the evaluation began earlier on in the process to capture some of the lessons from Year 1 and to ensure that Year 2 was running as smoothly as possible.

A full process evaluation has been carried out in year 2. The findings from this can be found in the process evaluation section of this report.

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 was developed in year 2 to neatly stitch together the expected outcomes of projects to the application forms/grant award process and their subsequent monitoring procedures. The system was designed to simplify and streamline the monitoring procedures for all parties whilst also delivering a much richer set of data for analysis.

A new system was designed to streamline the application and evaluation process. This new system incorporated the evaluation metrics into the application and award phase of the process and also shifted the application process to a ‘pitch to panel’ application instead of lengthy application forms for later rounds of the Wellbeing Fund. The choices for which outcomes each group committed to delivering were then followed up by the

Salford CVS TSF team with bespoke surveys. The development of these bespoke surveys was a labour-intensive process that needs more careful thought in the future to reduce the burden of this part of the process. The data that was returned through this process is of high quality and provides us with a new and valuable insight into the impact of the Salford TSF.

3. Methodology

To help us understand the CCG's return on investment through the TSF in 2018/19 the impact evaluation consisted of three key parts;

- Deep dive case studies on 14 groups as in previous years;
- Bespoke case study write-up's for recipients of the Impact Fund Partnership Challenge (IFPC);
- and for the first time this year due to the extra capacity at Salford CVS we were able to take a closer look at 'distance-travelled' impact across the wider grant fund. Details of this approach are given below.

Deep-dive case studies

For details of this approach please refer to section 3 of the Year 1 report for this three-year grant cycle.

IFPC methodology

To develop these bespoke case studies CLES visited each of the grant recipients and worked with them to create their Theory of Change to better understand their activities and the impact they were having on their beneficiaries. From this session we were able to agree on some key outcomes that required monitoring ready for inclusion in a bespoke case study to feature in this report.

Distance-travelled methodology

Following recommendations from the previous three-year grant cycle, CLES and Salford CVS developed a more robust methodology for tracking impact through the TSF. This new approach allowed us to give far more flexibility to the grant recipients on which outcomes they wanted to report back to us on whilst also making it easier for us to reach and gather evidence from many more grant recipients than we have ever been able to before.

The distance-travelled framework

The distance travelled framework was developed using the 5 ways to wellbeing as a broad frame. Underneath each of the 5 ways to wellbeing CLES and the team at Salford CVS agreed on 17 outcome indicators for measurement (table 1).

Table 3: Evaluation outcomes for distance-travelled methodology

5 ways to wellbeing	Outcomes
Connect	Reduced social isolation
	Increased activity within their community

5 ways to wellbeing	Outcomes
Be Active	Increased connection between generations
	Improved social networks and personal relationships
	Increased amount of physical activity
	Improved ability to manage long term health condition(s)
	Improved posture and stability in over 65s
	Increased confidence and self-esteem
Take Notice	Taking responsibility for activity in their local community
	Increased sense of belonging to their local community or feeling connected to the world around them
	Raised personal aspirations
Keep Learning	Ability to progress in life and achieve personal aspirations
	Increased employability
	Improved life skills
Give	Improved self-esteem from volunteering
	Increased feeling of being valued by others
	Improved happiness and feeling of wellbeing

How this approach worked for grant recipients

Grant recipients were not prescribed outcomes to deliver and report against based on which pot they received their funding from (as they had been in previous years). Instead each group was offered the list of 17 outcomes from which they could choose the ones that best fit the outcomes they were achieving.

This methodology allowed us to develop a bespoke set of evaluation metrics for every group based on which outcomes they told us they were delivering against. These metrics consisted of a very short set of questions to be asked of beneficiaries before (or at the start of) their engagement with the grant recipient group and again after their engagement (or during).

This new approach was able to reach far more grant recipients and far more beneficiaries than our traditional case study approach. It therefore gave us a far fuller picture of the impacts being felt across the fund rather than just in a few groups or pots that were selected for case study.

Process evaluation

In addition to the impact evaluation VSNW also carried out a process evaluation. The process evaluation involved engagement with Salford CVS and an analysis of the

documents and data connected to the TSF. In addition, data from a survey sent out to grantees from Salford CVS has been drawn upon.

4. Impact of the programme

This section of the report details the analysis carried out by CLES to uncover the impact of the TSF. This section presents findings from the 'distance-travelled' methodology, the traditional case study methodology and bespoke case studies for IFPC grant recipients.

Both the distance-travelled methodology and the case study approaches evidence the hugely positive impact of the TSF on people in Salford. Each methodology presents the impact of the work in a slightly different way.

- The distance-travelled methodology analyses the impacts made against the 17 outcomes listed in the evaluation framework and presents these findings as the percentage of people that have felt an improvement in relation to the specified outcome, these figures are then further analysed to calculate a return on investment figure where suitable proxies are available.
- The case study methodology analyses the impacts felt by one group of beneficiaries that attend the group or services of the grant recipient. These findings are presented as part of a qualitative case study of that particular group. The outcomes experienced by beneficiaries are then analysed for their return on investment where suitable proxies are available.
- The IFPC bespoke case studies evidence the impact of these groups using metrics that best suited what they were trying to achieve.

Distance-travelled

The approach

Up to now CLES have worked to develop a return on investment figure using case study data from a sample of groups who have received funding in each grant cycle. This year, we were able to run this methodology alongside a newly developed 'distance travelled'

methodology thanks to the extra capacity dedicated by Salford CVS and grant recipients to capturing the impact of grants.

Using the new methodology grant recipients asked people involved in their activities about things like how physically active they were or how lonely they felt before being involved in the group and then asked again after they'd taken part in activities. There were two types of outcomes we asked groups to measure – those related to the wider determinants of health (e.g.: reducing social isolation, increased employability) and those related to increased personal resilience and self-care (e.g.: improved posture and stability). These were built into the 17 outcomes grant recipients were asked to pick from to best reflect their impact.

We then used industry standard SROI values to calculate the return on investment of achieving improvement in these outcomes. For example, research by the University of Bristol has demonstrated that a meaningful increase in confidence of a young person produces a social value return of £569.59 (adjusted for inflation).

Who took part?

Following a revision of our evaluation activities with good grant making principles in mind, groups receiving less than £1,000 were exempt from the wider 'distance travelled' evaluation process as it was felt to be too onerous for the amount of money received. Of the remaining funds, the Healthy Schools Partnership Challenge Fund, the Impact Fund and the Wellbeing Fund (round 1 & 2) had been live for long enough to take part in the evaluation process (representing 48% of total funding in year 2).

Of the 63 groups that were eligible to take part in the 'distance travelled' evaluation process 34 (54%) responded with data of high enough quality to be used in the 'distance travelled' analysis. The analysis of this data is broken down below by each of the 17 outcomes that sit under the five ways to wellbeing, the outcomes framework used for the evaluation.

Figure 3: Outcomes selected for delivery by surveyed grantees

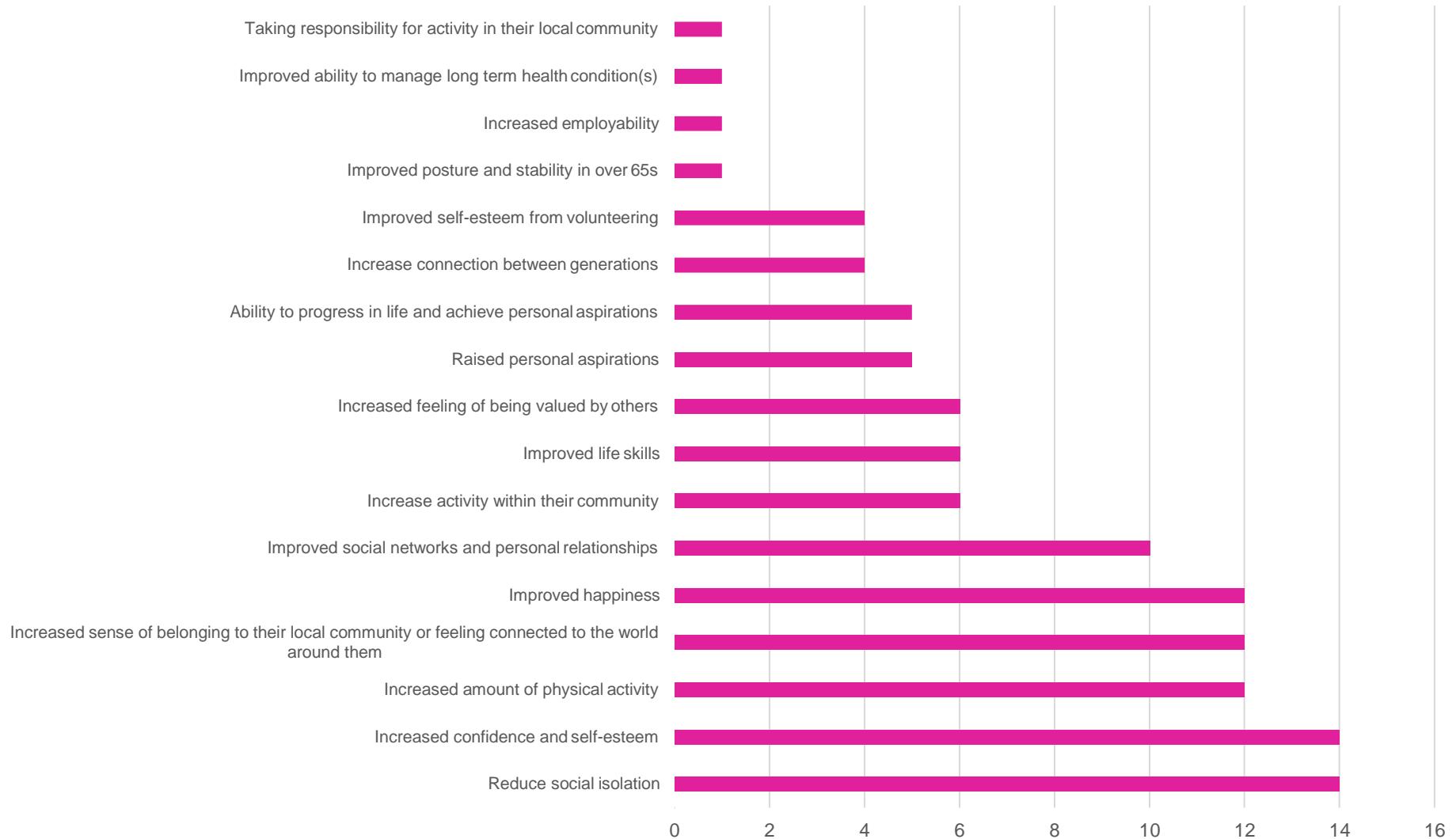


Figure 3 on the previous page demonstrates which of the 17 outcomes were most likely to be delivered against by grant recipients. The top 5 most likely to be delivered against include;

- Reduce social isolation
- Increased confidence and self-esteem
- Increased amount of physical activity
- Increased sense of belonging to their local community or feeling connected to the world around them
- Improved happiness

While the bottom 4 least likely to be delivered against include;

- Taking responsibility for activity in their local community
- Improved ability to manage long-term health conditions
- Increased employability
- Improved posture and stability in over 65's

There are two key findings from the information above; firstly, that the grant recipients from the TSF are typically focussed on helping people to feel involved in their community, through taking part in physical or other types of group activities which have a positive effect on each participants mental health. Secondly, the groups funded through the year two monies rarely spent time working to address ongoing employability issues locally or encouraging local people to take responsibility and ownership of activities in their community, nor did they focus much on longer term health conditions including posture and instability in over 65's.

The outcomes selected could also be a reflection of the volume of wellbeing grant recipients that took part in the distance travelled evaluation. These were low value grants and therefore more likely to be delivering against shorter term outcomes.

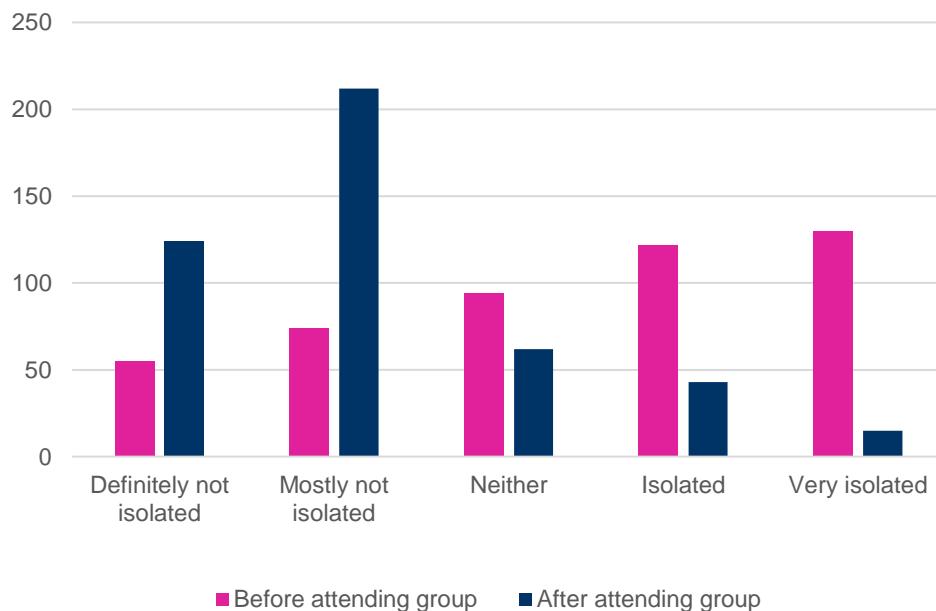
The point above aside, there is also a clear issue around the length of time funding is available for. Groups are far less likely to commit to delivering against longer-term outcomes such as improving posture or the ability to manage long-term health conditions if they only have access to short term funding.

This section continues with a run through of the findings from our analysis of the 17 outcome indicators that form the framework for the distance travelled methodology starting with the outcomes that were selected by most groups all the way through to those outcomes selected by the least number of groups. The findings are presented in graph form to visually illustrate the improvements reported by beneficiaries. The headline finding for each outcome is highlighted before every graph.

Reduce social isolation

The TSF reduces social isolation. The percentage of respondents describing themselves as 'Mostly not' or 'Definitely not' isolated increased by 47% after their interaction with a TSF group.

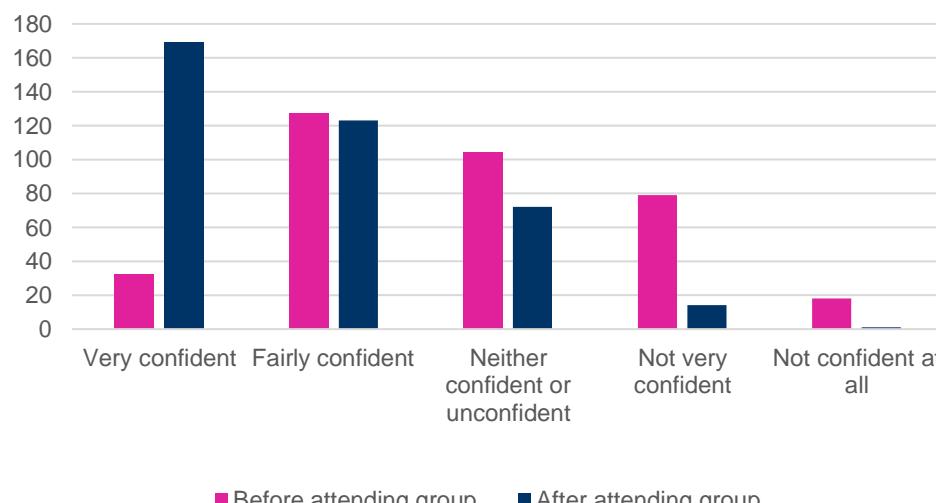
Figure 4: How lonely / isolated do you feel most days?



Increased confidence and self-esteem

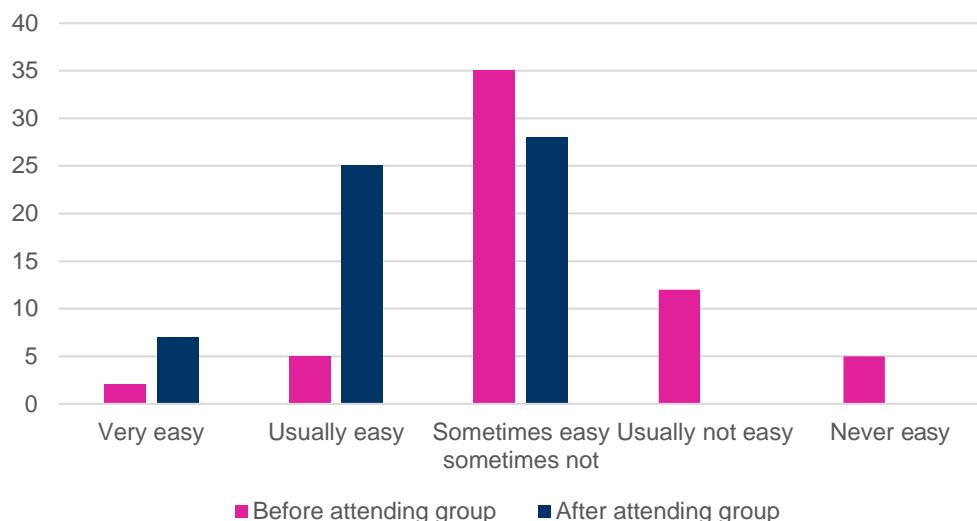
The TSF boosts confidence and self-esteem. After participation in a TSF group, only 4% of respondents (down from 27%) rated themselves as Not Very or Not at all confident. This means that at least 85% of people originally reporting themselves in these categories felt an improvement after their engagement with a TSF group.

Figure 5: How confident do you feel?



The TSF helps people to feel brave. Before attending a TSF group 29% of respondents reported that they 'find it usually' or 'always hard' to be brave when needed. Following their interaction with the TSF group this percentage reduced to zero indicating a huge improvement in people feeling they can be brave when needed.

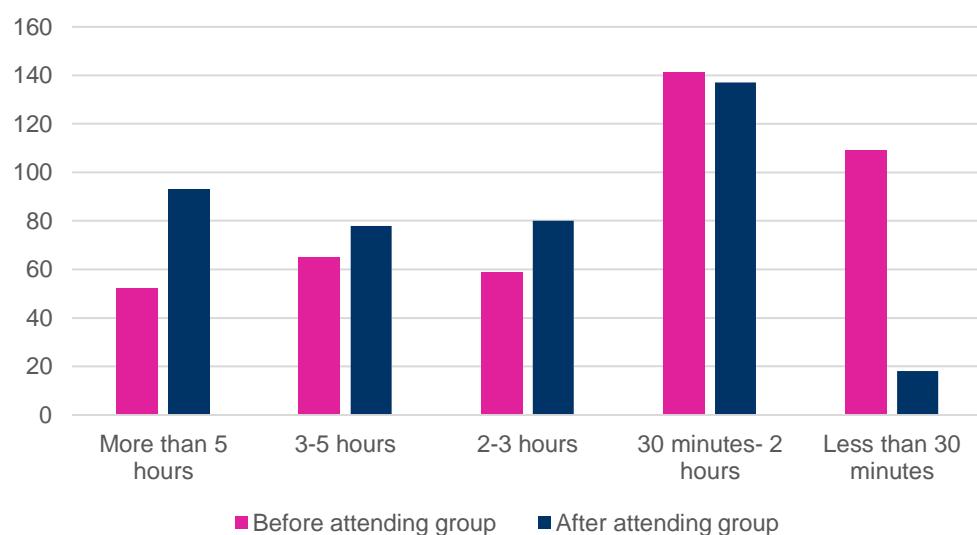
Figure 6: When you need to be brave how easy is that for you?



Increased amount of physical activity

The TSF boosts rates of physical activity. Before attending a TSF group just over a quarter of all respondents reported that they did less than 30 minutes of exercise per week. After their engagement with the TSF group only 4% of respondents fall into this category.

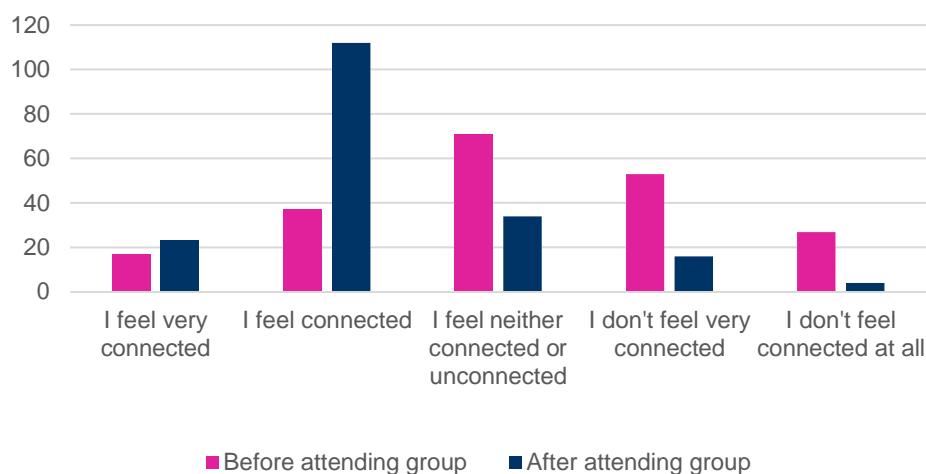
Figure 7: How many hours per week are you physically active?



Increased sense of belonging to their local community or feeling connected to the world around them

The TSF makes people feel like they belong. Before attending a TSF group respondents were most likely to report that they felt neither connected or unconnected to their neighbourhood. Following their engagement with a TSF group, over 130 people (up from 50) reported feeling connected to their local neighbourhood.

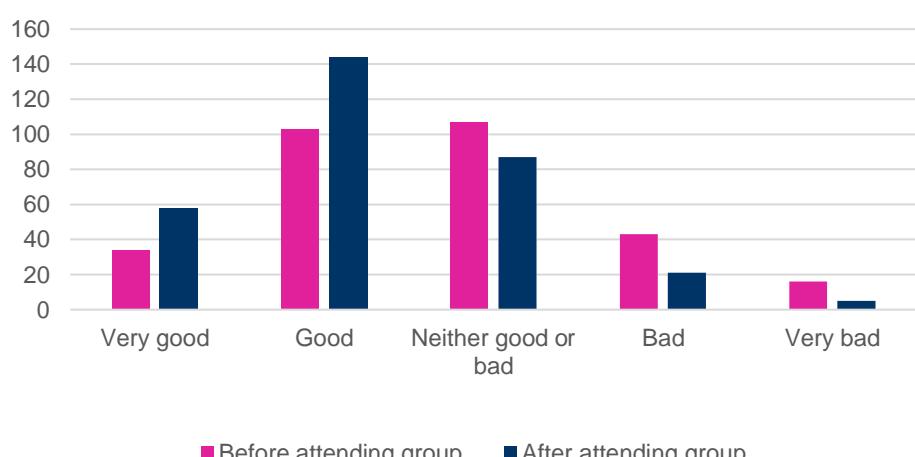
Figure 8: To what extent do you feel a sense of belonging in your neighbourhood?



Improved happiness

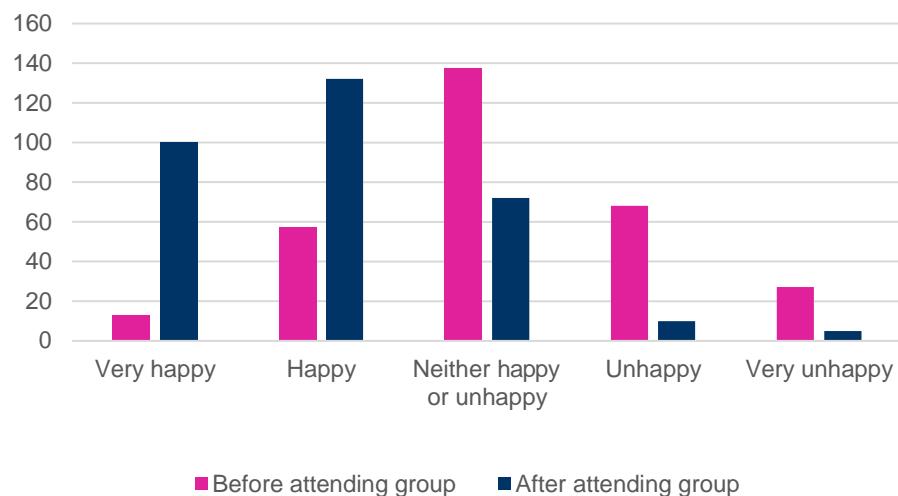
The TSF is improving happiness and wellbeing in Salford. Before engaging with a TSF group just less than a fifth of all respondents ranked their happiness and wellbeing as either 'Bad' or 'Very bad'. Following their engagement with a TSF group the number of respondents reporting 'Bad' or 'Very bad' happiness and wellbeing more than halved to just 8% of respondents.

Figure 9: How would you rank your wellbeing and happiness?



The TSF is helping people to feel happier every day. Before engaging with a TSF group less than a quarter of all respondents reported that they felt 'Happy' or 'Very happy' on most days. Following their engagement with a TSF group this figure increased by 50% meaning just less than three quarters of all respondents reported that they felt 'Happy' or 'Very happy' on most days.

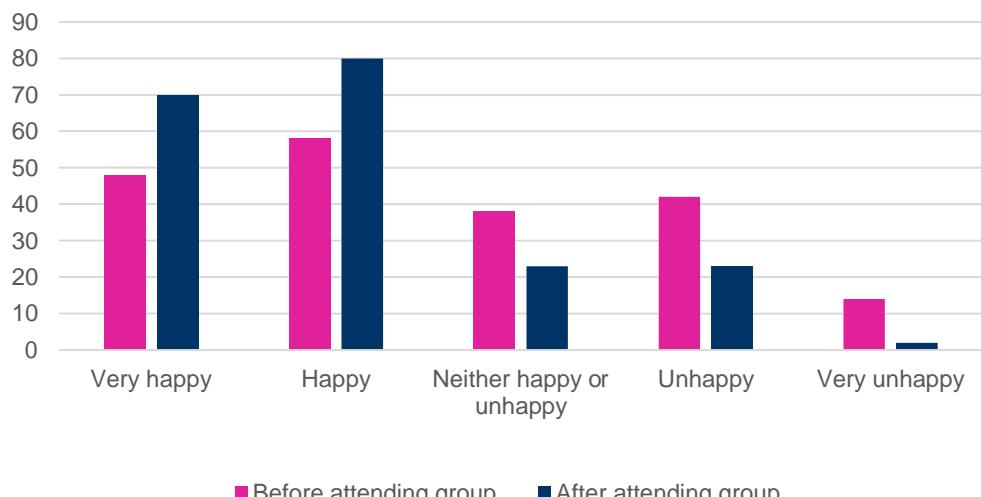
Figure 10: How happy do you feel on most days?



Improved social networks and personal relationships

The TSF is helping people to feel happier about their relationships with friends and family. Before attending a TSF group the majority of respondents (53%) reported that they were 'Happy' or 'Very Happy' with the relationships they have with friends and family. After their engagement with a Salford TSF group this already positive trend improved further to 76% of respondents reporting that they were 'Happy' or 'Very Happy' with the relationships they have with friends and family.

Figure 11: How happy are you with the relationships you have with your friends and family?

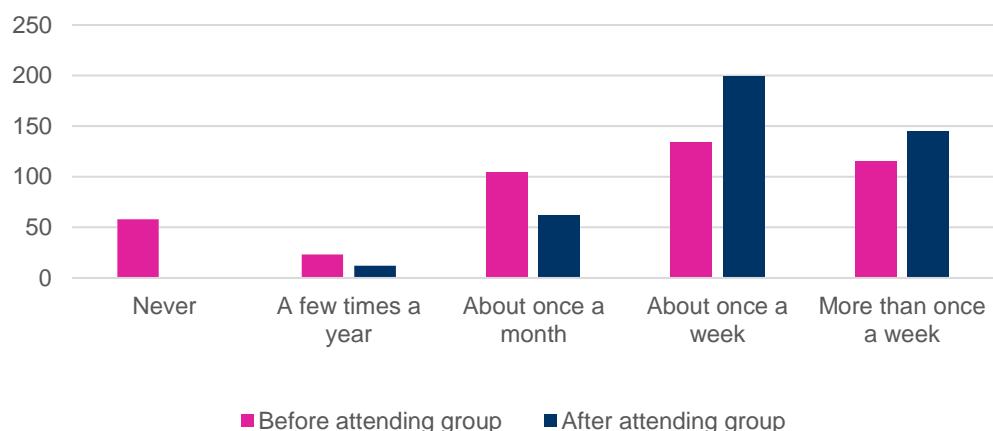


The TSF is helping people to make new friends. 85% of respondents said they had made friends since attending a TSF group.

Increase activity within their community

The TSF is boosting activity in the community. Before their engagement with a TSF group 13% of all respondents stated that they 'never' attended groups, social clubs or volunteered in their community. After their engagement with a TSF group this figure reduced to zero with 82% of all respondents now reporting that they attend groups, social clubs or volunteer once a week or more.

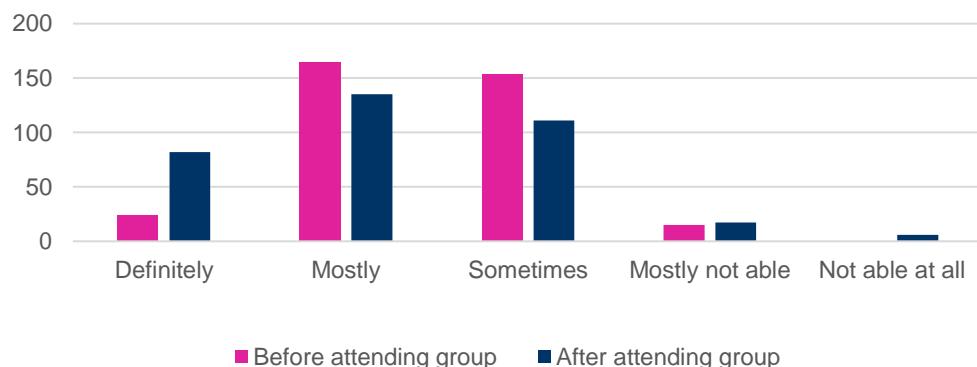
Figure 12: How many times do you attend groups, social clubs or volunteering?



Improved life skills

The TSF is supporting people to feel equipped to handle the challenges presented as part of everyday life. Before engaging with a TSF group just over half of respondents reported that they could 'Mostly' or 'Definitely' handle challenges presented as part of everyday life. After their engagement with a TSF group this increased to just under two thirds.

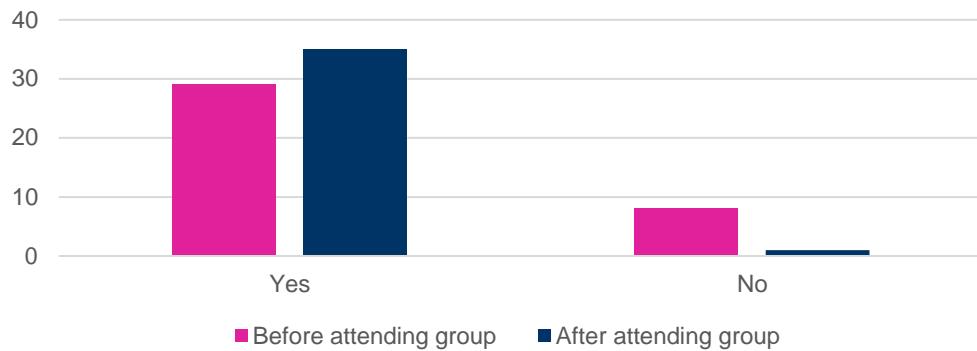
Figure 13: Do you feel able to handle challenges presented as part of everyday life?



Increased feeling of being valued by others

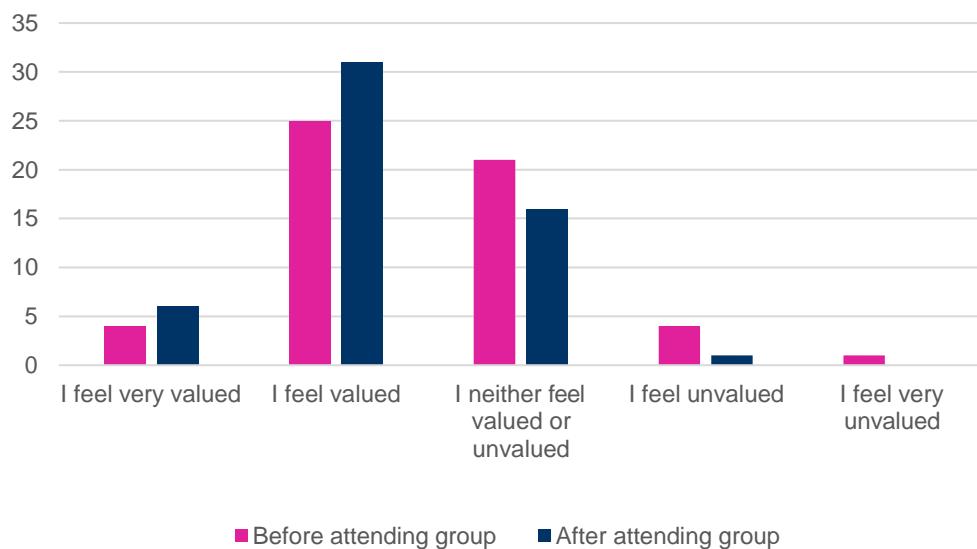
The TSF makes people feel useful. After joining a TSF group 97% of respondents reported that they feel useful, an increase of 19%.

Figure 14: Do you feel useful?



The TSF plays an important role in people feeling valued by others. Before joining a TSF group, just over 50% of respondents reported that they feel valued or very valued by others, after their engagement with a TSF group this increased by 16% to over two thirds of respondents.

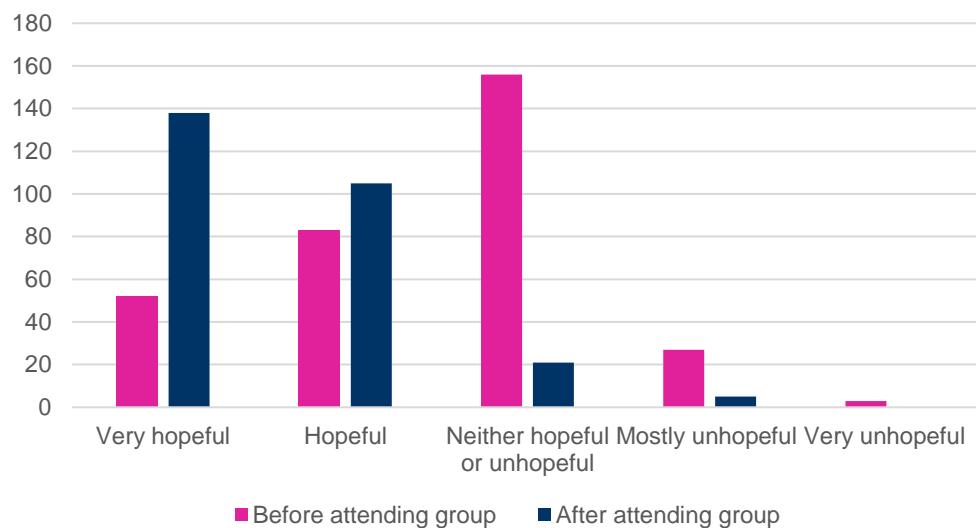
Figure 15: To what extent do you feel valued by others?



Raised personal aspirations

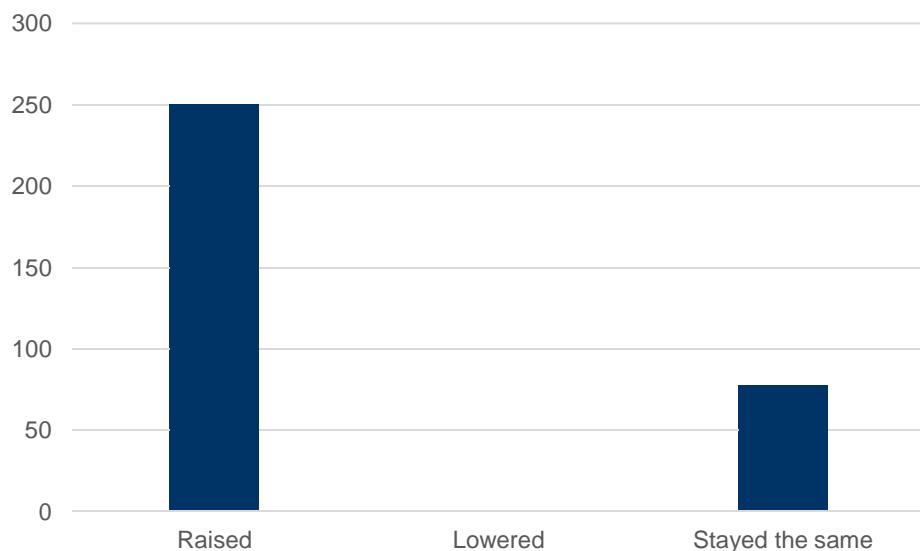
The TSF is making people feel more hopeful about the future. Before engaging with a TSF group 42% of respondents reported feeling 'Hopeful' or 'Very hopeful' about their future. After their engagement with the TSF group this percentage almost doubled to 90% of respondents reporting that they are 'Hopeful' or 'Very Hopeful' about their future.

Figure 16: How hopeful do you feel about your future?



The TSF is boosting future aspirations. We asked respondents how their personal aspirations had changed since they first engaged with their TSF group. 250 people told us that their aspirations had been raised following their contact with the TSF funded group.

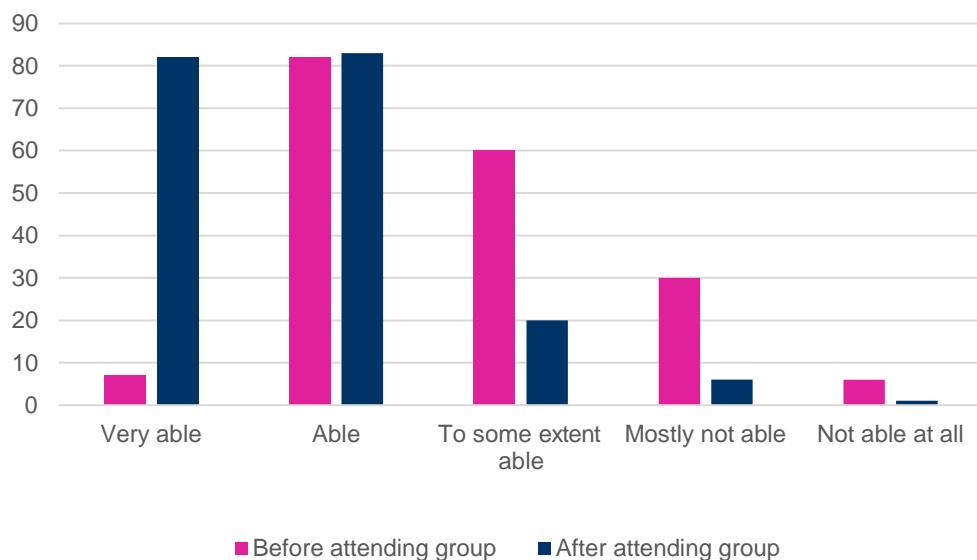
Figure 17: Have your aspirations changed since joining this group?



Ability to progress in life and achieve personal aspirations

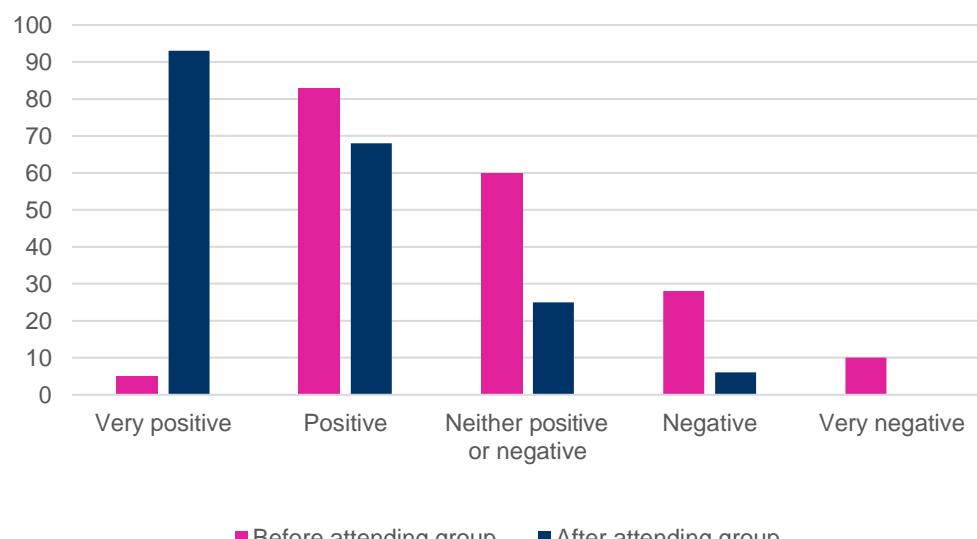
The TSF is making people feel more able to achieve their life goals. Before attending a TSF group 48% of all respondents reported that they feel 'Able' or 'Very Able' to achieve their life goals. Following their engagement with a TSF group the number that they were 'To some extent able', 'Mostly not able' or 'Not able at all' dropped dramatically as people reported they felt 'Able' or 'Very able' increased by 38%.

Figure 18: Do you feel able to achieve your life goals?



The TSF is helping people to feel more positive about the future. Just less than half of all respondents (47%) reported feeling 'Positive' or 'Very positive' about the future before they attended a TSF group. After their engagement with a TSF group this percentage increased by almost a third up to 84%.

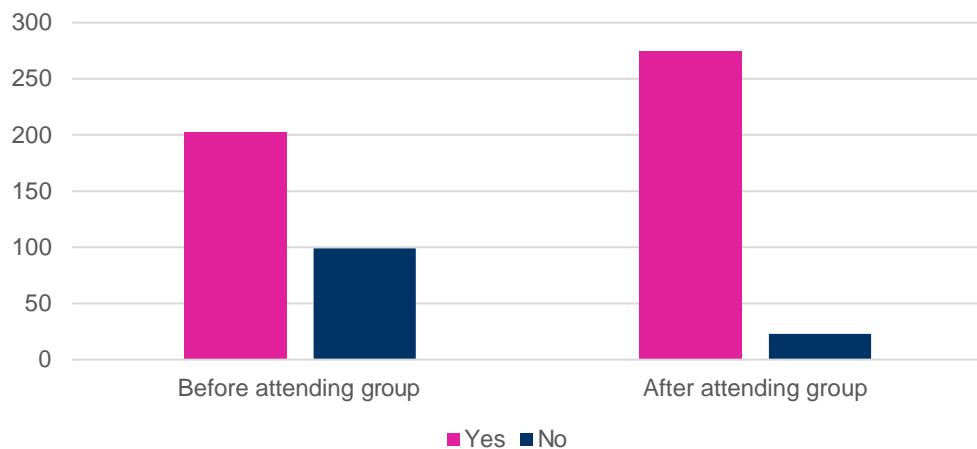
Figure 19: Do you feel positive about the future?



Increase connection between generations

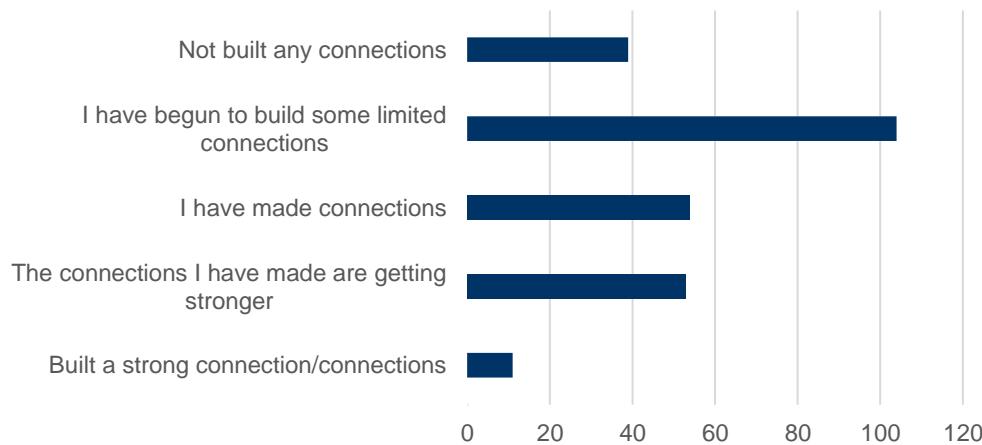
The TSF is increasing the number of connections made between generations. After engagement with a TSF funded group just over 70 people told us that they'd spent time with somebody from another generation in the last month. This is a 25% increase in the number of people spending time with people from different generations.

Figure 20: In the last month, have you spent any time with somebody from another generation?



85% of respondents (222 people) have begun to build and strengthen their connections to other generations since joining their TSF funded group.

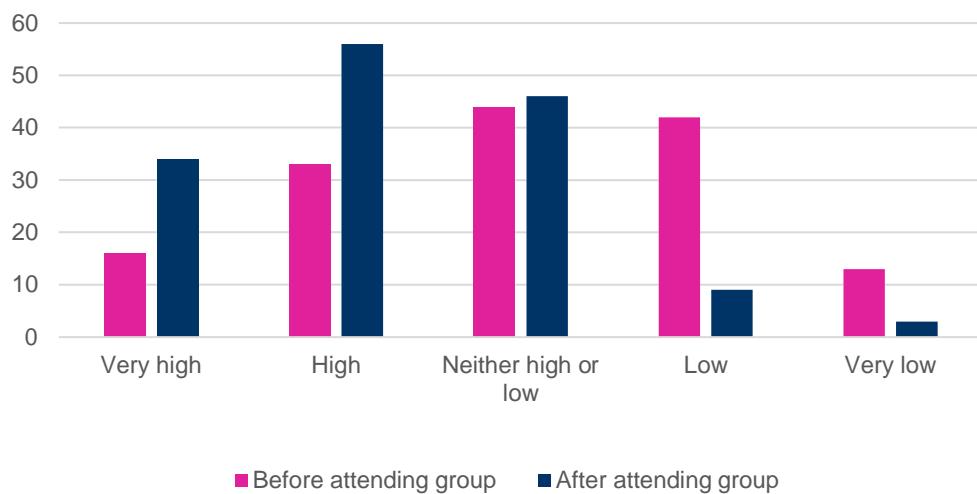
Figure 21: To what extent do you feel you've made a new or stronger connection with somebody from a different generation as a result of attending this group?



Improved self-esteem from volunteering

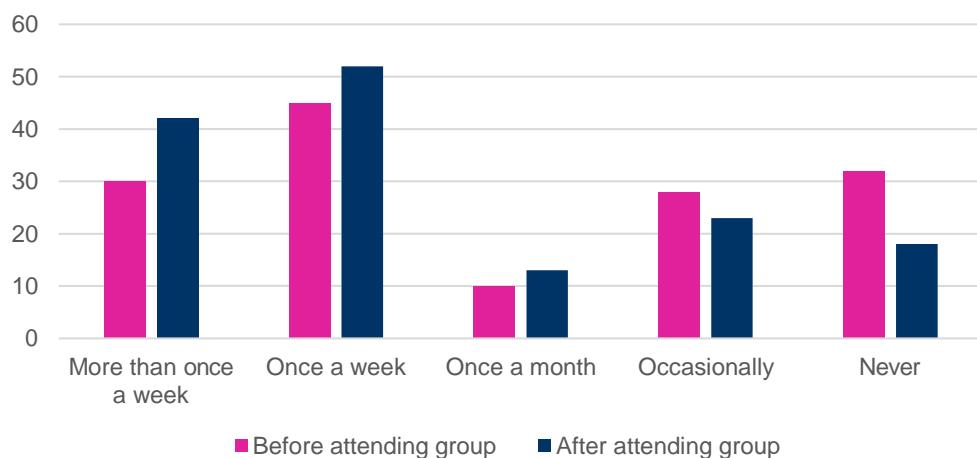
The TSF is boosting self-esteem. Nearly two thirds of respondents rated their self-esteem as high or very high - up from just one third before their interaction with a TSF funded group. This means just over 40 people have experienced a significant boost in their self-esteem since they began volunteering.

Figure 22: How would you rank your self-esteem?



The TSF boosts the number of hours people spend volunteering each week. 14 people took up volunteering that were not already volunteering and just short of 20 additional people now volunteer once a week or more since joining their TSF funded group.

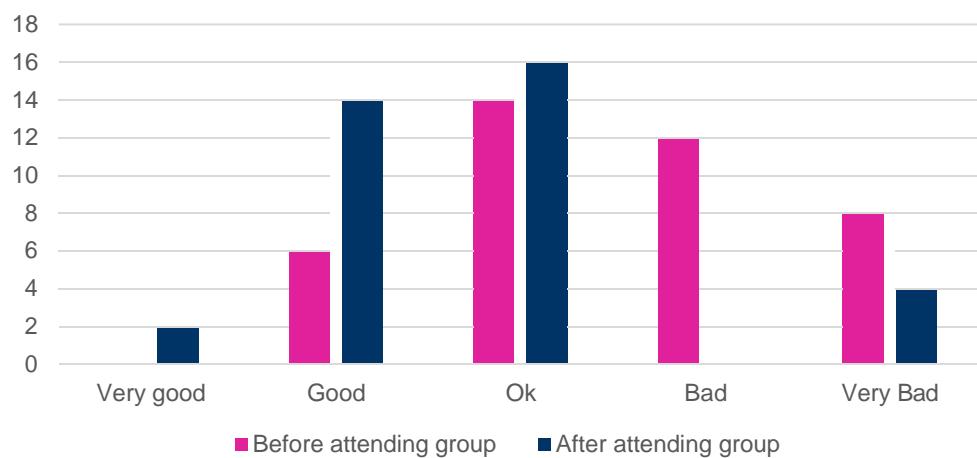
Figure 23: How often do you volunteer?



Improved posture and stability in over-65's

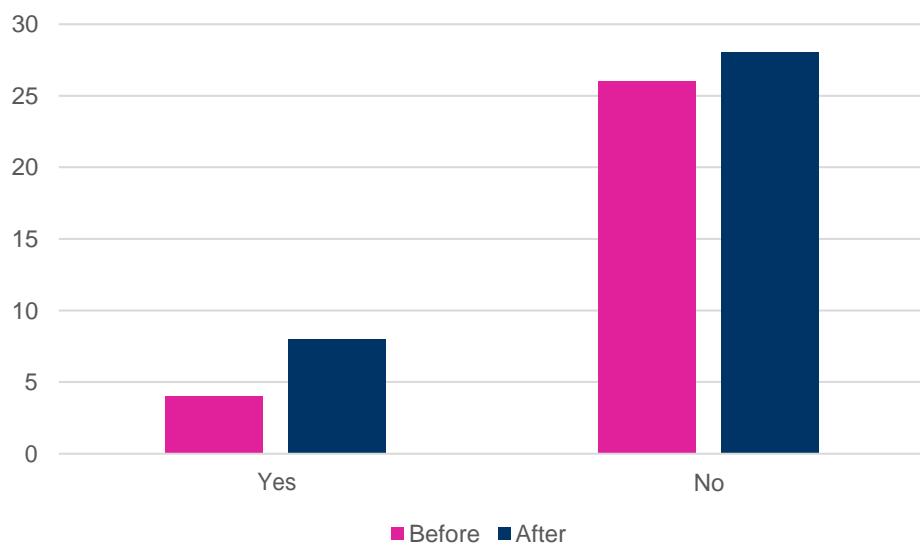
The TSF is helping over 65's to improve their posture and stability. People generally feel their posture has improved after working with a TSF funded group. Before joining their group, 20 people told us their posture was bad or very bad. After working with their group for a while, there were 75% fewer people reporting that they had a bad or very bad posture.

Figure 24: How would you rate your balance or posture?



Whilst posture has improved for those beneficiaries working with a TSF funded group, unfortunately this hasn't yet translated into a reduction in the number of falls they are having.

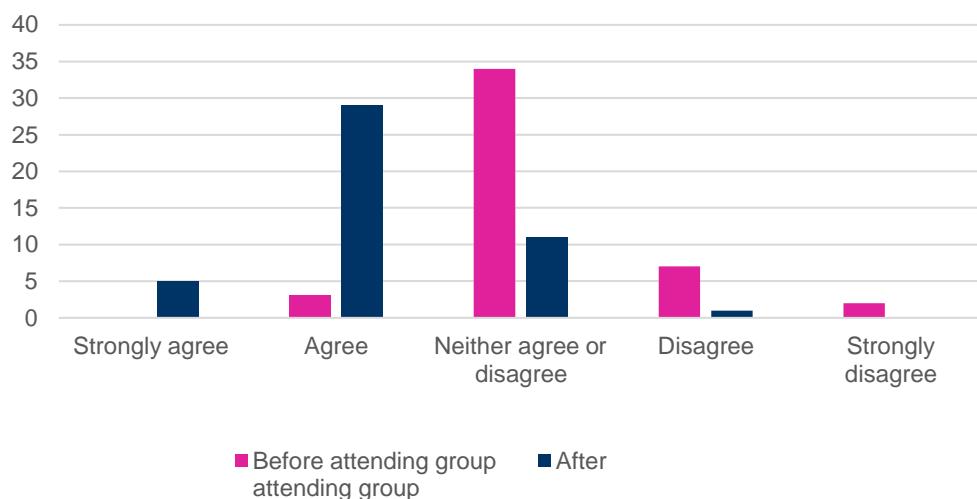
Figure 25: Have you had any falls in the last 6 months?



Increased employability

The TSF equips people with the skills, qualifications and experience they need to find work. Before joining a TSF funded group, almost three quarters of respondents weren't sure if they had the right skills. After working with their group almost three quarters of respondents felt they had the right skills, qualifications or experience to find work. In addition to this 9 people started work whilst they were working with their group.

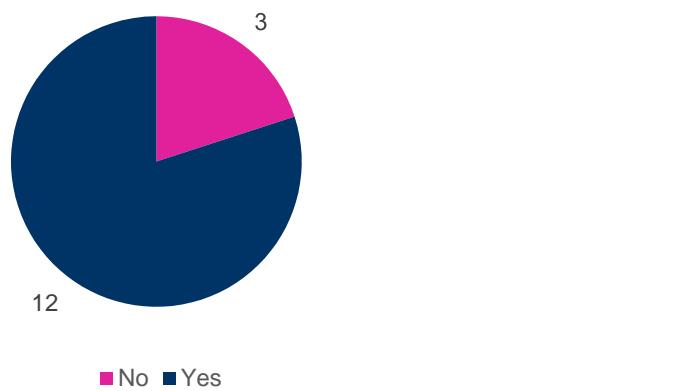
Figure 26: To what extent do you agree that you have the skills, qualifications or experience to find work?



Improved ability to manage long term health conditions

The TSF is supporting people to manage long-term health conditions. 80% of respondents told us that they had noticed an improvement in their ability to manage their long-term health condition as a result of attending a TSF funded group.

Figure 27: Have you noticed an improvement in your ability to manage your long-term health condition since attending this group?



Taking responsibility for activity in their local community

Unfortunately, data for less than 10 beneficiaries was provided for this outcome. As a result this data has not been included in the analysis.

What does this tell us?

- The TSF reduces social isolation.
- The TSF boosts confidence and self-esteem.
- The TSF helps people to feel brave.
- The TSF boosts rates of physical activity.
- The TSF makes people feel like they belong.
- The TSF is improving happiness and wellbeing in Salford.
- The TSF is helping people to feel happier every day.
- The TSF is helping people to feel happier about their relationships with friends and family.
- The TSF is helping people to make new friends.
- The TSF is boosting activity in the community.
- The TSF is supporting people to feel equipped to handle the challenges presented as part of everyday life.
- The TSF makes people feel useful.
- The TSF plays an important role in people feeling valued by others.
- The TSF is making people feel more hopeful about the future.
- The TSF is boosting future aspirations.
- The TSF is making people feel more able to achieve their life goals.
- The TSF is helping people to feel more positive about the future.
- The TSF is increasing the number of connections made between generations.
- The TSF is boosting self-esteem.
- The TSF boosts the number of hours people spend volunteering each week.
- The TSF is helping over 65's to improve their posture and stability.
- The TSF equips people with the skills, qualifications and experience they need to find work.
- The TSF is supporting people to manage long-term health conditions.

What is the return on investment?

Of the 17 outcomes analysed above, nine had suitable proxies available to calculate a return on investment figure. Taking only the 9 outcomes with a suitable financial proxy available, 731 people experienced an improvement in their outcomes as a result of working with a TSF funded group. The value added figures are presented in the table below (all figures have been adjusted to account for inflation);

Table 4: Return on investment using distance-travelled methodology

Outcomes	Number of people experiencing an improvement	Total value added
Reduce social isolation ²	207	£195,768.18
Improved social networks and personal relationships ³	44	£894,225.20
Increased amount of physical activity ⁴	75	£287,880.00
Improved posture and stability in over 65's ⁵	12	£36,299.16
Increased confidence and self-esteem ⁶	133	£75,755.47
Increased sense of belonging to their local community or feeling connected to the world around them ⁷	81	£344,499.48
Increased employability ⁸	30	£21,078.30
Improved self-esteem from volunteering ⁹	41	£615,477.65
Raised personal aspirations ¹⁰	108	£637,989.48
Total	731	£3,108,972.92

This data set provides a highly robust measure of the impact of this year's programme.

The cash value of the grants given to each of the groups that provided beneficiary responses for the cashable outcomes was calculated to be £175,276. We used this figure, the value added figure and the 'distance travelled' information from across grant pots to calculate the financial value of the impact grants have had on people's lives - this has given us a return on investment figure for 2018-19 of;

² <http://www.globalvaluexchange.org/valuations/8279e41d9e5e0bd8499f2f59>

³ <http://www.globalvaluexchange.org/valuations/8279e41d9e5e0bd8499f2cd6>

⁴ <http://www.globalvaluexchange.org/valuations/5773dc6615fbb00d6091107d>

⁵ <http://www.globalvaluexchange.org/valuations/5845805f1c584a1f40e4366b>
6

static1.1.sqspcdn.com/static/f/579533/20632434/1350309467913/Off+Centre+SROI+Report+Final.pdf?token=%2FaXTuVGscDDpFzO1rmgVEh%2BPhX8%3D

⁷ www.globalvaluexchange.org/valuations/5773dc3615fbb00d60910f15

⁸ <http://www.globalvaluexchange.org/valuations/5773dc2315fbb00d60910e9d>

⁹ <http://www.globalvaluexchange.org/valuations/8279e41d9e5e0bd8499f62b3>

¹⁰ <http://www.globalvaluexchange.org/valuations/8279e41d9e5e0bd8499f2f4c>

£1 : £17.74

This represents an exceptionally strong return on investment for health-related outcomes and demonstrates the clear benefits of the CCG's approach to addressing the inequalities in health outcomes by investing in the VCSE sector.

The case study methodology

In addition to the distance travelled methodology above, CLES also conducted 14 case studies in a similar format to those conducted in previous years.

The approach

Each case study features a short introduction to the group, some basic statistics about how many people they support, detail about their activities and the outcomes they are achieving alongside a value for money assessment using the four E's (Economy, Efficiency, Effectiveness and Equity). These case studies can be found in the rest of this section. Though due to the introduction of the distance travelled methodology, this year the case study data has not been used to calculate the overall return on investment figure.

Who took part?

Randomly selected groups in receipt of funding from either the Healthy Schools Partnership Challenge Fund, the Impact Fund or the Wellbeing Fund (round 1 & 2). These pots had all been live long enough to fairly assess the impact of the TSF through these groups.

BreathStars

Contextual information

BreathStars is an experimental project testing if singing helps the breathing of children with asthma. It is a partnership approach between Unlimited Potential and Brightness Management Limited, ran by Heather Henry – a nurse entrepreneur. BreathStars seeks to build competences around asthma in the community. The project also seeks to spread the learning, helping other schools and community organisations learn how to set up their own groups.

Activities

BreathStars work with the pre-established school choir to increase the competencies of children and staff. The school choir runs weekly, but the BreathStars team come in up to once a month to reinforce what they've done.

The sessions are taught through a mixture of breathing exercises and games and focus on warming up; posture; phrase length; diaphragmatic breathing; and how we breathe.

Inputs and Outputs

Table 1: BreathStars

Session	Number of attendees per session	Number of unique participants engaged per year	Number of sessions per year	Cost to run one session	Charge per attendee per session (to the school)
Music and asthma led sessions	35	35	12	£450	£0
Choir sessions	35	35	39	£35	£0

Outcomes

Confidence

Low confidence and anxiety are common in children with asthma, but increased confidence was reported by teachers, parents and children themselves for all children with or without asthma. For children, being "*able to sing in front of the whole school*" was viewed as a real milestone and learning a new skill and seeing improvements in

their singing all contributed to growing confidence. Parents reported their children "*coming out of their shell*" and teachers have seen children become more confident in class.

"When I first started choir, I felt shy and lonely and I didn't have the courage to do anything. When I had been going for a very long time I now feel quite courageous and like I can do things and not be afraid because I can stand up and sing in front of everybody now."

Improved lung health

Though hard to measure in the short term, this is a key outcome for the programme. Families involved in the test programme did say that children were breathing better and using their reliever inhalers less, but so far this has not been tested for the St Pauls Peel school choir group.

Making friends

This was a key outcome for many of the children involved in the choir. Children "*felt amazing*" at having "*made loads of new friends*" and the choir was described as "*feeling like a family*".

"When I first joined choir, I felt lonely and nervous, but now I have made new friends after a few weeks."

Other VfM and wider considerations

Attribution

An attribution of 70% can be applied to BreathStars. This is because the confidence building aspect of the programme could be attributed to the school choir, which existed prior to the BreathStars project and many of the children would be involved with regardless. Similarly, improved lung health is hard to measure in the short term and thus, as the project is not yet complete, hard to measure.

Economy

The average cost to the state per asthmatic episode is £977.09 (adjusted for inflation)¹¹. While not all 35 children in the group have asthma, in the trial project the 6 children with asthma reported improved lung health. Therefore, with the 70% attribution taken into account, it can be estimated that BreathStars has saved the state £4,103.78 if it has prevented the six children having at least one asthmatic episode.

Efficiency

BreathStars currently spends £193.29 per person per year to maintain each of the groups listed in Table 1.

Gross cost of groups = £6,765

¹¹ <http://www.globalvaluexchange.org/valuations/584580621c584a1f40e43681>

Less money charged to groups = £0

Net cost of groups = £6,765

Number of unique attendees = 35

Cost per unique attendee per year = £193.29

Effectiveness

The confidence building aspect of BreathStars has a value of £569.59 (adjusted for inflation)¹² per child per year to the state. When the attribution of 70% is accounted for this becomes worth £13,954.96.

Equity

The choir is open to all children at the school, and the children with asthma are deliberately not separated from the children without asthma so that there is reduced stigma.

VfM summary – BreathStars

Net costs = £6,765

Total value added* = £18,058.73

Effective value generated = £11,293.73

*Economy and Effectiveness indicators

¹²

<http://static1.1.sqspcdn.com/static/f/579533/20632434/1350309467913/Off+Centre+SORI+Report+Final.pdf?token=V4BIW5wUIOMwl%2FSxIJreCpz%2Fkk%3D> (pg. 11)

Barton Athletic

Contextual Information

Barton Athletic are a local gym built by the community, run by the community, for the benefit of the community. They moved to their current venue three years ago after investing 63,000 hours of 30-40 volunteers time to build it. They have signed up a further 700 members since they moved venues.

Now firmly established in their new home, Barton Athletic were keen to work with local schools in order to engage more young people with their gym, historically they have struggled to secure relationships with local primary schools, but this pot of grant funding helped to change that. Two schools signed up with Barton Athletic to take their young people to 10 sessions at the gym, the news quickly travelled about the success of this approach and 4 more schools signed up shortly after.

Activities

School sessions

Designed for primary school aged children, Barton Athletic pulled together a 10-week programme to take place during regularly scheduled physical education (PE) time. Each session lasts for a couple of hours including the walk to and from the gym from the school. During each session, the young people have the opportunity to try out a few sports that they will likely not have experienced before, these include; wrestling, boxing, gymnastics and weightlifting with a fully trained coach at each sport station.

Inputs and Outputs

Table 2: Barton Athletic

Session	Number of attendees per session	Number of unique participants engaged per year	Number of sessions per year	Cost to run one session	Charge per attendee per session
School sessions	30	360	60	£250	£0

Outcomes

Getting fit and keeping active

The teachers of the young people and the coaches at the gym told us that they've noticed a positive attitude towards the gym and physical activity in the young people
"They're excited to come to the gym, they're not really excited for PE – nobody is ever sick"

[on Barton Athletic day]". The coaches told us that they've "spotted some talented kids" that they would otherwise never have found and that "*they're now asking how they can join [the gym]*".

Some of the young people we spoke to said they loved "*getting stronger*" at the gym "*improving jumping and lifting heavier weights*", it was clear they had a real pride in discovering what they were capable of achieving. One young person told us "*we get to try new sports here – I'll definitely get a membership – my mum already comes here – I'd like to box*", this made it really clear that their time at Barton Athletic had really captured their interest and sparked something in them to want to get involved with boxing on a regular basis. This corroborated with what the coaches were claiming about young people coming away from these sessions feeling positive towards the gym and physical activity.



Confidence

The coaches that have been working with the young people at Barton Athletic told us that "*they're far more confident now – they were intimidated at first*". This was clear to see observing the young people in their final session of 10. None of the young people had chosen to sit out, nobody appeared to be shy or nervous about getting involved, one teacher told us "*they're maturing quickly here*" indicating that the group of young people CLES visited at their final session were a very different bunch of people 9 weeks earlier.

Supporting anger management and improving behaviour



The teachers that came along with the young people to Barton Athletic reported that "*getting away from the building diffuses tension... and they respond to discipline well here*". The teachers have seen evidence of this improvement in positive responses to discipline back at school too "*over the last 3-4 weeks their behaviour, listening and focus has been better*". If young people choose to join Barton Athletic once their 10-week course

has ended, these positive impacts on their behaviour at school will likely sustain. The membership costs at Barton Athletic are relatively low, particularly when compared with

a commercial gym and is therefore far more accessible to those young people who choose to keep training at the gym after their school sessions have ended.

Other vfm and wider considerations

Attribution

This project is unique in its approach to engaging young people with sports they may not have come across before, but in assessing the right level of attribution for Barton Athletic we had to consider the measures we were going to use to assess their value. In this case that measure focuses on the benefits of regular physical activity. As there are other gyms available locally and the young people would likely be attending a PE class if they were not at Barton Athletic, it was appropriate to allocate a 50% attribution rating.

Economy

Unfortunately, there were no appropriate financial proxies available for savings to the state through the work taking place at Barton Athletic. This is not to say that the state is not benefitting from the joint working between the six schools and Barton Athletic, but rather that there is a dearth of fiscal proxies available focussed on cost savings achieved through improving attitudes towards physical activity and the gym in young people.

Efficiency

Barton Athletic currently spends £41.67 per person per year to maintain the schools sessions listed in the table above.

Gross cost of groups = £15,000

Less money charged to groups = £0

Net cost of groups = £15,000

Number of unique attendees = 360

Cost per unique attendee per year = £41.67

Effectiveness

The value of frequent moderate exercise for someone under 25 is £4,169.62 per year (adjusted for inflation)¹³. This means that Barton Athletic, by providing 360 children at least one opportunity per week to break a sweat for at least 2 months has effectively generated £1,501,063.20. This figure assumes that frequent moderate exercise continued for a period of at least one year. This unfortunately could not be measured; therefore, the figure will be divided to represent the value added of frequent mild exercise for a period of 10 weeks. The total value added through 10 weeks of activity for 360 children is therefore £288,666. When the attribution rate of 50% is taken into account this figure comes finally to £144,333.

¹³ <http://www.globalvaluexchange.org/valuations/5773dc6315fbb00d6091106a>

Equity

Barton Athletic are currently working with six schools from across the local area. The children taking part in these sessions are all in year six and are from a variety of backgrounds. Engaging young people through schools is one of the most equitable ways to deliver their gym sessions as this means that all children in year 6 will be afforded the opportunity to attend Barton Athletic.

VfM summary – Barton Athletic

Net costs = £15,000

Total value added* = £144,333

Effective value generated = £129,333

*Economy and Effectiveness indicators

Fiddlers Lane CP School

Contextual Information

Fiddlers Lane Community Primary School is based in Irlam. The school provides a wide range of extra-curricular activities for pupils and the wider community and has worked hard to secure grant funding from a variety of sources to enable this.

The two groups that are featured in this case study were established to provide a facility for parents and children who were not necessarily part of the school community. This was in response to an identified local need for such activities to support pre-school children and families during term-time.

Activities

Story time and messy play

Fiddlers Lane school received funding of £4,994 from the Salford CVS Healthy Schools pot. They used their grant to amongst other things, run two sessions which are open to the community.

These are Story Time and Messy Play sessions which are open to children who have not yet started school (1 to 4 years old).



Both groups have a focus on learning through play and offer a semi-structured environment for children to learn. The sessions are facilitated by early years teachers from the school.



It was decided to focus on these two classes when assessing the impact of the grant because they were sustained programmes (15 weeks) at which there was a steady attendance. In addition, there was also existing monitoring data and strong evidence of impact on beneficiaries. The two groups are designed to provide a creative space for the children and a resource for parents to access, they also help to build relationships between the school and parents.

The school also used the funding to run an arts camp which was facilitated by a parent link worker and provide a trip to a local art gallery. They also secured additional

funding of £1,100 to run a sports camp that ran in the afternoons once the arts camp had finished for the day.

Inputs and Outputs

Table 3: Fiddlers Lane information

Session	Number of attendees per session	Number of unique participants engaged per year	Number of sessions per year	Cost to run one session	Charge per attendee per session
Messy Play	An average of 7	21 (there is crossover between the two groups)	15	£81.67	£0
Story Time	An average of 6		15	£81.67	£0

Outcomes

Increased school readiness

One of the key challenges that schools face when pupils join them in reception year is developing the core skills to excel in a school environment. It also takes time for them to get to know the children, and for the children to feel comfortable. The groups have played an important role in developing school readiness *"it takes away that fear of school"* and *"she was a bit anxious about what to expect, but just coming and seeing what it's like and meeting the teachers has been a big help"*.

Fostering links between the school and parents

The school is very keen to develop strong relationships with parents from an early stage, as this will allow them to support the children and families throughout their stay. The groups provide a 'soft' space for the session leaders to develop relationships with parents and where appropriate, to offer support.

The session leader gave the example of a Polish family who had attended some of the groups. In addition to the outcomes achieved for the children, they were able to broker a package of support for the family to meet their complex needs, and also signpost the mother to local ESOL classes.

Increased social connections

Something that came across clearly from speaking with parents were the impacts that the groups had for them. Key amongst these was an increase in social connections. This was important for those who had recently moved to the area, or who found that they had limited opportunity for social interaction since they had their children.

Increased confidence

Around two thirds of the children who attend the groups were reported to have increased confidence. It was considered that the value of the group was that they allow the children to *"mix with new people and to learn how to play with them and share"*. Although the groups are fairly loose in structure, the leaders create opportunities for children to share what they have done and to interact with each other, this helps them to *"come out of their shell"*.

Other vfm and wider considerations

Attribution

An attribution rate of 100% has been applied for the school readiness outcome, from our consultation it was agreed that spending time at the school and meeting other children and the teachers was the ideal preparation. For the outcome of increased confidence an attribution of 75% has been applied. This is because some of the children attended other clubs, particularly sports clubs where parents felt they also developed their confidence.

Economy

School readiness was a key outcome from attending the groups at Fiddlers Lane. The value to the state that can be attributed to school readiness is £1,140.59 per pupil¹⁴. 80% of the parents interviewed and those that completed the schools' monitoring reported their children were more school ready as result of their attendance at the groups. By applying this ratio to the 21 unique attendees over the 15 weeks, we can assume that 17 children would realise this outcome. At the per pupil value this results in an estimated value to the outcome of school readiness as a result of the groups at Fiddlers Lane school of £19,390.03 (100% attribution applied).

Efficiency

Fiddlers Lane currently spends £116.68 per person per year to maintain the sessions listed in the table above.

Gross cost of group = £2,450.20¹⁵

¹⁴ <http://www.globalvalueexchange.org/valuations/584580b71c584a1f40e438a5> - Adjusted for inflation

¹⁵ Gathered from information provided by the school Business Manager – please note that the school also used the grant funding for several other activities, as referenced in the above text

Money charged to attendees = £0

Net cost of group = £2,450.20

Number of unique attendees = 21

Cost per unique attendee per year = £116.68

Effectiveness

Monitoring forms and interviews CLES conducted with some of the parents who attend the groups found that two thirds of the children who access the sessions experienced increased confidence. The value that can be attributed to this is £569.59 per child¹⁶. Applying the proportion of children in whom increased confidence was reported to the total unique attendees for the year of 21, we can assume that 14 of the children have experienced increased confidence – with a cumulative value of £7,974.26.

By applying the attribution of 75% for this outcome, we can estimate that the value of increased confidence as a result of attending the sessions at Fiddlers Lane School is £5,980.70.

Equity

A key focus of the groups is to create an environment in which all of the children can get involved in the activities. The practitioners that run the sessions are experienced early years professionals and so are able to differentiate the activities to suit all needs.

VfM summary – Fiddlers Lane

Net costs = £2,450.20

Total value added* = £25,370.73

Effective value generated = £22,920.53

*Economy and Effectiveness indicators

¹⁶<http://static1.1.sqspcdn.com/static/f/579533/20632434/1350309467913/Off+Centre+SROI+Report+Final.pdf?token=V4BIW5wUIOMwl%2FSxIjreCpz%2Fkk%3D> (p11) Adjusted for inflation

Forest Schools Project

Contextual Information

Incredible Education run the Forest Schools Project, providing FSE accredited forest school sessions for school groups, led by FSE Level 3 qualified Forest School Leaders. The project is about getting children out into the woodland, so they can learn about nature while having fun through play.

The sessions give children a chance to experience nature, learn about ecosystems and take safe risks in a managed environment. As well as building children's physical capacity, as many are not used to being out in these types of spaces, the Forest School sessions also seek to improve their mental health, self-esteem and confidence and general capacity for future life.

Activities

Outdoor activities

The Forest School sessions run a number of different activities, from den building to duck feeding, to newt and bug hunting and fire building demonstrations. The sessions are child led, meaning that the group leaders observe children and tailor sessions specifically around what they like. Sessions also involve play, with structured games and unstructured play time a key element of Forest School.

Inputs and Outputs

Table 4: Forest Schools

Session	Number of attendees per session	Number of unique participants engaged per year	Number of sessions per year	Cost to run one session	Charge per attendee per session (to the school)
Godfrey Ermen Forest School	12	48	28	£125	£10.41
Monton Green Forest School	13	61	28	£125	£9.61
Westwood Park Forest School	12	48	28	£125	£10.41
St Andrews Primary School	12	48	28	£125	£10.41

Outcomes

Confidence and self-esteem

Improvements in confidence was frequently reported by parents and teachers as a major impact on many children. Staff and parents were pleased to see children "*putting their hand up when they would not have before*" and "*becoming more vocal in class.*"

There were also more significant examples, such as a child who had been experiencing a very difficult period in their life which had meant they "*needed a great deal of reassurance and time with staff*" due to extremely low confidence levels being able to build their confidence, make friends in a safe environment, and transfer this confidence back into the classroom to be able to engage with learning.

Physical activity

All of the children who attend Forest School sessions get the opportunity to play in nature, and this was the most commonly reported theme that emerged from the group I visited. For all of the children CLES spoke to, the play based activities aspects, from den building to treasure hunts were well loved. These activities were also reflected in feedback from parents who said:

"It's been really good for me to see that he is actually alright to run and play and take these risks – it's a new space that we don't usually come to, but eversince he's started with the Forest School sessions we've been coming to the woods every weekend just to have a walk and a play."

Emotional wellbeing

For children with more complex levels of need, the Forest School sessions have helped them be able to understand and cope with their feelings more. Teachers were keen to tell me about a number of students who were able to cope with their emotions and "*breathe a sigh of relief*" better having the "*freedom to express themselves*" however they wanted to in the woodland environment.

"It's been transformative for him, before he could only express anger and used to come into the woods and just break things... but by the end, he was playing with others creatively and has even expressed different emotions, including tears, in school."

Other VfM and wider considerations

Attribution

An estimated 75% of attribution can be applied to the Eccles schools' Forest School sessions to account for the support of children's schools, parents and friendship networks outside of the sessions.

The reason this figure remains so high despite other support is due to the fact that the majority of the children attending the Forest Schools sessions have high levels of complex need, which may mean that parental and friendship networks are not well developed or can be depended upon reliably for support.

Economy

The Forest School project is the equivalent of a school-based emotional learning programme. Typically, these programmes cost £167.73 per child per year (adjusted for inflation)¹⁷. Thus, it can be said that for the 205 children Forest School have worked with, this is a saving of the state of £34,384.65. When attribution of 75% is applied this becomes £25,788.50. However, as the children only work with Forest School for three months at a time, this annual figure should be adjusted to reflect the quarterly savings, becoming £6,447.12.

Efficiency

The Forest Schools Project currently spends £10.17 per person per year to maintain each of the groups listed in Table 1.

Gross cost of groups = £14,000

Less money charged to groups = £11,914.75

Net cost of groups = £2,085.25

Number of unique attendees = 205

Cost per unique attendee per year = £10.17

Effectiveness

The value of frequent mild exercise for someone under 25 is £2307.70 (adjusted for inflation)¹⁸. This means that Forest School, by providing 205 children at least two hours of exercise a week for has effectively generated £354,808.88 when 75% attribution is applied. However, because each group of twelve runs for three months, this figure should be divided by four to give £88,702.22.

Equity

Most of the schools run the Forest School sessions for children with high levels of complex need, which includes bereavement or other emotional trauma, refugee children, and those with special educational needs. One school, after the success of the project with these children, then extended it to include all children in Year Three.

VfM summary - Eccles Schools Cluster: Forest Schools Project

Net costs = £2,085.25

Total value added* = £95,149.34

Effective value generated = £93,064.09

*Economy and Effectiveness indicators

¹⁷ New Economy Unit Cost Database - School-based emotional learning programme - cost of delivery, per child per year 2009/10

¹⁸ <http://www.globalvaluexchange.org/valuations/5773dc6615fbb00d6091107e>

Audacious Foundation

Contextual Information

Audacious Foundation was initially set up ten years ago by the Audacious Church, before transitioning into a foundation to grow their social impact. The key purpose of the foundation is to serve the homeless community and offer support that is practical, relational and informational.

With a team of around 50 volunteers, Audacious Foundation run the A-Teams session – a weekly drop in on a Tuesday, where a hot three course meal is provided alongside social support and signposting. There are also street outreach teams also reaching people on Mondays, Thursdays, Fridays and Saturdays.

Activities

A-Teams

The A-Teams project seeks to meet the immediate needs of homeless people in Manchester. Alongside a hot, three course meal, the Tuesday drop in also provides haircuts and sleeping bags, a clothes swap, a visiting vet and general signposting and social support. Though A-Teams is ran by Audacious Foundation, the church provides the use of the conferencing space to run the weekly drop in sessions for free. This should cost £834 per session, but the in-kind donation means that Audacious Foundation are able to run A-Teams for around £300 a week, rather than over £1000.

A-Teams also provides food parcels, though these are not given out at the Tuesday drop-in session as a way to get people *"to take ownership, educating them about responsibility."* Baby hampers are also given out.

Inputs and Outputs

Table 5: Audacious Foundation

Session	Number of attendees per session	Number of unique participants engaged per year	Number of sessions per year	Cost to run one session	Charge per attendee per session
A-Teams	40	232 (since Jan)	47	£321.71	£0

Outcomes

Social isolation

Aside from the hot meal, the main outcome reported by staff, volunteers and users alike is a reduction in social isolation. There is a "*family meal feel*" to the drop-in, which fosters a sense of connection. It was repeatedly reported that the space has a "*good atmosphere and good people*" and being able to come and "*have a chat and not be stuck in my flat all the time*" was regarded as highly valuable.

Confidence

While the A-Teams project's main goal is to serve the homeless community, volunteers at the project also experience a number of positive outcomes. One volunteer, who had struggled with mental health difficulties to the extent of having multiple break downs, reported that:

"Coming and volunteering here has got me back with my confidence in life generally. It gives me a lot of self-esteem to see that I can make a difference in others' lives. I can actually communicate with people now, even if I'm having a bad time, coming here kicks me out of it."

Dignity

A major outcome for Audacious Foundation surrounds providing the people who access their services with dignity and respect. People who come get table service, and the relaxed atmosphere is a deliberate attempt to keep the space agenda free. The importance of this is reflected in feedback from people accessing the drop-in, who said:

"I just want to thank them really. ever since the first day I came here I've called it the church of angels. You get a hello and a smile and people to talk to, as well as an amazing meal – it's a party night!"

Other VfM and wider considerations

Attribution

An estimated 60% attribution can be applied to A Teams. This is to account for other street support, signposting and drop-in services available to homeless people in Manchester while acknowledging that the A-Teams project is well liked. This is reflected by one person's feedback at the session attended by CLES, who said, "*there are at least three other places I could go to tonight to get fed, but you come here because you know the food's good and there's a good atmosphere.*"

Economy

Audacious Foundation are working hard to get people off the streets. Alongside signposting services, they are also now working in partnership with investment organisations and local housing providers to place men and women who have been living on the streets into supported accommodation. Audacious Foundation currently have three flats and a rehousing support package. This is of significant value to Local

Authorities who spend on average £6,874 (adjusted for inflation) on temporary accommodation per person per year¹⁹. By getting just three people into supported housing, Audacious Foundation will save the state £20,541 a year.

Efficiency

Audacious Foundation currently spends £65.17 per person per year to maintain the group listed in Table 1.

Gross cost of groups = £15,120.37

Less money charged to groups = £0

Net cost of groups = £15,120.37

Number of unique attendees = 232

Cost per unique attendee per year = £65.17

Effectiveness

Value to the individual of being able to obtain advice locally is £2,142.52²⁰ (adjusted for inflation) per person per year. Alongside the hot meal and social interaction, getting advice is a major part of the A-Teams drop in and outreach sessions is advice – from signposting to services to visiting professionals including vets. This means that, when accounting for the 60% attribution, Audacious Foundation have added £298,238.78 of value.

Equity

Though the average user of the A-Teams project is a male between the age of 30-34, the project is open and available to anyone who needs it. Similarly, the users are all in different situations, ranging from street homeless, to sofa-surfing, to staying in temporary accommodation.

VfM summary – Audacious Foundation

Net costs = £15,120.37

Total value added* = £318,779.78

Effective value generated = £303,659.41

*Economy and Effectiveness indicators

¹⁹ New Economy Unit Cost Database - Temporary accommodation - average weekly cost of housing a homeless household in hostel accommodation 2010/11

²⁰ <http://www.globalvaluexchange.org/valuations/5773dc3115fb00d60910efd>

Citywall

Contextual Information

Citywall are a community interest company (CIC) established in September 2014. Citywall run a number of projects aimed at 8-16 year olds including an early intervention mental health project, a knife crime project, an alternative provision project and the project funded by the Salford TSF; Foundations – which focuses on supporting young victims of crime to ensure they have all the support they need and don't end up becoming, as is statistically likely, the perpetrators of crime themselves.

When Citywall established the Foundations project in September 2018 they had anticipated that many of the young people they would be working with would be victims of knife crime or theft. But they found that once the project was up and running the young people that were being referred to them were those that had experienced sibling crime, sibling harmful sexual behaviour, domestic violence or had witnessed domestic violence. The grant recipient reported that the funding from the Salford TSF has allowed them to put a net under schools to catch the kids that weren't picked up by any other services, either because they weren't at crisis point yet or because there are simply no services available for what that child is experiencing.

Activities

Weekly mentoring

The Foundations project is a programme of mentoring for young people aged between 8 and 16 years old that have been the victims of crime. A Youth Mentor spends one hour a week for between 6 and 10 months with each young person that is referred to their service.

Each of the meetings are bespoke, the design of them is dependent on the needs of each young person. Many meetings take place in school, some take place out in the community at local café's.

Although each session is bespoke, there are four topics that come up regularly.

- Healthy relationships
- Managing your emotions (anger management, stress)
- Social media (safety, using it well)
- Developing positive activities and hobbies, building self-esteem and resilience.

Most referrals in the first wave came from schools. As the service became better known to staff in social care they found that in the second wave the majority of their referrals came from social care and that having this service to refer to meant that social workers could close the case and step it down.

Inputs and Outputs

Table 6: Citywall

Session	Number of attendees per session	Number of unique participants engaged per year	Number of sessions per year	Cost to run one session	Charge per attendee per session
Weekly mentoring	1	18	468	£42.74	£0

Outcomes

Feeling empowered

Having a credible, likable role model stepping into a young person's life was reported to be "*so valuable*". The coaching tools, the positive experience, having somebody to believe in them and space to talk freely about what is on their mind all supported the young people engaged to feel empowered "*we could talk about everything...it made me feel a bit calmer in school*". The weekly visits were described as "*a breath of fresh air – it lifts the whole family*".

Unfortunately, the limited funding Citywall have available for this project means that the Youth Mentor can only work with young people for a period of around 6 months. Some young people reported that whilst things got better when they were engaging with the mentor "*things have changed since the sessions stopped*", a parent told us that "*they really miss [the Youth Mentor] - they felt they could talk to her – they don't trust the counsellor so don't feel they can talk to anybody now*". This indicates an ongoing need for this type of support in Salford on a more long-term basis.

Confidence

People that have worked with the Youth Mentor consistently reported feeling more confident throughout their engagement period, one mum told us that her daughter "*felt confident enough [following the support of the Youth Mentor] to ask to hang out with [new friends] instead of the people she was with before*". This was a significant step for a young girl who was being bullied and taken advantage of by the people she was hanging around with before she started working with the Youth Mentor. She is now feeling "*happier and more confident*" and looking forward to a big trip away with her new friends in 2020.

Getting on better in school

A number of young people reported feeling that "*things have been better in school*" and that they have made new healthy friendships with people that really care about them. Many of the young people the Youth Mentor engages with are moved through different schools due to behavioural issues. One young person told us that "*the sessions help me out really [sic] lots – all of them are really helpful – They help me mostly at school*". Having the Youth Mentor around to talk about things that have happened has given this young

person an opportunity to reflect on their behaviour and to work with the Youth Mentor to come up with better ways to respond to certain situations.

Other vfm and wider considerations

Attribution

One of the really special attributes of this project is its ability to draw funding from their grant pot to support a young person rather than from a school's funds to support one of their students. Traditionally funds to support students are drawn through schools, so if the young person has to change school, they typically lose their extra support. Identifying grant funding as an innovative way to fund consistent support for young people of school age is a real credit to Citywall and to the grant funding approach.

With this in mind, an attribution rate of 90% can be applied to activities carried out by the Youth Mentor at Citywall. This is reflective of their unique funding arrangement that allows them to provide ongoing person-centred support to young people and of the big impacts reported to us by young people that have worked with the youth mentor that are at risk of tailing off as this unique type of support comes to the end of its allocated 6 months.

Economy

The support provided here by the Youth Mentor is saving the state money on providing behavioural support in schools for young people. The estimated cost of providing behavioural support in schools in Greater Manchester is £6,172.04²¹ per student per year (adjusted for inflation). By supporting all 18 young people with their core issues and their behaviour, Citywall are saving the state £111,096.72 per year. When accounting for 90% attribution this figure comes to £99,987.05.

Efficiency

Citywall currently spends £1,111.11 per person per year to maintain the mentoring sessions listed in the table above.

Gross cost of groups = £20,000

Less money charged to groups = £0

Net cost of groups = £20,000

Number of unique attendees = 18

Cost per unique attendee per year = £1,111.11

Effectiveness

Improved confidence is a common outcome for young people supported by Citywall. The value of increasing confidence is estimated to be £569.59 per person per year

²¹ <http://www.globalvaluexchange.org/valuations/8279e41d9e5e0bd8499f293c>

(adjusted for inflation)²². The value of the work done by the Youth Mentor at Citywall to increase the confidence of the 18 young people they are working with is therefore estimated to be £10,252.62. When accounting for 90% attribution this figure comes to £9,227.36.

Equity

Citywall are a referral service and began their service taking referrals from schools for young people that were clearly vulnerable but for whom no other support was available. Since the project began, the referrals to the project have broadened with many now coming from social services. Again, these referrals are for 'at risk' young people who aren't receiving the right support from elsewhere. Citywall's approach to picking up referrals for young people that have been left behind by all other support services strikes as eminently equitable.

VfM summary – Citywall

Net costs = £20,000

Total value added* = £109,214.41

Effective value generated = £ 89,214.41

*Economy and Effectiveness indicators

²²

<http://static1.1.sqspcdn.com/static/f/579533/20632434/1350309467913/Off+Centre+SROI+Report+Final.pdf?token=V4BIW5wUIOMwl%2FSxIJreCpz%2Fkk%3D>

North Manchester Community Partnership

Contextual Information

North Manchester Community Partnership (NMCP) are an established organisation providing services across North Manchester and in parts of Salford. The NMCP used their grant fund to pay for room hire at Rainbow Haven in Langworthy, Salford. From here they are able to provide advice sessions and ESOL classes while-you-wait to the local asylum seeker and refugee community. In addition to these advice sessions, they also provide cultural day trips for the same community out of the grant fund engaging them with free cultural activities in Manchester.

Activities

Advice sessions & ESOL class while-you-wait

Every week the lead for the advice sessions travels to Langworthy to open their door for a few hours to support the asylum seeker and refugee community in Salford. People queue up to meet with the lead to discuss any queries or issues they may have in relation to travel documents, citizenship, applying for college, writing a CV, universal credit, any other benefits or housing. The lead sees each person in turn and provides hands on support including making calls on the persons behalf to government agencies or filling in forms with them that need to be sent off.

As there are typically quite a few people waiting for advice from the lead, the wait can be quite a long time. To make the best use of this time, a qualified ESOL teacher has been asked to teach ESOL classes to the waiting queue. They found that this was more effective than asking those same people to come attend a specific ESOL class, this is because they were worried that they might lose their place in the queue if they moved anywhere.

Day trips

In addition to the Advice sessions and ESOL classes the NMCP are also able to provide day trips into Manchester for asylum seekers and refugees that have visited the advice service. These trips are typically to free cultural attractions such as the Museum of Science and Industry or the Manchester Art Gallery. The grant fund covers the cost of travel and lunch for everybody that is able to attend.

Inputs and Outputs

Table 7: North Manchester Community Partnership

Session	Number of attendees per session	Number of unique participants engaged per year	Number of sessions per year	Cost to run one session	Charge per attendee per session
Advice sessions & ESOL class while you wait	12	120	30	~£302	£0
Day trips	~19	~50	3	~£285	£0

Outcomes

Reduced stress, anxiety and worry

The project lead spends a good amount of his time supporting asylum seekers and refugees to navigate the bureaucracy that faces many of them when they arrive in the UK. Many of the people the lead helps need support with a form from government or from letting agents, this support can be anything from filling the form in with the person themselves or making a phone call on their behalf to move things forwards.

Sometimes these people are in desperate situations with no recourse to public funds and living in NAS. When they receive their settled status (often with the help of the lead) they are given 21 days to secure a bank account, somewhere to live and to make themselves known to the benefit system. This is a difficult and stressful enough task if you speak English, it is a very difficult and very stressful task if you have very little English, this is where the support from NMCP really helps.

Sense of security and somebody trustworthy to rely on locally

Both the lead and the ESOL teacher noted the length of time it took them to build trusting relationships with the people that attend the advice sessions. They noted that these people have typically been through some very difficult experiences and have dealt with some very untrustworthy people in making their way to the UK. The lead and the ESOL teacher have both invested time in making each person that comes to them for advice feel welcome and safe, this helps them to make sure they are able to support each person as much as they can without them withdrawing from the support service.

Picking up the English language through ESOL support

In addition to receiving the advice and support from the project lead, each person seeking advice is also able to access ESOL classes while they are queueing to receive the support. These classes are informal and typically include the use of reading sheets, gap fills and word searches which the people attending the advice sessions report they really enjoy.

Other vfm and wider considerations

Attribution

NMCP are delivering an important service to the refugee and asylum seeker community in Salford. There is very little informal support available to this community, this is compounded by the fact that many of the members of this community do not have family nearby to rely on. Therefore, the attribution allocated to NMCP is 90%.

Economy

Unfortunately, there were no suitable financial proxies available to represent the savings made to the state through the work being done by NMCP. This is absolutely not to say that the activities of NMCP are not off-setting costs for the public sector but rather that there are insufficient proxy data available that relate to the type of work being done at NMCP to allow us to demonstrate the cost savings to the state.

Efficiency

NMCP currently spends £60 per person per year to maintain the advice sessions, ESOL classes and day trips listed in the table above.

Gross cost of groups = £10,200

Less money charged to groups = £0

Net cost of groups = £10,200

Number of unique attendees = 170

Cost per unique attendee per year = £60

Effectiveness

The value to an individual of being able to obtain advice locally is £2,142.52²³ (adjusted for inflation) per person per year. Using this proxy we are able to calculate that NMCP have added £257,102.40 of value through providing their local advice service. When the attribution rate of 90% is applied this figure comes to £231,392.16.

Equity

NMCP are providing an informal support service for one of the most marginalised communities in the UK. There are very few comparable services available locally to asylum seekers and refugees. To this end, NMCP are providing an equitable service to a section of the population that is typically underserved in terms of support.

²³ <http://www.globalvaluexchange.org/valuations/5773dc3115fbb00d60910efd>

VfM summary – North Manchester Community Partnership

Net costs = £10,200

Total value added* = £231,392.16

Effective value generated = £221,192.16

*Economy and Effectiveness indicators

Pedal Away

Contextual Information

Pedal Away is a community cycling initiative delivered by 'Cycling Projects' with funding from Transport for Greater Manchester, Salford City Council, Hamilton Davies Trust, Salford CVS and NHS Salford. The project is part of a wider charity called Cycling Projects, this organisation has been delivering inclusive cycling initiatives in local communities since 1991.

Rob Salt is the Coordinator for this Pedal Away group, which is based out of Prince's Park in Irlam. The aim of the group is to provide opportunities for cyclists of all abilities to participate in and enjoy riding a bike. The rides primarily use traffic-free greenway, parks and cycle routes and aim to show how the cycle network can connect across the area.

Activities

Beginner, intermediate and family rides

The group run four regular rides per week, on Tuesday mornings they have an hour-long session from beginners (and lapsed cyclists) and on Thursday afternoon there is a three-hour ride for 'intermediate' cyclists. There are also family rides on a Thursday evening, for under and over 8's.

Pedal Away provide attendees with a bike and a helmet for the duration of the session, although some riders do bring their own. Rob and other sessional staff support participants on the ride, and for beginners or lapsed cyclists are able to provide cycling proficiency and confidence building activities. There are also a number of volunteers that come along to help the sessions run smoothly and to take part in the wider work of the group. Volunteers also go and find new routes for future rides and help Rob complete risk assessments.



In addition to the rides, Pedal Away also runs engagement events. These include 'Dr Bike' where people are able to bring along their bikes for a full safety check and repair; and the Big Bike Get Together in Salford, which taught people core cycling skills.

Funding of £14,750 from the Impact Fund supports the organisation through accounting for some of Rob's salary and also to cover costs of purchasing and maintaining equipment such as bikes and safety gear.

Inputs and Outputs

Table 8: Pedal Away information

Session	Number of attendees per session	Number of unique participants engaged per year	Number of sessions per year	Cost to run one session	Charge per attendee per session
Beginner, intermediate and family rides	8-17 beginner 6-15 for intermediate 10-20 for families	60	176	£122.15	£1 optional donation

Outcomes

Taking regular exercise

From engaging with members of the cycling groups, it was clear that they were taking exercise on a more regular basis. Some of the attendees are beginners or lapsed cyclists, "*I hadn't ridden a bike in 30 years*", and the coordinator also noted that "*We added up the cumulative years that the beginner group had as lapsed cyclists, we got to 300!*" For some of the attendees at the intermediate group, who already led reasonably active lifestyles, but attendance at the group has allowed them to exercise more.

Adopting a healthy lifestyle

In addition, the benefit of exercising regularly through attendance at the groups, some of the attendees reported that coming along had spurred them to make other changes in their lifestyle. They all were aiming to become more healthy and planned to do so through a combination of amending their food and drink intake, reducing how much they smoked, and exercising.

Widening social networks

There is a distinct social element to the groups, which the participants appear to value as highly as the physical side, "*You've got to have fun with friends whilst exercising and being out in the fresh air is ideal*". New social connections have been forged and attendees have also been bringing existing friends along, with word of mouth has been a big factor in the growth of participation, "*my sister joined and convinced me to come down*".

Increased volunteering in the local community

Volunteers are an important part of the bike rides put on by the group. They support Rob to hold the events safely and assist the riders. There is also a group of volunteers who act as route finders, to create interesting new rides for the groups. There are around 22 hours of volunteer time a week donated to Pedal Away.

Other vfm and wider considerations

Attribution

There are a number of other sports and physical activity sessions in the community, which includes the leisure centre which is located at the boundary of the park. However, there was a blend amongst the interviewed beneficiaries of those that were regular attendees elsewhere, and those that reported that they did not regularly engage with wider activities of this kind. Therefore, we estimate the attribution to Pedal Away at 60%.

Economy

The rides have supported many of the participants, particularly in the beginner group to take in regular exercise, with many of these doing so for the first time in many years. Increased activity is part of living a healthier lifestyle. Part of this for many of the participants was to lose weight and tackle the health challenges that come with excess weight.

Of the 12 participants CLES engaged, three reported that losing weight was an outcome achieved through attending Pedal Away rides. By applying this ratio to the total number of unique attendees (60), we can estimate that 15 beneficiaries have achieved this outcome. For the purpose of the value for money assessment, we have utilised a proxy value of avoiding obesity, which has a value of £4,044 per person²⁴. By applying an attribution of 60%, we estimate the value of avoiding obesity as a result of Pedal Away to be £36,396.

Efficiency

Pedal Away currently spends £358.32 per person per year to maintain the bike rides listed in the table above.

Gross cost of group = £22,313

Money charged to attendees²⁵ = £814

Net cost of group = £21,499

Number of unique attendees = 60

Cost per unique attendee per year = £358.32

²⁴ <http://www.globalvalueexchange.org/valuations/8279e41d9e5e0bd8499f2a5d> - Adjusted for inflation

²⁵ Attendees can make a voluntary contribution of £1 per session.

Effectiveness

The value that can be attributed to frequent mild exercise for a participant is £3,537.12²⁶. By applying this to the 60 unique attendees to Pedal Away Salford, a value of £212,227.20 is generated. By applying the attribution of 60%, the value of frequent mild exercise to the participant as a result of Pedal Away is £127,336.32.

Equity

Pedal Away are committed to ensuring that their activities are inclusive. The regular rides they run allow advanced and beginner cyclists to attend, and there is provision for those who have never ridden a bike before to be taught the basics on a one-to-one basis. There are also events put on called Wheels for All – these are sessions with a variety of adapted bikes that meet the needs of the participants.

VfM summary – Pedal Away

Net costs = £21,499

Total value added* = £163,732.32

Effective value generated = £142,233.32

*Economy and Effectiveness indicators

²⁶From HACT Participation in exercise that does not noticeably change your breathing or make you sweat at least once a week for at least two months

GMCR Runners

Contextual Information

In 2016 Becky and Guy Thompson were concerned about their weight and fitness. They admitted to overeating, snacking too much on unhealthy foods and not doing enough exercise. They decided to set a good example to their six children, aged between four and 17, to encourage healthy habits that would stay with them for life.

Starting to run as a family and with their friends made them see the value that running made to their health, and the benefits of doing it as a group. In 2018 Guy and Becky decided to set up their own running club, 'Get My Community Running' (GMCR), at which groups of people train to learn to run a full 5k in ten weeks or less.

A friend of theirs who was a doctor told them if they could get 20 people active over the course of the year, they would have made a substantial impact on the NHS. They used this as a benchmark to measure their success, aiming to get 20-30 people regularly exercising (defined as running at least 3 times a week).

Activities

They organise and facilitate running sessions two times a week – a 'couch to 5k' social run at Dukes Drive, Monton each Friday, together with a track run at Cleavley Running Track each Wednesdays. After each session, they go for a coffee.

Having run the sessions for a year now, 66 are attending their sessions, of whom 42 exercise regularly.



They actively run the session to encourage anyone to come, regardless of age or athletic experience/ability. Becky says "*I actively try and encourage people in our community who say I can't or won't run!*" The most common age group of attendees is 30-50, although during school holidays many younger people attend, often with other family members. The majority of people joining GMCR have never run before and some have pre-existing health conditions including arthritis, back pain and obesity.

Funding from the Salford CVS fund enabled them to receive official England Athletics accreditation (including safeguarding and first aid training), watches to enable accurate timing of participants. Other fundraising and grants enables them to meet other costs, such as hiring the running track and purchasing t-shirts for runners.



Inputs and outputs

Table 9: GMCR Runners

Session	Number of attendees per session	Number of unique participants engaged per year	Number of sessions per year	Cost to run one session	Charge per attendee per session
Couch to 5k	5-30	66 (new)	52	No cost	£0
Track run	25-30		52	£30 a week (hire of track)	£0

Outcomes

Keeping active

The running classes helps the beneficiaries to be more active, increasing their mobility and allowing them to lead a healthier lifestyle. Anecdotally Becky says most of those who come have either stopped smoking or lost weight.

"One person who came on our class suffered from high blood pressure. She's lost eight stone, and no longer suffers from sleep apnoea"

Decreased social isolation

The opportunity to come together and interact with others, through the running class and social activity at the end, was mentioned as a real benefit, helping to boost everybody's mental health and wellbeing. Related to this, it was a way for families to interact with their children without having to pay for an activity.

"I get to meet likeminded people of different ages. It's a way to get the next generation active, instead of staying inside playing their PlayStation all day!"

"My husband works shifts, I work and we have childcare responsibilities – so if we bought a gym subscription we'd never be able to use it together. This is a great way to exercise together as a family for free."

"Me and my wife are retired. If we weren't doing this, we'd be sat at home. "

"I've met people through the group that I now run with independently. GMCA is like a community centre without a building."

Increased confidence

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

"My husband completely different person. He is a lot more confident, we both feel much better. As parents we're becoming the people we want to be for them. I used to be worried about him – now I don't. The positivity is infectious!"

Other VfM and wider considerations

Attribution

There are some similarities between the support offered by GMCR and other groups in the area. For example, there is a Park Run in the nearby area. However, this is just a run, as opposed to a running class. Also, whilst there are some other running classes in the nearby area, they charge, whereas GMCR does not.

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

Economy

The running class helps the participants to be more active on a regular basis, increasing their mobility and allowing them to lead a healthier lifestyle. 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)²⁷. For the 66²⁸ new attendees the value of GMCR's work to avoid obesity through regular exercise is therefore estimated to be £266,904. When accounting for 60% attribution this figure comes to £160,142.40.

Efficiency

GMCR currently spends £15.29 per person per year to maintain the runs listed in the table above.

²⁷ <http://www.globalvaluexchange.org/valuations/8279e41d9e5e0bd8499f2a5d>

²⁸ To arrive at a conservative estimate, we are counting the new unique participants of the classes over the course of the past year

Gross cost of groups = £1,560

Less money charged to attendees = £0

Net cost of groups = £1,560

Number of unique attendees = 102

Cost per unique attendee per year = £15.29

Effectiveness

Improved confidence is a common outcome across users of GMCR's services. The value of increasing confidence is estimated to be £569.59 per person per year (adjusted for inflation)²⁹. For the 66 new beneficiaries the value of the work done by GMCR to increase their confidence is therefore estimated to be £37,592.94. When accounting for 60% attribution this figure comes to £22,555.76.

Equity

There are not any additional specific groups that GMCA is struggling to connect with, as through social media they specifically try to recruit those in the community who feel that they cannot (or will not) exercise.

VfM summary – GMCR Runners

Net costs = £1,560

Total value added* = £182,698.16

Effective value generated = £181,138.16

*Economy and Effectiveness indicators

*Economy and Effectiveness indicators chosen for this report

²⁹

<http://static1.1.sqspcdn.com/static/f/579533/20632434/1350309467913/Off+Centre+SROI+Report+Final.pdf?token=V4BIW5wUIOMwl%2FSxIJreCpz%2Fkk%3D>

Majic Sport FC

Contextual Information

Majic FC is a football club for young people aged between 4 and 13 in Salford. The grant for Majic FC helps them to pay for pitch hire and has also allowed them to pay for affiliation with Manchester Football Association (FA) which means they are now able to compete in local tournaments.

The head coach moved to the UK from Poland where he used to run a similar club. When he arrived in the UK he decided he wanted to give back to the community and to encourage community integration. To achieve this, he set up Majic FC. The team is made up of players from across Salford, many of which attend different schools and are from different communities with different first languages.

Activities

Training sessions

The training sessions are run by a trained coach with support from one or two other coaches. The coaches and players all meet outside Salford Sports Village before they all help to carry across the equipment to the pitch they will be playing on. Parents of the young people usually stay to watch the training and catch-up with other parents.



The training sessions consist of a warm-up and training drills followed by a game of football. The warm-up starts with stretches and athletics before they move on to the training drills. The drills allow the players to practice specific movements and manoeuvres and to get a good cardio workout. Finally, the players are split into two



teams and the session is rounded up with a game of football. The players then help the coaches to carry the equipment back to the cars.

Inputs and Outputs

Table 10: Majic FC

Session	Number of attendees per session	Number of unique participants engaged per year	Number of sessions per year*	Cost to run one session	Charge per attendee per session
4-6 year olds	8	~20 (5 regulars)	46 (once a week)	£40	£5
7-8 year olds	10	~20 (7 regulars)	46 (once a week)	£40	£5
9-11 year olds	15	~30 (13 regulars)	92 (twice a week)	£40	£5

*Assuming 6 weeks inactivity to account for Christmas and summer holidays

Outcomes

Community integration

The head coach reported that the group allows young Polish players in particular a safe space to practice their English. The coach encourages the young people to talk to each other using English and Polish. English young people have now begun to understand Polish phrases and react appropriately when these are used in the training drills. The coach has found that this fluid use of language has greatly encouraged integration between the players who now regularly "*meet up after training*" and describe "*talking at the break [with their new friends]*" as one of their favourite parts of the session.

Football skills

The young players reported that the drills make them "*tired [because they] worked hard*" but they like that because they "*can move [their] body anywhere after drills*". Another player reported that they loved that they were getting better at something because they "*trained a lot*", they told us that their "*shooting and passing skills had improved*" and that they were faster and "*able to take more powerful shots*".

Confidence and resilience

Now that the team are affiliated with Manchester FA they are able to take part in local competitions. The players told us that "*tournaments make you feel excited but under pressure too*", sadly the team didn't win their last tournament, but despite this the players reported that they were "*sad but we know we achieved something*". This shows a remarkable level of personal resilience through developing the skills and relationships they have at Majic FC.

Other vfm and wider considerations

Attribution

Majic FC are providing a quality football training programme to young people aged between 4 and 13. They are special in the sense that they have worked to achieve community integration through a shared love of sport. Although, there are many other sports clubs available in the area, which most young players said they would attend if Majic FC did not exist. With that in mind Majic FC have been allocated a 60% attribution rating.

Economy

Unfortunately, there were no suitable financial proxies available to represent the savings made to the state through the work being done at Majic FC. This is absolutely not to say that the activities of Majic FC are not off-setting costs for the public sector but rather that there are insufficient proxy data available that relate to the type of work being done at Majic FC to allow us to demonstrate the cost savings to the state.

Efficiency

Majic FC currently makes £52.57 per person per year whilst maintaining the training sessions listed in the table above.

Gross cost of groups = £7,360

Less money charged to groups = £11,040

Net cost of groups = £3,680 surplus

Number of unique attendees = 70

Cost per unique attendee per year = £52.57 surplus

Effectiveness

The value of being a member of a sports club is estimated to be £5,043.³⁰ per person per year (adjusted for inflation). To ensure we are not overvaluing the impact of the group we will apply this figure only to the number of young people that attend the sessions on a regular basis (25 in total). The total value added through being a member of Majic FC is therefore £126,077.50. When the attribution rate of 60% is applied this figure comes to £75,646.50.

Equity

The club is open to anybody to join, though at present there are no girls signed up to Majic FC. The club is doing some really positive work on affecting community integration between English and Polish communities in Salford. It is unclear how they

³⁰ <http://www.globalvaluexchange.org/valuations/8279e41d9e5e0bd8499f2fdf>

promote their football club at present but it is possible that more could be done to reach other communities in Salford outside of those the club is currently working with.

VfM summary – Majic FC

Net costs = £3,680 surplus

Total value added* = £75,646.50

Effective value generated = £79,326.50

*Economy and Effectiveness indicators

DIY Theatre Company

Contextual Information

DIY Theatre Company is a company of performers with learning disabilities based in Salford. They have been putting on performances since 1994. DIY is a Community Interest Company with a voluntary Board that effectively steer the organisation. The Board meets about every six weeks to discuss company developments, projects and finances. Over half of the Board members are people with learning disabilities.

Activities

Sense of adventure sessions

A principle of DIY Theatre Company is that everything they do is based on what the group wants and needs, so they consult attendees and the boards and then seek appropriate resource for the activity.

Funding of £1,000 from the wellbeing fund has provided the majority of the resource

required to run the sense of adventure drama project for 10 weeks, with an additional £350 provided from the organisation's funds. The project is open to adults with learning difficulties in Salford. The project ran for 10 weeks and was led by a drama worker and



although the sessions focussed on developing acting skills, it also touched on wider personal development and shaping the aspirations of the attendees. There were 17 unique attendees and attendance at each session was fairly stable.

Inputs and Outputs

Table 11: DIY Theatre Company information

Session	Number of attendees per session	Number of unique participants engaged per year	Number of sessions per year	Cost to run one session	Charge per attendee per session
Sense of adventure	Ranged from 10-17	17	10	£134	£0

Outcomes

The cohort engaged in this project is difficult to gather feedback from in a traditional manner, and so DIY Theatre Company have developed bespoke methods to capture data where possible.

Increased exercise

The classes introduced a range of physical warmups, which incorporated yoga, free movement and dance. They have also introduced fruits and healthy choices to discuss diet with the participants. This is part of a drive to link the arts and health and wellbeing in the widest sense of the term.

Being part of a social group

the classes led the group to develop increased social connections and they formed a close-knit group by the end of the programme, having an impact on social isolation for some members. They had to cope with a lot, with some difficult personal and family circumstances during the course, including a bereavement. The proudest moment for the organiser of the course was seeing how the group came together and provided support to each other during these difficult times.

Savings to state provided services

The group met weekly over ten weeks. Whilst not all of the participants would have engaged with other services, nor do they access day care services, the assumption has been made that by attending this group there is a saving to the state in alternative provision.

Other vfm and wider considerations

Attribution

For the outcome of frequent mild exercise, we have used an attribution rate of 75%; this is because the cohort who attend the sessions do not partake in a great deal of other physical exercise. For the economic indicator, related to avoided cost of state activity for the cohort, we have used an attribution rate of 100%.

Economy

The sense of adventure group ran for 10 weeks and met for 2 hours per session. In order to generate a measure for economy we have found a proxy to illustrate broadly, the cost to the state of providing a service for the cohort, this is the cost of day care or day services for adult aged under 65 with a learning disability³¹. This daily cost is £55.04³². Assuming that nine of the unique attendees (half of the cohort) would have otherwise attended a state funded service for 10 days, the overall value of DIY Theatre's activity is £4,953.60.

Efficiency

DIY Theatre Company currently spends £78.82 per person per year to maintain the Sense of adventure sessions listed in the table above.

Gross cost of group = £1340

Money charged to attendees = £0

Net cost of group = £1340

Number of unique attendees = 17

Cost per unique attendee per year = £78.82

Effectiveness

In terms of a measure for effectiveness, what came across strongly was the importance of the exercise element of the group. This was introduced as a warmup element to the sessions. This was introduced in an attempt to introduce physical activity to a group that do not frequently engage in exercise, and also to demonstrate the link that the arts can have with physical health. The value of frequent mild exercise per person is estimated at £1,768.56³³. Taking this value and multiplying by the 17 unique attendees, then applying an attribution rate of 75% gives an estimated value for this outcome as a result of DIY Theatre Company's activity of £22,549.14.

Equity

The group is designed by and facilitated by people with disabilities and those who are very experienced in providing for specific requirements. All activities are designed with inclusion at their forefront.

³¹ This is a proxy figure as not all the group live in a day care facility, and is used as a proxy for what it would cost the state to put on an alternative activity for a similar duration

³² <http://www.globalvalueexchange.org/valuations/584580761c584a1f40e436ff> - adjusted for inflation and divided by 7 to get the day rate

³³ From HACT Participation in exercise that does not noticeably change your breathing or make you sweat at least once a week for at least two months – adjusted for inflation. Please note that half of the value from HACT has been used as the exercise in the group is part of the warmup and not the principle activity

VfM summary - DIY Theatre Company

Net costs = £1,340

Total value added* = £27,502.74

Effective value generated = £26,162.74

*Economy and Effectiveness indicators

Monton Green Bridge Club

Contextual Information

Monton Green Bridge Club has been running for over 20 years. The club is based in Monton Green Unitarian Church Hall. The group was originally founded as the only two Bridge clubs that existed locally were quite far away for residents of Monton Green.

The club exists to provide a meeting space for older people to play and socialise together. This Bridge Club is a collective endeavour where most members take responsibility for different things that need doing on the day (setting up the tables, the cards, brewing tea and coffee, laying out biscuits etc..). This inclusive approach gives the club a collaborative feel and gives members a clear sense of ownership.

The grant allowed the club to stay open when the rent on the church hall was increased and quickly depleted the reserves of the club. The grant has also allowed the club to purchase 8 new tables that are the perfect size for Bridge and crucially don't wobble like their old tables. The wobbly tables they had before made it difficult for members to get up and sit down safely as they would often use the tables for support.

Activities

Bridge sessions

The Monton Green Bridge club meets twice a week at the church hall. On arrival there is time for everybody to greet each other and help to set up the session before they settle down for a couple of hours of Bridge. To ensure everybody plays with every member, they set up 8 different tables and rotate half the members after each game. The Bridge is followed by tea, coffee, biscuits and a good chat before everybody helps to clear up.

Social sessions

The social sessions are very similar to the weekly Bridge sessions. The big differences are that they travel to a different venue and instead of tea, coffee and biscuits, the members share a meal together. These sessions are significantly more expensive to run than the weekly sessions, but the members look forward to these sessions throughout the year, and it is these sessions that typically get the highest numbers of members coming along.

Inputs and Outputs

Table 12: Monton Green Bridge Club

Session	Number of attendees per session	Number of unique participants engaged per year	Number of sessions per year	Cost to run one session	Charge per attendee per session
Bridge sessions	30	53	49	£45	£3
Social sessions	40	53	2	~£545 (£12.50 per head + room rental)	£5

Outcomes

Building friendships

The leader of the group and the group members reported that the social side of the group and the forming of lasting relationships is one of the most important things they get from the group. A member told us the group is *"Exceptional for people on their own...and married people!"*, another told us *"my social life is Bridge... I didn't know anybody before*



I started playing here. The feedback from members was consistent on the hugely positive effect of the club on their social life and helping them to build lasting friendships *"It's a constant... it's somewhere to go every week... good company"*.

One member told us the story of a gentleman that has been attending the club for some years that has no family and so birthdays can feel very lonely. The member told us that some of the other members take him out on his birthday and meet regularly outside of the club, something that may not have happened if the gentleman wasn't able to attend this Bridge club.

Keeping mentally active

Members also reported the positive effect of Bridge club on their minds *"you're using your brain instead of the TV"*. One member told us that Bridge Club is how they stay

active mentally in the winter "*it's very sociable... it's great in the winter, then I play golf in the summer*". Another member told us that if they weren't at Bridge Club they would be "*watching telly instead, or gardening*". This group is providing mental stimulation for all of its members, for some it is the only way they get this type of stimulation, for others it is just one part of a number of different activities they take part in that keep them mentally active.

Other vfm and wider considerations

Attribution

Monton Green Bridge Club is providing a regular space and activity for upwards of 50 members to meet every week. For some members this is the only type of social interaction they have all week, for others it is just one of many groups they attend to keep themselves mentally and physically active and to build friendships. In order to appropriately reflect this we have allocated a 60% attribution rating based on the number of regular attendees at the sessions.

Economy

The Monton Green Bridge Club costs £45 to run one session, this cost exclusively represents the cost of room hire at the local church. The local authority could provide day services for a cost of approximately £31.09 per session³⁴ (adjusted for inflation). It is important to note here that while the Bridge club is more expensive to run, the location of it means that all of their members can access it quickly, easily and cheaply from their homes, something that would not be guaranteed with a local authority day service. The Bridge club also has a wonderful sense of community and playful competition which has clear social benefits for the members that speak very highly of the impact the club has had on them.

By running the Bridge Club, this group are saving the state approximately £1,585.59 per year by reducing the need for a local authority day service in the area. When the attribution rate of 60% has been accounted for, this figure comes to £951.35.

Efficiency

The Monton Green Bridge Club currently earns £23.96 per person per year whilst maintaining each of the activities listed in Table 1. It is worth noting here that the figures used in table X to calculate the numbers below are an approximation and do not take into account the significant drop off in attendance when the weather is too bad to travel to the church or when the weather is too good to be sat indoors which can (and regularly does) have a significant impact on takings and reserves.

Gross cost of groups = £2,205 (Bridge sessions) + £1,090 (Socials) = £3,295

Less money charged to groups = £4,165 (Bridge sessions (£4,410) less £5 per session prize money (£245)) + £400 (Socials) = £4,565

³⁴ www.globalvaluexchange.org/valuations/584580901c584a1f40e437b2

Net cost of groups = -£1,270 (£1,270 surplus)

Number of unique attendees = 53

Cost per unique attendee per year = -£23.96 (£23.96 surplus per attendee per year)

Effectiveness

Average spending on recreational and cultural activities £945.74³⁵ per person per year (adjusted for inflation) that result in a change in feelings of loneliness and social isolation. Assuming all 53 members of the club benefit from attending regular sessions, this means that the Monton Green Bridge Club is generating £50,124.22 in added value. When taking account of the 60% attribution level this figure comes to £30,074.53.

Equity

Monton Green Bridge Club is open to new members all year round, they have no restrictions on who can join based on geography or age, or even the ability to play Bridge. In this sense the club is highly equitable. It is unknown if Monton Green Bridge Club advertise their club anywhere, there could be an opportunity moving forward for the club to reach out through appropriate channels locally to people that are suffering from loneliness. In the future this could really boost the impact of the group on tackling loneliness in Monton Green.

In addition, the club is held in a fully accessible space and members that find it difficult to get around are invited to stay seated at the table after each game of Bridge and other more mobile members move to the next table. Members that struggled to get around also commented on the "very convenient location" of the club "it's close enough to get a taxi from home", the next nearest clubs are in Salford central and Stretford, much too far for that member. Another member reported that they "*loved it here... [there's] good parking*" which allowed them to get to and from the venue easily.

VfM summary – Monton Green Bridge Club

Net costs = -£1,270 (surplus)

Total value added* = £31,025.88

Effective value generated = £32,295.88

*Economy and Effectiveness indicators

³⁵ <http://www.globalvaluexchange.org/valuations/8279e41d9e5e0bd8499f2f59>

Neshomo

Contextual Information

Neshomo means "the elevated human soul" in Hebrew. The organisation works to raise the awareness of mental health and to reduce the stigma of poor mental ill health in Salford. It formed after the previous operators of a service withdrew and individuals volunteered to create Neshomo in order to take over operating the service and develop it to meet the growing needs of the community. The mission of the organisation is 'The recovery of people from mental health problems, achieving and sustaining well-being, and the reduction of stigma around mental illness in the community'.

Activities

Befrienders

Funding of £1,000 from the Wellbeing Fund supports the organisation through providing a portion of the resource required to run their befriending service. Neshomo provides befriending for mentally ill adults with long term conditions in the Greater Manchester area, mainly aimed at the Jewish population. Many of the clients are amongst the most vulnerable and high-risk people in the community including those who have self-harmed or who have required inpatient psychiatric treatment.

The befrienders are a team of trained and supervised volunteers from the local community whose work is primarily with the clients but, where appropriate, they support the clients' families. Befrienders spend one hour per week with their client and they can use the time in any way that is beneficial. The volunteer befriendee training covers the range of mental health problems commonly encountered in the community. This includes explanation of the role of a befriendee and the boundaries to their involvement; communication skills; personal action planning; emphasising the need for attendance at group supervision sessions and for confidentiality.

In addition to the befriending service, Neshomo hold a series of events in the community aimed at reducing the stigma attached to mental health, which acts as a barrier to people accessing mental health services.

Inputs and Outputs

Table 13: Neshomo

Session	Number of attendees per session	Number of unique participants engaged per year	Number of sessions per year	Cost to run one session	Charge per attendee per session
Befrienders	1	10^{36}	520	£16.28	£0

Outcomes

Reduced social isolation

Monitoring by Neshomo³⁷ has shown that 80% of their clients felt that the support they had received had reduced their social isolation. Many of the individuals that are supported have complex mental health issues and much of their social network can be comprised of medical personnel. The befriending service offers an opportunity to develop a new relationship over a long period of time, and to share experiences.

Increased awareness of mental health issues in local community

The primary aim of the organisation is to raise the awareness of mental ill health. Those who run the organisation recognise their will be demand in the area "*we estimate that 300 people in the community have mental health issues*". Despite this, the Jewish community, broadly speaking do not engage the issue and there is a strong stigma. Neshomo's outreach activity is begging to change perceptions in the community, and anecdotally they are seeing more people seek the help they require.

Reduced pressure on NHS mental health services

Although Neshomo aim to raise awareness of mental ill health and encourage people to access services where appropriate, for those accessing befriending they have reduced demand on the NHS. This is because the befrienders support people to manage their condition and to access services "*before they reach a crisis point*". Typically for the clients the befrienders support, they have a history of crisis admission to specialist facilities.

The value of volunteering

There are ten befrienders that support clients for Neshomo. In addition to the outcomes they achieve for the clients, they also derive outcomes for themselves, "*it might be a bit of a cliché, but it is very rewarding*".

³⁶ The 10 unique attendees refers to active befriending matches – the 28 figure reported to Salford CVS takes into account the people who have called in or that Neshomo may have assessed once and then signposted to other services

³⁷ Due to the nature of the services offered by Neshomo, it was considered that CLES should utilise existing monitoring evaluation to gather beneficiary feedback. CLES met with the organisers of the service and a befriendeer

Other vfm and wider considerations

Attribution

Neshomo target their services at isolated individuals with a long-term history of poor mental health, although Neshomo does then link them up with other culturally appropriate services. Therefore, we estimate the attribution rate at 75%.

Economy

The cost to the NHS of providing care and support for people with mental health problems is significant and growing. Neshomo have evidence that their activities prevent people from reaching crisis point, which often results in them having to be admitted to a specialist psychiatric ward. To calculate the economy measure, we have estimated that three of the current cohort accessing the befriending service would have otherwise required emergency admission to a ward. Taking the average stay of 13 days³⁸ and the daily cost to the NHS of someone accessing this facility³⁹ would result in a cost to the NHS of £5,577 per patient per visit. Taking this saving and applying the attribution of 75% to the three clients who we estimate would have ended up using these facilities, we estimate that this would result in a saving to the NHS as a result of Neshomo's service of £12,548.25.

Efficiency

Neshomo currently spends £846.50 per person per year to maintain the Befrienders service listed in the table above.

Gross cost of group = £8,465

Money charged to attendees = £0

Net cost of group = £8,465

Number of unique attendees = 10

Cost per unique attendee per year = £846.50

Effectiveness

A key outcome for 80% of Neshomo's beneficiaries has been reduced social isolation⁴⁰. There are currently 10 active befriending partnerships, assuming a similar level of outcomes are being achieved for the current cohort, this would result in 8 beneficiaries who have reduced social isolation.

The value of reduced social isolation (adjusted for inflation) is £978.82⁴¹. By applying this figure to the eight clients who it is estimated have experienced reduced social

³⁸ <https://www.ncbi.nlm.nih.gov/m/pubmed/22751995/>

³⁹ <https://www.cchr.org.uk/cost-detained-psychiatric-ward-treated/> - adjusted for inflation

⁴⁰ As collected through their monitoring and evaluation processes since the service began

⁴¹ <http://www.globalvalueexchange.org/valuations/8279e41d9e5e0bd8499f2f59>

isolation and applying the 75% attribution ratio, it is estimated that the value of reduced social isolation as a result of Neshomo's activity is £5,872.92.

Equity

Neshomo aim to provide a service that is culturally appropriate for all denominations of the Jewish faith. This is to fulfil an identified need in the community, of which certain sectors and not appropriately catered for by all NHS services.

VfM summary – Neshomo

Net costs = £8,465

Total value added* = £18,421.17

Effective value generated = £9,956.17

*Economy and Effectiveness indicators

Rags & Bags

Contextual Information

Rags & Bags are a self-funded sewing group based in Worsley. The group formed after a number of the women involved met at a six-week long introduction to sewing course and decided to keep going on their own after the course ended. The group has since grown in size and ambition, with the skills of the women involved also increasing.

Activities

Rags & Bags

Rags & Bags runs for two hours every Thursday. Alongside demonstrations and skills sharing, the group also go on visits to local markets and haberdasheries for fabric. In addition to this the Rags & Bags group also run social events which usually involves a trip to some tea rooms.



Inputs and Outputs

Table 14: Rags & Bags

Session	Number of attendees per session	Number of unique participants engaged per year	Number of sessions per year	Cost to run one session	Charge per attendee per session
Rags & Bags	12	12	49	£19	£2

Outcomes

Reduced social isolation

A major outcome reported by many of the women at the group related to social isolation, who all stated that the group was "*about so much more than the sewing*" in

that for many it represents "*a definite reason for me to get out of the house at least once a week.*"

Improved mental health

Many of the women in the group had caring responsibilities, both for children and grandchildren, but also for spouses suffering from depression and other issues. Those without caring responsibilities also reported a number of emotionally difficult situations in their personal life. Rags & Bags is seen as "*a place where you can offload*" and many of the women reported that without the group as a place to "*share your issues*" and "*get some relief and release*", they "*would struggle*" with their mental health.

"Sometimes you do just find yourself getting down and weepy, even when there's no reason. Coming here though gives me a place to go and just chat to people who understand, rather than being trapped dwelling on things."

Community cohesion

The group is also a place where community relations are increased – mixing with different age ranges was a commonly reported positive for many in the group, who felt that it was a good way of "*keeping your mind active*." Similarly, the group has been an entry point into "*getting out into the wider community*" for one member who is Chinese.

Other VfM and wider considerations

Attribution

Based on feedback from everyone at the group, it can be fair to say that 100% attribution can be applied to the Rags & Bags group. Though the women all have their own families, all of them use the group, to a lesser or greater degree, as a safe space to come and share their troubles. Many of the women reported loneliness and social isolation, and this is often the only dedicated time they have a week for themselves outside of the home. Similarly, one woman has set up her own business, and now teaches at a number of other sewing groups across Salford, all of which stemmed entirely from the skills learnt and confidence gained at the group.

Economy

Improving the mental health of its members means that Rags & Bags contributes a significant saving to the state. Improved mental health is worth £2,474.94 (adjusted for inflation)⁴² per person to the NHS. If just a third of the women in the group experience this, which is a conservative estimate based on feedback from the group, this would represent a saving to the state of £9,899.76.

Efficiency

Rags & Bags currently make £20.42 per person per year whilst maintaining the group in the table above.

⁴² <http://www.globalvaluexchange.org/valuations/8279e41d9e5e0bd8499f2d75>

Gross cost of groups = £931

Less money charged to groups = £1,176

Net cost of groups = £245 (profit)

Number of unique attendees = 12

Cost per unique attendee per year = £20.42 (profit)

Effectiveness

A reduction in social isolation is a common outcome for the women who come to Rags & Bags. The average spending on recreational and cultural services for older people is £945.74 (adjusted for inflation) per person per year⁴³. For the 12 users of the Rags & Bags, this is therefore worth a total of £11,348.88.

Equity

Although the group is currently all female, it is open to anyone to join. There are also a range of ages represented in the group – from thirties to seventies. Similarly, though the group is majority white British, there is a Chinese woman who attends, and the group were keen to share stories about sharing from each other's cultures through food.

VfM summary – Rags & Bags

Net costs = £245 (profit)

Total value added* = £21,248.64

Effective value generated = £21,493.64

*Economy and Effectiveness indicators

What does this tell us?

- The TSF has delivered another year of impressive impacts for a wide variety of people through funding a diverse set of groups.
- TSF grant recipients are able to deliver a fantastic return on investment.
- TSF funded groups are meeting unmet need across Salford.
- TSF funded groups are providing services for people where nothing is available for them.
- TSF funded groups are providing services that are preventing people from needing to access state support.

⁴³ <http://www.globalvaluexchange.org/valuations/8279e41d9e5e0bd8499f2f59>

Impact Fund Partnership Challenge

In addition to the case studies above selected from some of the smaller grant pots. Funding of up to £50k was given to four groups as part of the Impact Fund Partnership Challenge.

This fund was unique in its ability to provide longer term and higher value funding to organisations that committed to maximising their impact through working with a local partner organisation. To best reflect who these groups are, what they did and how their partnership enabled them to achieve more than they would have been able to alone, we have written up four bespoke case studies. These case studies are different to those above in that these groups were given the freedom to develop their own tools and metrics to best reflect the impact of their activity.

The approach

To develop these bespoke case studies CLES visited each of the grant recipients and worked with them to create their Theory of Change to better understand their activities and the impact they were having on their beneficiaries. From this session we were able to agree on some key outcomes that required monitoring ready for inclusion in a bespoke case study to feature in this report.

Who took part?

The four groups in receipt of funding from the IFPC.

GMYN

Introduction

Greater Manchester Youth Network seek to create opportunities to help disadvantaged young people take steps towards a positive future.

The young people that GMYN work with often have experienced a lack of support or trauma, and as a result feel vulnerable and isolated. Many are lacking life skills, and are dealing with a range of issues, including mental health problems, housing insecurity and homelessness, or have been out of employment, education or training for a long time.

Combined with this, is an uncertain and often confusing operating context. Policies, systems, funding and professionals can be ever changing, and the service offer in different areas is articulated differently. As well as putting pressure on organisations, projects and staff, this can be complicated and thus disempowering for young people to navigate.

However, these young people have empathy and want to give back and support their community. Due to their positive relationships with other organisations, networks, resources and support, GMYN play a pivotal role in supporting these young people and supporting them to support others.

Summary of activities

GMYN have used the funding they received to deliver their projects aimed at 13 – 18-year olds. These include:

- Care Experienced Programmes: Fun, drop-in activities for looked-after children and care-leavers to meet other young people from similar backgrounds. Through social activities and volunteering, young people gain the skills, confidence and vital peer support to take their next steps towards independence.
- Youth Leadership Programmes: These programmes help young people have an active voice on the key issues that affect them, and include an employment programme, a social action programme, health action champions, girls skateboarding and ambassadors.

The partnership

GMYN's partner has been Involved Salford. Involved work to deliver a wide range of projects seeking to give a voice to local people through community engagement, social enterprise and welfare support.

Involved are based at Salford Gymnastics and Lifestyle Centre in Lower Broughton, and have a café, gym and community garden. Together, GMYN and Involved have been able to do intergenerational work with young and older people through a craft

group and other activities at a local older people's home. Similarly, they have done some sports leadership and social action training sessions, including running a community gathering.

The grant enabled this work because it allowed GMYN to pay both for the venue, including access to the gym and training sessions, but also pay volunteers for their knowledge and experience, which was invaluable.

Overall, GMYN report that it has been a great partnership which has worked well. Involved have helped them work with more groups in the community, access further volunteering opportunities for young people, and help with further training. For example, Involved are currently working on upgrading their café, for which GMYN are looking into food hygiene training for young people so that the two projects can support each other moving forward.

Outcomes and impacts

Outcomes

Self-esteem and confidence

A key outcome for all the young people involved with GMYN's activities surrounds self-esteem and confidence. This is integral to GMYN's core values, which aim to empower young people to develop their confidence. For attendees who can struggle to build relationships, have learning difficulties or other mental health or emotional issues, confidence and self-esteem can be low. By taking part in the programmes GMYN offer on a drop-in, no pressure basis, including volunteering, they are able to build up their confidence and self-esteem.

Interpersonal skills

Developing interpersonal skills is another important outcome. One case study in particular highlights this. Before joining the programme, one young person had "little to no friends" and had recently moved residential homes for their own safety due to bullying. They were also not accessing any educational provision because of this. After attending a number of group activities and one to one sessions with GMYN, the young person reported that they had learnt how to communicate and had made new friends. While previously they had been scared of leaving the house, they now feel part of a safe community.

Life skills and readiness

All of the work GMYN do aims to help their young people develop their life skills and readiness. This includes participation and social action and the programme has helped many young people who had previously struggled.

One young person reported that they had been able to start studying at university and were planning to continue their education, others reported pride in the fact that they are now working towards jobs, learning how to budget and cook for themselves.

Impacts

The outcomes achieved through Greater Manchester Youth Network's wider programmes are important to consider, however there are some impacts particularly on care experienced young people (CEYP) funded by the TSF which are significant.

These are:

- 60% of CEYP reported feeling better about themselves after going through the programme;
- 67% feel more confident in themselves;
- 69% take part in more activities that improve their community;
- 53% feel that they are better equipped with skills which will support their futures; and
- 63% feel more connected to people around them.

Quotes

Beneficiaries

"At GMYN, I've enjoyed cooking things from scratch – it feels really good when I've made something myself. I feel like a walking recipe book now! I've liked contributing to other stuff too, like raising money for charity and taking part in a carnival."

"Everything I have done with GMYN has sprinkled a little bit more confidence on me. I feel like I've started making friends and that makes me feel good."

"Before GMYN, I was in my flat all the time and I wanted to get out more. All the days were muddling into one and I'd been staring at the same white walls for two years. I felt isolated and needed to break the habit I'd fallen into."

"Since joining GMYN, I've done a lot – I learn independence skills on Tuesdays and do creative things, like art, on Thursdays. I don't have the money to go out and do things I enjoy so GMYN has helped a lot. I'm getting out more and even waking up early."

"I'm now working towards a job. GMYN has helped me to survive and cope. I've learned new skills like cooking – I even tried some healthy food - and budget – it made me realise how much money I've wasted!"

"I've made new friends. I feel happier and healthier than before."

Grant recipient

"Without the grant we wouldn't have been able to work with so many groups in the community."

"It's been a great partnership, having a partner has made finding volunteering opportunities so much easier."

Empowered Carers

Introduction

Empowered Carers is a free, six-month programme which provides carers with practical advice to help them be more able to cope when caring for a loved one with dementia. It offers one-to-one support to carers through the delivery of six online sessions.

Empowered Carers is run by Six Degrees, an organisation who seek to build resilient communities in which people with common mental health problems such as depression and anxiety are accepted, supported and equipped to deal with the challenges they face. Six Degrees work with Age UK Salford and the University of Salford on this project. Age UK provide referrals, and the University of Salford are working as a research partner.

Summary of activities

The Empowered Carers project works with 30 carers who each receive an hour-long Zoom call every three to four weeks. These calls can also be done over the telephone or face to face for carers less tech savvy. In these calls, which are recorded as part of the University of Salford's research, carers and the support provider discuss their main challenges, self-care, and general advice.

The calls are used to provide emotional support to carers, but the project also uses them as an opportunity to connect carers to others on the programme, and other family members who can provide support.

The partnership

The partnership has been very good as Age UK and Six Degrees have worked closely together. The services are complimentary to each other, with the support worker from Six Degrees and the referral agent from Age UK working together with clients to remove duplication and boost their impact.

The grant enabled the project by allowing Six Degrees to employ a member of staff to work across both organisations, not only accessing more hard to reach carers, but also network with a greater number of support networks and organisations. Without the funding, the project would not have been able to support any of the people currently receiving the support, or catch people who may have fallen through the gaps of other support provision.

Outcomes and impacts

Outcomes

Resilience

Increasing the resilience of carers to help them be more able to recover from difficulties that they may face in their roles is an important outcome for the Empowered Carers project. By offering practical advice and support, the project aims to equip carers with the tools they need to deal with emotional health and mental wellbeing, as well as their caring responsibilities. Carers report being more able to cope after using the service and found the information and advice which they would not have learnt anywhere else valuable.

Wellbeing

Wellbeing is a key outcome for the Empowered Carers project. Carers can become socially isolated and depressed and feel that they have nowhere to turn for support or guidance, which has detrimental impacts on their overall wellbeing. However, carers reported that the Empowered Carers project helps them with their day to day lives and self-care needs. For example, one carer reported that a major thing for them relating to wellbeing was that they now can sleep in their pyjamas rather than in clothes, as they no longer were stressed and worried about having to get up in the night to help their mum.

Reduced need for crisis intervention and A&E

By helping carers become more resilient and improve their wellbeing, the Empowered Carers project aims to reduce the need for crisis intervention and A&E admissions. Similarly, by empowering carers to have a more in-depth knowledge of dementia, including giving advice on what is happening in the brain and tips on how to overcome this, people living with dementia receive better care. In doing this, carers are more able to cope both with their own mental health and care needs, as well as the care needs of their cared for person.

Impacts

- 16 carers receiving support said that having a listening ear, having time to think about their current situation, and gaining knowledge on dementia has enabled them to avoid crisis and cope better;
- 2 male carers have been introduced over Zoom and now have formed their own peer support group to discuss the role of caring and dementia; and
- Carers reported that their increase in knowledge of dementia and how they can reduce the stress in themselves and the person they are caring for has increased their confidence in their caring role.

Quotes

Beneficiaries

"Great support and a wonderful advice centre, it has definitely helped me become more able to cope."

"Thank you so much - I have already started to think about how I can implement our discussion."

"It's been great to talk about my everyday challenges that I have with my Mum and Dad. Knowing I have someone to listen to and bounce off has enabled me to go back to work and think about my self-care"

START

Introduction

START is a Salford-based mental health charity that uses creative activities to support vulnerable people from all walks of life to improve their skills and increase their confidence. START wanted to extend their work by developing a programme specifically for primary school aged children, aimed at helping them to explore and improve mental health and physical resilience. START partnered with the Salford Red Devils Foundation, which delivers sport, health and education-based activities across Salford, Greater Manchester and beyond.

Salford faces a range of persistent socio-economic, cultural and health inequalities and currently ranks as the 16th most deprived local authority area in England. In many families across the borough, parents are struggling to cope with mental health issues that often stem from difficulties such as debt, family break-ups, job loss/unemployment or lack of opportunities, and which are further compounded by a lack of local support.

START's team have an in-depth, invaluable knowledge of the local area, and a wealth of data and anecdotal evidence to support the case to extend mental health support to children. This includes data and policy information collected from key local agencies, as well as feedback from children and families living with mental health issues:

- Mental health issues have been identified as a serious and growing problem amongst children and young people living in Salford. In response there is ongoing multi-agency work across the borough to identify and support children with mental health problems, through for example, referrals to CAHMS, and the need to tackle mental health problems in school aged children has been flagged as a key priority in local school improvement plans.
- Local health, education and community support professionals point out that poor mental health has a detrimental effect on children's educational attainment, often making the transition from primary to secondary school problematic; as well impacting upon children's communication and decision-making skills.
- Physical issues are also impacting on local children's mental health: At national level, the prevalence of childhood obesity has been identified as more than double that of those living in the least deprived areas. This is a particularly serious issue in Salford, where the proportion of children classified as obese/overweight is similar to the national average at Reception age (4 – 5 years) but increases and is worse than the national average by Year 6 (10-11 years). As a result, a growing number of children are struggling with body image issues which negatively impact on their self-esteem and mental wellbeing.
- Alongside all the above factors, there is also evidence to show that youngsters struggling with mental health problems face being stigmatised by their peer groups and local communities.

The challenges faced at such an early point in their lives (outlined above) have a clear impact on children's mental health, making it difficult to cope with problems. At the start of this journey the team knew they wanted to co-create a 'captain confidence' character with young people to try and open up a conversation around self-esteem and mental health etc. When asked by project team what they wanted Captain Confidence to help them with; children fed back that they wanted to feel more confident in themselves, be able focus more in class, to stay calm and many wanted help with social relationships- some wanted more friends and others wanted help with bullying.

Summary of activities

In Year 1, programme staff developed the Captain Confidence concept – a character intended to support children facing challenges to their mental and physical health. The aim of the Captain Confidence project has been to enable children to discover that they have the power to help themselves and others and to become resilient and confident citizens.

Following development of the initial idea, staff co-created a comic book with children, filled with stories about people overcoming problems thanks to their own Captain Confidence. The comic book was then taken on tour throughout Salford, and creative and physical sessions were used in tandem to help children explore their own mental and physical resilience. Further information on the activities delivered under the project can be found below.

The partnership

The partnership between START and Salford Red Devils Foundation brought combined expertise in creativity, physical activity, mental health and physical health to deliver a holistic programme to support local children.

The grant provided START and Salford Red Devils Foundation with funding to cover staff time, design and delivery of the Captain Confidence project, including joint delivery of the tours, assemblies and workshops. The delivery team at START and Salford Red Devils Foundation have highlighted the significance of being able to secure longer term funding to support the project. The grant, which is awarded over three years has provided a means for planning and ongoing development of the programme, which is now half-way through its life cycle. Without the grant it would have been almost impossible to develop and produce the Captain Confidence Comic Book. It would have been difficult for the team due to the phasing of their project to find other funding options for the project, and an alternative may have been to explore charging already stretched local schools for their time. Since developing the project, the Team have discovered that there is the potential to apply the Captain Confidence concept more widely, such as using a slightly modified iteration to provide support for older children, or using the concept to provide whole-family support in instances of parental conflict.

START and Salford Red Devils Foundation enjoy a close, productive and collaborative working relationship. Prior to the partnership being set up, development leads at both organisations had developed good informal links but had never formally worked together. Their joint work on developing a successful bid for the funding and in

developing and delivering the Captain Confidence programme has highlighted that staff at START and Salford Red Devils Foundation have a range of valuable, complimentary skills and that the overall aims of both organisations are aligned. The relationship has proved so effective that over time, both teams have been exploring and developing other joint projects outside the grant fund.

START and Salford Red Devils Foundation have also forged an extremely positive working relationship with Salford CVS, who have been on hand to provide consistent support and advice whenever needed.

Outputs, outcomes and impacts

Outputs

The table below shows overall outputs for the programme. The 103 sessions delivered were comprised of the following:

- 31 Comic Creation Sessions
- 67 tour sessions
- 5 summer school days

Table 15: START outputs

Number of participants engaged	Number of sessions delivered	Programme reach	
		Number of engaged schools	Number of wards
347	103	9	6

Outcomes

Increased Confidence – “*I Can do this*”

Exploring the Captain Confidence story has helped to improve children’s mental and physical resilience. The programme has equipped children with a better understanding of mental and physical health issues, which in turn has given them the confidence to talk candidly with each other about their experiences.

The programme communicated to children that Captain Confidence is their inner voice, which helped them realise that they can become more confident and has helped to boost their self-esteem and make them more aware of their strengths and self-worth. Quieter children in the sessions felt more comfortable about speaking up as time went on and one girl developed her assertiveness and stood up for herself when dealing with some bullies near her home. She is now not scared about playing out with her friends at home.

Children started to develop mechanisms to deal with personal problems and to develop resilience: The programme provided them with reassurance that they have the skills needed to cope with future problems, adapt positively and be motivated to continue.

Increased Wellbeing – Empowerment

Children reported feeling more positive and optimistic as a result of participating in the programme. These positive feelings have a direct impact on wellbeing by working to improve their ability to function well day to day and increase their resilience to future adverse situations.

By communicating the Five Ways to Wellbeing (Learn, Be Active, Give, Connect & Take Notice), the programme has provided children with tools they can use to increase their wellbeing and carry out self-care. Children report they now feel more in control and can make informed choices. An example of the practical impact this had come from one school, who reported to START that after taking on board the programme's well-being messages, some children had decided to review and change some information they share about themselves online.

The programme has helped children to develop practical skills as well as interpersonal skills: An example of this has been through the physical activity sessions: By exploring different sports, children have learned about problem solving. Many have reported that they feel more confident to try new activities and feel increased hope for the future.

Reducing Isolation – Connecting

Using art and sport has helped to normalise the conversation about mental health and wellbeing, and has encouraged children to express themselves, connect and support each other. Children have reported to project staff that the sessions have provided them with a safe space to explore their emotions. This is a particularly significant outcome since talking about emotions can prevent problems from escalating and reduce the impact of mental health conditions.

Children involved in the project also learned that being able to seek help is an important part of dealing with problems and that they can draw upon the people, places and things around them to help support their resilience and ability to cope. This learning was supported by both the physical activities, art and drama which helped to encourage teamwork and collaboration.

The programme has also helped children to learn about empathy – project staff report having seen some great moments of peer support and an increased awareness amongst children of what they can do to help when a friend needs support.

Impacts

At the end of Year 1 the programme has achieved notable impacts across each of its three key themes. Staff undertook surveys of the programme to compare how children felt about their mental health and resilience at the beginning, and then at the end of the programme. The data demonstrates positive impacts across the board;

Increased Confidence – "*I can do this*"

- 37% of children felt there had been an improvement in their ability to cope with and work through problems
- 44% of children reported feeling an improved sense of self esteem

- 71% of children reported feeling more confident
- 60% of children reported feeling better about themselves

Increased Wellbeing – Empowerment

- 37% of children feel more able to talk about their feelings
- 23% of children felt more able to ask for help when they needed it
- 53% of children reported feeling more optimistic
- 42% of children reported feeling better able to cope with problems

Reducing Isolation – Connecting

- 31% of children felt well connected to their local area and that they have a good network of people around them
- 35% of children felt closer to others
- 58% of children wanted to try something new

ICT & SALT

Introduction

The Live Well project is led by Inspiring Communities Together (ICT) in partnership with SALT.

Live Well is a central Salford-based learning and engagement programme which is jointly run by ICT and SALT. The programme recognises that real change happens in communities when local people have a sense of place and ownership in their neighbourhoods and lives. Live Well's delivery focus is based around:

- Providing learning opportunities alongside practical experience of work-based settings;
- Using community engagement activity to increase involvement in local activity and to facilitate increased volunteering.

Live Well's key aims are to work with local people to:

- Build skills and confidence to try new things
- Co-produce solutions to local priorities determined by local people (via the Forums - see below)
- Facilitate involvement of local people in activities that take place in local community assets
- Encourage people to develop their own projects

The project's overarching objective is to have a positive impact on health and wellbeing and improve community resilience and provide a model of working for Salford for place based working in the future.

Summary of activities

The Live Well programme brings together eight strands of activity:

- **Governance - Steering group:** which has been set up to oversee delivery of the project and has oversight of key priorities coming from the Forums;
- **Forums:** In total, three forums run across the project (two of which are based in the CHALK area, and one in the SALT area and work with residents to determine key local priorities and to co-produce solutions to bring about change and have engaged around 70 people).
- **Programme of engagement activity:** Live Well's programme of engagement activity has encompassed the following events:

- Staying safe online - Session on how to spot scam/fake emails as well as learning about internet security (the importance of secure passwords, using anti-virus software)
- Alcohol awareness – Session which provided information about safe drinking;
- Parental engagement – Sessions for parents who use childcare provision delivered by ICT aimed at engaging them in their children's learning
- Family and holiday programme – A series of children and family focussed events delivered during school holidays, which have included circus skills, upcycling, family cooking and arts and craft, a Halloween event and Christmas event
- Community clean up – A programme of community clean ups across the SALT & CHALK neighbourhoods and on local wetland in which residents, schools, local councillors and a local housing provider have worked together to clear litter from the area.
- Celebration events – Two celebration events have taken place this year in CHALK to recognise the achievement of learners and the contributions of volunteers to the Live Well programme.
- **Pre-employment learning programme:** Comprised of three courses/awards:
 - KickStart Plus – Employability and ASDAN level one award - A 5-week course which provides learners with skills and knowledge to apply for jobs. The course includes volunteering, work experience and can lead to either work experience or apprenticeship roles. All learners are invited to an interview for a job role either on site or with a partner organisation.
 - Horticulture -City & Guilds level one award – A course delivered by Groundwork, supported by ICT, Keepmoat Homes and Connexions which was delivered 2 days per week for 6 weeks. The course was open to Year 11 leavers who had expressed an interest in construction and had been identified as at risk of becoming NEET.
 - Adult Education level 3 – A 3-month course designed to give people the skills needed to deliver community learning courses.
- **Advice and guidance:** Live Well has an IAG worker offering advice and guidance support with issues such as debt and benefit enquiries (including Child Tax Credits and Universal Credit).
- **Volunteering:** Live Well volunteers maintain and litter pick at Riverbank Park on a weekly basis, as well as supporting ICT's childcare provision and café.

The partnership

- **Inspiring Communities Together (ICT)** is the community anchor organisation in Charlestown and Lower Kersal (CHALK) and works to develop the capacity and skills of individuals and groups living in social and economic disadvantage.

The organisation's delivery model builds on strengths and assets within neighbourhoods to create positive change.

- **Seedley & Langworthy Trust (SALT)** is the anchor organisation in Seedley and Langworthy and works to deliver three strategic goals; to support and represent local people, to secure long-term regeneration of the Seedley and Langworthy area, and to create a sustainable organisation.

In partnership with SALT, ICT have delivered a programme of community engagement, health and wellbeing activity, learning and employment support, advice services and volunteer facilitation, in which local people have been at the very centre.

Delivery activity under Live Well also aligns with ICT's ongoing work to become a community led housing company: ICT have been working to gain Homes England funding which would enable them to build 20 units on one local site and 5 on another. This work is progressing but would not have had the capacity to do so without the grant funding and without the Live Well project itself, and partnership with SALT. Alongside their future delivery of housing, ICT aims to continue its holistic work with communities in the future and has a vision of providing housing and wrap around services for information, advice, guidance and learning opportunities, as well as facilitating community engagement and coproduction with residents via local forums.

Grant funding has also supported ICT and SALT to cross-fertilise projects and to employ a development manager and project manager to deliver and support key initiatives.

Feedback from senior staff within the partnership highlights that development work that has taken place would not have been possible without funding from the grant, nor would it have been possible to develop and set up the project's forums to give local people a voice and give them a real and meaningful role in directing the future of their local community.

ICT and SALT have enjoyed a close working relationship for some time, however their partnership in delivering Live Well has helped them to develop a shared vision and has brought the organisations closer together. Both organisations emphasised how effective their relationship with Salford CVS has been: They describe the CVS as having a clear understanding of their work and aims, as well as being a consistently supportive and receptive point of contact.

Outputs, outcomes and impacts

Outputs

The table below shows overall outputs for the programme. This illustrates the delivery targets set for each of these over the past year against what was actually achieved. The figures highlight that the project has exceeded delivery expectations against most elements. This has been particularly significant in terms of the actual number of advice and support sessions delivered, and in recorded hours of formal and informal volunteering.

Table 16: ICT & SALT outputs

Delivery activity - "Living Well" programme	Target	Actual
Governance; Steering group meetings held	4	4
Forum meetings collective	12	10
Programme of engagement activity	4	12
Pre employability programmes delivered	4	4
Number of people taking up learning opportunity	33	41
Advice and Guidance support (collective sessions)	33	81
More people taking part in informal/formal volunteering – hours recorded	300	499

Outcomes

- **Governance - Steering group:** The project is refining its governance arrangements: The steering group has met 4 times since the start of the project and along with determining a core membership it has developed a more joined up approach to help understand key delivery priorities.
- **Programme of engagement activity:** ICT and SALT have recorded the following statistics on attendance on Live Well's programme of engagement activity:
 - Staying Safe Online: Attended by 12 people
 - Alcohol Awareness: Attended by 70 people including young people from Albion High School, and the event also facilitated wider engagement by encouraging attendees to take part in GM Health & Social Care Partnership's "Big Alcohol Conversation" via a survey.
 - Parental Engagement: The programme included a "Big Pink" coffee morning to raise awareness of Breast cancer, Children in need event and Save the Children coffee morning. Whilst attendance has not been high (on average 4 parents per session) it has engaged parents who would not normally engage in their children's learning.
 - Family & Holiday Programme: Ten summer holiday events were held (including circus skills, upcycling, family cooking and arts and craft), and 151 low cost, healthy lunches were distributed during the summer helping to reduce the impact of holiday hunger across the neighbourhood. The October half term "Spooky Spectacular" was delivered in partnership with local housing providers and the local healthy living centre and was attended by around 120 people. A festive singalong in December attracted 86 attendees.
 - Community Clean-up: Community Clean-ups are helping to improve the local area and are encouraging people to take pride in their local

neighbourhoods: Two clean-ups took place in Seedley and Langworthy. Unfortunately, bad weather impacted on attendance, but project staff will continue working to build on this as the project goes on. Two community clean ups have taken place in Kersal. In the first of these, ICT volunteers (Green Champions) worked with Salix Homes and collected two skips of unwanted household items and over six large bags of rubbish. The second clean-up was undertaken with Lower Kersal Primary School and involved 20 children and 3 ICT Green Champions along with the local PCSO's who together collected 17 bags of rubbish. A further 90 children from local primary schools took part in the "Big Spring Clean" in Charlestown, which resulted in 200 bags of rubbish being collected. Two clean ups have also taken place on the area's wetland with 14 people attending.

- Celebration events – the programme's two celebration events were held to recognise the achievement of learners and the contributions of volunteers. In total, 60 people have gained a qualification this year and 3 people have received a certificate of appreciation for completing over 200 hours of volunteering.

- **Pre-employment learning programme:** achieved the following outcomes:

- KickStart Plus – Employability and ASDAN level one award - Ten young people who had been unsuccessful at the interviews for the Build Salford programme at the end of March 2018 took part in Kickstart Plus, the majority whom lacked engagement at high school, had attended pupil referral units or been involved with youth justice services/police. All successfully completed their employability portfolios and learnt about CV writing, applying and searching for jobs, and interview preparation. While on the course two of the learners were offered and accepted apprenticeships with Connelly Construction. The remaining 8 learners all want to re-apply to the Build Salford programme and are much better placed to be successful this time.
- Horticulture - City & Guilds level one award – Eight young people identified as NEET and one adult resident received an accredited Horticulture Practical Skills Level 1 Award. Three learners progressed onto the next Kickstart Plus course, two moved onto courses delivered by the Skills Company and two on to Salford City Council construction courses, one secured a place at the Rugby College and one went on to a Salford College multi trades course. 100% of the learners stated the course improved their confidence, skills and helped them make new friends. 88% stated the course had helped them improve their timekeeping and health.
- Adult Education level 3 – six out of eight participants completed the course and await their results.

- **Advice and guidance:** Live Well's IAG worker is employed on a term time basis and as a result has limited capacity. Despite this, they supported 17 new clients over a 6-month period and delivered a total of 83 support sessions over the last 12 months. Live Well's advice and guidance workstream has also successfully

applied to become a referring agency for the BBC Children in Need family essentials fund to help clients with children under the age of 18 in financial hardship with accessing essential home appliances, bedroom furniture and clothing.

- **Volunteering:** Live Well is successfully increasing volunteering in the local area which has seen 23 people engaged in formal volunteering activity for over 400 hours.

Impacts

Consultation with residents and analysis using the Outcome Star tool highlights the positive impact that Live Well is having in the local area:

- 10% more volunteering
- 10% more people saying that they have good wellbeing
- 10% more use of parks and green spaces
- 10% more people accessing new jobs, apprenticeships, training and work experience
- Alongside Live Well's delivery programme, work has also begun to develop a community led housing approach, ensuring a positive impact to where and how people live within the local neighbourhood.

5. Process evaluation of current programme

This section details the findings of the process evaluation carried out by VSNW. The findings are framed by the principles of being a good grant maker.

Addressing past challenges

Salford CVS has built on the strengths of the TSF, and addressed the process issues previously identified⁴⁴ to ensure a more smoothly run and effective process.

The process evaluation from 2016 found that the TSF helped to develop the capacity and skills of the VCSE, together with increasing the membership of Salford CVS through having a robust application process. The criteria for bidding for funding had changed as the CVS has become more experienced in developing the Programme. Given the focus on applications coming from CVS members, this has organically increased the CVS membership base and the ability to promote the programme. Our research shows that Salford CVS has built on these strengths in new ways that have added value to the programme and supported the sector.

The process evaluation from 2016 found that the diversity of the available funding through the TSF meant that some groups found it challenging distinguishing between them. Through engagement with micro organisations and smaller VCSE organisations before application stage, there is more clarity about the types of funding that they should be applying for. In addition, there have been improvements in the clarity of criteria, and there is better communication between Salford CVS and VCSE organisations thinking of applying. This has led to an improvement in the standard of applications, and reduces the time wasted both by VCSE organisations and by Salford CVS.

In 2016, a challenge was also identified in ensuring that the activities delivered compliment rather than duplicate other forms of mainstream activity around health and well-being. Through communication between Salford CVS and Salford CCG, as well as relationships that have developed through the extended period of partnership working, there is a more coherent approach. The TSF is delivered strategically to enable local VCSE organisations to make positive wellbeing and health interventions within the

⁴⁴ Evaluation of Salford Third Sector Fund Grants Programme (CLES & VSNW: September 2016)
<https://www.salfordcvs.co.uk/sites/salfordcvs.co.uk/files/Salford%20Third%20Sector%20Fund%20Grants%20Programme%20Evaluation%20Report.pdf>, pp.17-21

communities in which they operate (by geography, identity and condition) in line with the priorities articulated in the Salford Locality Plan.

Monitoring was the one aspect of the process of the TSF which was viewed as particularly challenging in 2016, notably around finding a suitable balance. Given the relatively small size of the organisations in receipt of grants; Salford CVS and NHS Salford CCG have sought to keep monitoring to a relative minimum, however, they have also recognised the need to demonstrate health and well-being outcomes. An evaluation framework has been developed evidence the impact of the TSF - although there is still scope to ensure the right balance for evaluation for smaller organisations, and also between the purposes of evaluation to generate evidence to show impact and to support learning between the sector.

Salford CVS conducted a SWOT analysis in 2018 and have been working to address the issues that were considered to be weaknesses. There are now many more site visits from the CVS to grantees by the Impact Evaluation Worker. These visits have been much appreciated by grant recipients who report feeling better connected and supported by the CVS. Applicants are now much more aware of timescales and eligibility requirement processes through improved communication (and planning of this communication). The application process on the whole is much clearer and accessible for VCSE organisations. As a grant-making organisation, Salford CVS reflect on the strengths and challenges of operating the TSF and demonstrate an action-oriented approach to build on the strengths and overcome the challenges.

Driving improvements: being a Good Grant Maker

Salford CVS has committed to being a Good Grant Maker. This has had implications for the grant funding and evaluation processes.

The Directory of Social Change (DSC), have developed a set of ten 'Principles of Good Grant Making' in order to promote fair, transparent and effective grant-making. The ten principles are listed and outlined in the appendix.

This process evaluation uses the framework developed by the DSC to assess whether or not Salford CVS is delivering as a good grant maker. The conclusion from this process evaluation is that the TSF is a good grant maker when assessed against the DSC's Principles of Good Grant Making. Beyond these principles of good grant making, significant added value is delivered by virtue of the fact that the TSF is delivered by the CVS.

The process evaluation has involved engagement with Salford CVS and an analysis of the documents and data connected to the TSF. In addition, data from a survey sent out to grantees from Salford CVS has been drawn upon. The process evaluation is presented below following the framework set up through the Principles of Good Grant Making.

Consultation

Speaking to charities, funders and other relevant stakeholders leads to better understanding of the market, need and gaps.

Salford CVS is ideally situated to be able to speak with charities, funders and other relevant stakeholders, which results in a grants programme that is well placed to suit both the needs of the VCSE sector and the policy priorities of the city.

Salford CVS has significant reach into the VCSE sector in the city. Operating since 1973, Salford CVS has a strong relationship with the city and its communities. There is a meaningful connection between Salford CVS and the VCSE sector through the range of activities delivered by Salford CVS. Salford CVS regularly connects with VCSE organisations of all types, and through the development teams there is engagement with grass-roots organisations. Traditionally, small and locally based organisations tend not to engage with decision-making structures, but through the engagement with the development teams, there is a flow of communication between the sector and the CVS. As a result of the engagement between the CVS and VCSE organisations, the TSF is locally responsive. As a respondent to the survey sent out to grantees noted:

"you can tell that the process has been influenced by those with experience of the sector and in applying for grants themselves, rather than designed remotely according only to the needs of the funder"

Salford CVS has effective working relationships with Salford CCG and Salford City Council. These relationships translate into a grants programme that works for the VCSE sector, but which is also aligned to city policy priorities. The TSF is delivered strategically to enable local VCSE organisations to make positive wellbeing and health interventions, in line with the priorities articulated in the Salford Locality Plan, within the communities in which they operate (by geography, identity and condition). The alignment with city policy priorities can be seen through the activity to support social prescribing, where Salford CVS delivered a two-year pilot to establish the infrastructure required to include the sector. Through capacity building support in addition to the neighbourhood impact fund and micro-grants, £295,000 has been invested to ensure that the VCSE sector is involved in the delivery of social prescribing in Salford.

Objectives

Setting clear objectives enables audiences to be targeted and relevant outcomes to be decided.

Salford CVS and Salford CCG work together to coproduce the strategic framework to inform TSF to determine the allocation of the £1 million small grants programme. The TSF is truly a grants programme for the city. As a result of consensus relating to the strategic direction of the TSF, the objectives are consistent and clear. While there are many different pots of funding available to the VCSE sector, these make sense as part of a broader agenda for Salford.

The clarity that has been developed at a strategic level is translated to clear objectives and relevant outcomes for VCSE organisations when they apply to the TSF. There are a range of grants with clear objectives. These objectives are sufficiently broad to be able to encourage innovation and locally tailored delivery. For instance, the Wellbeing Fund grants of up to £1,000 for VCSE organisations (with <£100k turnover), are open for applications to deliver projects which help to improve the health and wellbeing of Salford residents; or the Neighbourhood Impact Fund provides grants of up to £5,000

for VCSE organisations (with <£200k turnover), for projects which meet neighbourhood priorities for social prescribing.

There is an effective connection between the strategic framework of the TSF, and Salford CVS' translation of these into clear objectives. As a result, the TSF provides a coherent and systematic mechanism through which to ensure local delivery of policy priorities in Salford. The TSF is well embedded within the city and contributes to a joined up approach to deliver for Salford's communities.

Criteria

Clear criteria should produce a better pool of applicants and avoid wasted time with ineligible applications. Clarity over who can apply, as well as any exclusions, aids transparency and should sit alongside clear communications and guidance.

The criteria for each particular grant is clear. Each grant is promoted with clarity over which VCSE organisations are eligible to apply. The criteria includes the organisation size and location, as well as the factors that mean certain organisations would not be able to apply for funding. In addition, there have been improvements made to the application form, guidance notes and promotional material. All this results in a clearly communicated process for VCSE thinking of applying for funding.

To illustrate the clear criteria for the programme, we can look at the Wellbeing Fund. To apply for the Wellbeing Fund, the guidance very clearly states that organisations must:

- a) Be a member of Salford CVS (where only voluntary, community or social enterprise sector organisations can join Salford CVS);
- b) Have a turnover of less than £100,000 per year
- c) Have Public Liability Insurance
- d) Develop effective policies, where all successful applicant organisations are expected to work with Salford CVS' Development Team to develop effective policies and practices.

In addition, the guidance highlights the 'Five Ways to Wellbeing' to define health and wellbeing. These five ways are outlined in the guidance, with some examples of the sorts of things a project might focus on. The language used is accessible, and illustrative examples are provided. Organisations interested in applying can also contact Salford CVS for any clarifications.

The clear criteria established have resulted in less queries and questions to the TSF team, which means that more resource can be targeted towards other elements of the support. It also means that VCSE organisations are much less likely to waste time applying for a grant for which they are not eligible. Where organisations will be eligible with some changes, Salford CVS provides the support needed.

Communication

All communications must be clear and targeted effectively to reach relevant audiences and support understanding. Make all application information available online and avoid complicated jargon.

Communication of the TSF is clear and effectively targeted, building on Salford CVS' extensive links into the VCSE sector and the infrastructure that has been established to support it. Salford CVS provides a range of different mechanisms, both online and offline, to support communication. Applications into the TSF have increased in the last

year, which indicates an effective improvement in the circulation of information about different funding opportunities that are available.

An email bulletin is distributed through the VCSE sector in Salford, which includes information about 'live' grants including clear and accessible explanations about the funds aims, who is eligible to apply, the amount available to applicants, the application process, and the deadline - as well as details to be able to contact someone at Salford CVS for support. In addition, there is a dedicated section for the TSF on the Salford CVS website, which is easy to navigate and provides an easy entry point for potential applicants.

In addition to online communication, Salford CVS also provides an effective face to face engagement with VCSE organisations relating to the grants programme. The Development teams engage with small community groups (which might not have even yet established formally as an organisation). Through this engagement, the development workers can explain the grants process in accessible ways and ensure that VCSE are aware of the grants that they might be best suited to apply to. The engagement with community groups means that the TSF is being communicated to a diverse range of potential applicants and targeted in a way that encourages a vibrant and emergent VCSE sector within the city - beyond those who might usually be applying for grants. Finally, the TSF is being effectively communicated through word of mouth across community organisations and through partner agencies, such as health and well-being teams, neighbourhood managers.

Proportionality

All applications and reporting should be proportionate to the grant requested/awarded – information should only be asked for where it will be used.

The TSF delivers an impressive range of different grants to a diverse spectrum of VCSE organisations across the city. The application process and evaluation approach for each grant is proportional to the size of the grant and capacity of the organisation. The smaller grants are accessible for the types of organisations that apply, with the majority of organisations (87%) who responded to a survey finding the forms easy to complete and jargon free

"It fits perfectly for us, some funders can be over-powering with constant information"

Resources

The level of resources available to the grant maker needs to be considered. This will inform the grant process, such as the level of applications that can be dealt with, the opportunity for questions, feedback and frequency of payments.

Salford CVS deliver the TSF in a highly effective and efficient way. The CVS have invested in the infrastructure necessary to deliver such an ambitious grants programme in a smooth and effective way. The investment that the CVS have made in this infrastructure offers significant value for money, with only a grant manager, 1.4 FTE grant officers, an impact evaluation worker and a schools worker. In light of the vast amounts of work and support that is delivered to VCSE organisations, this is nothing short of remarkable. The consistently positive feedback from organisations about the grants programme

suggests that these resources are being delivered in such a way that provides significant value for money. In addition to supporting organisations through the process of applying and reporting on their grants, Salford CVS provide feedback to all organisations that have applied - if smaller organisations have been unsuccessful then the development teams can go and provide additional support to ensure that they have more chance of success the next time that they apply.

Salford CVS administering the TSF provides significant value for money, but also contributes significant added value. The Salford City Council-funded Development Team provide a further resource, which is crucial to the innovative delivery of the TSF, and the enhanced access that community-based organisations have to grants in the city. The Development Team provides support to the VCSE sector in terms of capacity building for small organisations; training sessions; support accessing funding; and post-award support for incremental steps forward. It is often the areas in greatest need that have less community organisations and access less funding, and so through this development support, funding is being accessed in areas of need.

Timescales

All timescales need to be realistic both for the grant maker and the applicant. Appropriate time for planning, lead-in, application and spending the grant will all impact on the success of the grant programme.

The timescales for the TSF and lead in times to enable organisations sufficient time to make their applications are realistic. In a survey completed by grantees, 83% of respondents reported that the timing of funding rounds suited their organisation. One respondent said that:

"We tend to plan for projects in advance because we know about the yearly fundings and when they happen. This gives us time to do good research and prepare ourselves for the projects"

Salford CVS have a publicly accessible schedule for all the grants, which supports VCSE organisations to plan their application process, as well as ensure that they know which grants are available and when to enable the smooth-running of their organisations. Both the potential applicants and the development workers know about the schedules, which ensures a well-structured support programme for organisations that might need additional capacity building.

Flexibility

Effective grant processes respond to need so have to be flexible to adapt to this.

Salford CVS administer a huge range of grants, all of which are tailored to specific objectives, and types of organisations that apply. By the very nature of the TSF, the CVS have to be flexible. Salford CVS adapt their practices to the needs of the potential applicants in a responsive and flexible manner, reflecting a meaningful engagement with the VCSE sector. For instance, the application forms have been adapted following feedback and now include guidance on each question within each section. This supports organisations to provide appropriate answers for each question.

Following engagement with the VCSE sector about the 2018 TSF, several areas for improvement were identified by Salford CVS. These are for improvement focused on the level of information requested, particularly for smaller grants and a fuller explanation of criteria. Also, Microsoft Word versions of application forms available alongside the online applications were provided in response to feedback. A new Volunteers' Week Activities Fund, to support the recruiting, retention and rewarding of volunteers yielded over 20 applications, assisted by improved design and dissemination of grants information.

An innovative illustration of flexibility is the Pitch to Panel process that Salford CVS developed in response to organisations who were struggling with the application process. Additional analysis of applications identified that for some for whom English is clearly not their first language and those who struggle with reading and writing, bids often fail. Through reflecting on the needs of these applicants, Salford CVS re-shaped the application process for the final round of Wellbeing funding. An alternative application process was employed to ensure greater access for organisations who might not have been able to apply to the best of their ability through the traditional application routes. A longer form was replaced with a simple 2-side form requesting basic information, together with an invitation to a short meeting with a grants panel. Various equalities groups as well as new groups were actively prioritised. This yielded 45 eligible applications being received. Feedback on the process has been very positive:

"The questions and guidance notes were clear. CVS staff were very helpful with any query. Also, I liked a simple form to fill in and then meeting the panel. Face to face conversation about the project and questions that can be answered straight away made the whole process more friendly and personal, giving the panel a chance to find out what the project really is about"

The role of Salford CVS in supporting the VCSE in Salford means that TSF is administered in a flexible, and at times innovative way, to ensure that organisations have equal opportunities to apply for funding.

Monitoring and Evaluation

Monitoring and evaluation need to be built in from the start. It needs to be recognised that failure can happen but that doesn't mean a grant has been wasted. Where monitoring goes beyond a financial audit, there should be opportunities to use the information and share learning.

In developing the infrastructure to support the TSF, Salford CVS have employed an Impact Evaluation Worker. The employment of the Impact Evaluation Worker illustrates a recognition by Salford CVS of the importance of building in evaluation as an integral aspect of the Grants Programme.

The Impact Evaluation Worker supports VCSE organisations through the evaluation process. This is skilfully achieved with dedication through a range of different evaluation reporting mechanisms, with sensitivity to the demands on groups. It can be difficult to ensure that organisations complete evaluation forms. The Impact Evaluation Worker reported that approximately 20% of organisations complete the forms without any prompting. Through engagement by the Impact Evaluation Worker, this number rises

to 50% of organisations completing evaluation forms for this process. Of course **all** successful applicants still have to complete and submit their End of Grant Monitoring Return.

There is a monitoring and evaluation guide, which explains the aim of the evaluation to "tell the best possible story of how your project is helping to improve the health and wellbeing of the people of Salford. Through this documentation, Salford CVS "offer support and guidance every step of the way". The Impact Evaluation Worker tailors the evaluation forms for each organisation after they have identified which key outcomes the group will be delivering. Salford CVS sends a form to the organisations to document outcomes achieved through this project against the impact indicators that they have selected on the acceptance of grant letter. The evaluation also asks for additional evidence including project photos; case study; quotes from participants; link to any videos of project activity; and any social media activity related to the project.

The Impact Evaluation Worker aims to conduct a site visit to 30% of organisations applying for small grants, and all the groups that access higher levels of funding, which represents a significant level of engagement. Salford CVS ensure engagement with the VCSE through these site visits, which has helped to ensure evaluations are completed. Learning gained from this engagement means a depth of understanding that cannot be learnt through completion of evaluations forms and can inform improvements of the service.

The main purpose of evaluation for the TSF is to evidence the impact of the activities to provide the data for the social return on investment through the programme. This enables tracking of mandatory metrics and others applicable to the project in question, to produce a full assessment of return on investment through the newly developed distance travelled methodology. While the evidence supports the case for the CCG to continue supporting the TSF, there is scope to enhance the potential to learn from the programme - both for the organisations themselves to be able to reflect on their own activity, and through collective learning to shape future activity. There are potentially exciting plans to complement existing evaluation activity through a more creative and open approach - for example, through the 'Salford Stories' event where organisations come to share their more creative evaluations. Building on such innovation can expand the knowledge, evidence and learning enabled through the evaluation.

Payments

Payments should be made up-front (not in arrears). This helps the organisation's viability and ability to deliver (especially smaller ones). Ensure payment systems will not prevent some charities from applying.

Salford CVS ensure payment systems do not prevent charities, social enterprises and especially community groups from applying. Payments are made up-front (not in arrears) for smaller organisations, which helps the group's viability and ability to deliver. Groups describe this, in contrast to payment by results, as a critical positive for them. This is an essential part of being a Good Grant Maker.

Salford CVS: A Good Grant-Maker with Added Benefits

Salford CVS is a good grant maker when assessed against the DSC's Principles of Good Grant Making. What makes Salford CVS a great grant maker is the added value that is achieved through building on the existing infrastructure and activity that they deliver. Salford CVS provide an integrated and interconnected service between development and grant-making, in which there is a mutually reinforcing relationship to provide wrap-around support for VCSE organisations.

The grant-making programme supports the development team in accessing organisations, which means that more small community groups are being created in the city that respond directly to local need. The micro-grants are often the starting point for new and developing organisations to deliver for communities, in ways that align with the policy priorities of the city:

"We have received excellent support and appreciate being kept up-to-date with funding and advice from the staff, they have helped move closer to what we want to achieve for our community, making vision and dreams possible for all the people who choose to experience what we can give back to our local community, for the wellness of our people"

Organisations are supported through the process of development and small grants to experiment and learn, and then bring in grants from outside the city (which has become particularly important in the context of public sector spending cuts that have hit Salford disproportionately). An illustration is provided below of the journey of support that is enabled through Salford CVS' delivery of the TSF.

A sports group came to the CVS as they had been unsuccessful in applying for any grants. They were struggling to understand the process and what was required in application forms as English was not their first language. The group provides sporting activities for children from the Polish community. The CVS worked with them intensively, on a one to one basis, identifying small grants as a starting point and they were successful in receiving small amounts of funding from the local housing association, CVS and others. The group realised that there were many support needs within the Polish community as many of the parents of the children were asking the coaches at the club for support with the behaviour of their children. The parents did not know where to get support in part due to language barriers. Having run a consultation with the community it became clear that it was not just some of the children, but also some of the adults that were struggling. They decided that they want to set up 2 projects:

- Social activities for the community - they have now successfully run a number of large scale social events with hundreds of people attending
- Mental health support for the community - includes self-help groups, 1-2-1 and group counselling for both adults and children and speech therapy. These sessions are done in both Polish and English so that they are accessible to the community.

The CVS supported the group to grow by:

- Connecting them with the right services and organisations

- Giving them information regarding insurance, accountancy services, companies house – with instructions on how to fill the forms in and where to send them
- Developing their knowledge about the funding opportunities
- Training on how to write applications for financial support

Conclusion

Salford CVS administer the TSF in a way that develops a vibrant and diverse sector in the city, with many new organisations emerging that have access to grants to deliver and grow. Salford CVS' local knowledge and reach into communities in combination with them being a good grant grant-maker enables improved health outcomes for communities on a significant scale.

FINDINGS & RECOMMENDATIONS

This section summarises our key findings and recommendations from the year 2 evaluation of the TSF.

Impact

Invest in long-term outcomes and the sustainability of the VCSE sector.

Key findings:

The TSF has had a huge impact on the health and wellbeing of Salford residents over the last four years. This has been evidenced year on year through the case studies presented in each of the TSF evaluations and in this year's 'distance travelled' methodology. These positive impacts for the people and communities of Salford are a product of Salford CCG's commitment to and investment in the VCSE sector to deliver these positive health and wellbeing outcomes.

Recommendations:

- **Moving forward a key consideration for the fund is the length of time groups can be funded to deliver their outcomes. To date this has largely been restricted to one year of funding meaning that the opportunity to tackle longer-term health and wellbeing issues is being missed and the groups themselves aren't able to invest in their own sustainability. Secure the legacy of the Third Sector Fund grants programme as an intervention that had lasting impact in Salford on both the people that live there and the sustainability of the VCSE sector.**
- More granular analysis of the success of each group in delivering their expected outcomes. It would benefit the groups themselves to understand more about their own impact. Using the data from the 'distance travelled' analysis individual groups should be provided with a short analysis of their own impact for future use in securing funding or other types of investment.
- Continue to capacity build groups to help them gather evidence and present their own impact in a persuasive way, this will go a long way to ensuring that groups are supported to continue their work and to find more funding.

Explore the role for the VCSE in developing place-based resilience and in building personal resilience and self-care

Key finding:

The TSF is a cornerstone of Salford's approach to partnership working and has enabled responsive, local VCSE activity focused on key strategic priorities. Strategic developments (both local and external) and local partnership thinking, have fed into the design, delivery and focus, of individual grant funding streams and pots. This has meant that the programme has been flexible and rapid in its capacity to mobilise strategic VCSE activity.

Recommendation:

- Reflecting emerging priorities in Salford and Greater Manchester more widely, it would be valuable for the third year of this TSF programme to flex the grants programme to dedicate funds to explore the role of VCSE organisations in developing place-based resilience and in building personal resilience and self-care.

Process

Key findings:

The evaluation of this year's grants programme identified an early tension between being a Good Grant Giver and developing a robust evaluation system to measure the impact of the grants. Evidence has also emerged of the added value of the wraparound support provided by Salford CVS, for example through the provision of development worker support which enhances the sustainability of groups, and offers opportunities to build local networks and relationships beyond the direct impact of grant investment.

Recommendations:

- Continue to work on developing a more proportional approach to monitoring of impact of grant funded activity, specifically with those groups that receive grants of £1k or less.
- Identify longitudinal case studies to understand how grant investment, and the added value of Salford CVS support, contributes to the sustainability of funded groups and their ability to drive activity that benefits Salford (beyond the direct impact of individual grants).
- Continue with the 'pitch to panel' approach for smaller grant pots, this face to face application process really helped those groups that struggled with the traditional application process. This is a progressive approach to grant-making and one that should be continued.

- Ensure that grants are released on schedule and that the evaluation process continues to be embedded from the very beginning of the process.
- Review the evaluation process with a view to further streamlining year three's evaluation process. Once up and running, the methodology used in year 2 was a great success and produced a robust set of data for analysis. This data has evidenced the significant impact of the grant fund beyond the case studies summarised in this report. However, there were some teething issues in the design and implementation of this more flexible approach to evaluation. These need to be worked out, along with issues raised by some of the groups in relation to some of the evaluation questions.
- Continue with the principle of the 'distance travelled' methodology and roll out across the fund. This is the first time this approach has been applied across a significant proportion of the fund. The 'distance travelled' methodology as referenced above has produced a robust set of data for the year two report providing Salford CVS and the CCG with a far more detailed analysis of the impact the fund is having on the ground by using feedback from hundreds of beneficiaries.

Appendix 1

I. Principles of good grant making

Consultation

Speaking to charities, funders and other relevant stakeholders leads to better understanding of the market, need and gaps.



Objectives

Setting clear objectives enables audiences to be targeted and relevant outcomes to be decided.

Criteria

Clear criteria should produce a better pool of applicants and avoid wasted time with ineligible applications. Clarity over who can apply (including organisation size, location, track record), as well as any exclusions, aids transparency and should sit alongside clear communications and guidance.

Communication

All communications need to be clear and targeted effectively so as to reach relevant audiences and support understanding. Make all application information available online and avoid complicated jargon.

Proportionality

All applications and reporting should be proportionate to the grant requested/awarded – information should only be asked for where it will be used.

Resources

The level of resources available to the grant maker needs to be considered. This will inform the grant process, such as the level of applications that can be dealt with, the opportunity for questions, feedback and frequency of payments. Experts should be brought in to support assessments where the skills/in depth subject knowledge are not available in-house.

Timescales

All timescales need to be realistic both for the grant maker and the applicant. Appropriate time for planning, lead-in, application and spending the grant will all impact on the success of the grant programme.

Flexibility

Effective grant processes respond to need so have to be flexible to adapt to this.

Monitoring and Evaluation

Monitoring and evaluation need to be built in from the start. It needs to be recognised that failure can happen but that doesn't mean a grant has been wasted. Where monitoring goes beyond a financial audit, there should be opportunities to use the information and share learning.

Payments

Payments should be made up-front (not in arrears). This helps the organisation's viability and ability to deliver (especially smaller ones). Ensure payment systems will not prevent some charities from applying.



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