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EVALUATION OF SALFORD THIRD SECTOR FUND GRANTS PROGRAMME

Final report prepared by

Centre for Local Economic Strategies and Voluntary Sector North West

Presented to

NHS Salford CCG and Salford CVS

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EXECUTIVE SUMMARY

Introduction

The Centre for Local Economic Strategies (CLES) and Voluntary Sector North West (VSNW) is pleased to present this final report to NHS Salford CCG and Salford CVS. The report relates to an evaluation undertaken by CLES and VSNW between February and September 2016 of the Salford Third Sector Fund Grants Programme. The Programme (often referred to as the 1 million pound fund) consists of six different pots of funding including the Little Pot of Health Improvement Fund, Volunteer Expenses Fund, and Primary Schools Health Fund Universal.

Over the course of financial years 2014/15 and 2015/16, £2million has been invested by NHS Salford CCG in the Third Sector Fund Grants Programme. Across financial years 2014/15 and 2015/16, 158 Salford voluntary organisations, community groups and social enterprises plus a consortium of 84 VCSE organisations have received funding through the Salford Third Sector Fund Grants Programme. In addition, 69 Salford Primary Schools have also received funding, as have 13 partnerships between Salford schools and VCSE organisations.

The executive summary follows the structure of the full report and details the core findings.

About the evaluation and our approach and methodology

The evaluation of the Third Sector Fund Grants Programme is designed to report back upon three things: the effectiveness of the partnership and the relationships utilised to deliver the Programme; the impact of the Programme as a whole, and of individual grant awards; and the future linkages of the Programme to wider agendas including Health and Social Care Devolution in Greater Manchester. To reflect this, CLES and VSNW have: developed an evaluation framework; undertaken a process evaluation; undertaken impact evaluation with 16 projects; and contextualised the findings in order to develop recommendations. A range of primary and secondary methods have been utilised including: interviews with senior officers at the CCG and CVS; discussions with grant recipients and beneficiaries; and the deployment of one Cost Benefit Analysis (CBA) metric per project.

Process evaluation

The process evaluation sought to explore the effectiveness of the Salford Third Sector Fund Grants Programme across five themes detailed in the evaluation framework. The core findings in relation to each theme are detailed below.

Effectiveness of the partnership and working arrangements

The effective partnership working between the CCG and CVS around developing the Third Sector Fund Grants Programme has formalised and increased the strategic nature of grant funding in Salford. This has led to a more professional process, and increased effectiveness in identifying activities which add value to existing provision around health and well-being. The CVS were seen as a good vehicle through which the programme could be run, due to their experience in-house of running effective grants programmes previously. For example, *'We found the CVS to be very knowledgeable and already engaged in partnership working across Salford' (NHS Salford CCG)*

The partnership between NHS Salford CCG and Salford CVS has been a two-way one with the CVS feeding back into the CCG formally through reporting and presentations at senior management meetings; and the CCG engaging in the activities of the CVS including their AGM and annual conference. The way in which the two organisations work together has also been effective (so far) in securing continuation funding, and is based upon a core understanding between partners as to what their roles and responsibilities are in the Programme. *'The partnership has been effective and this has been assisted by the commitment and drive of the individuals involved across the CVS and CCG' (NHS Salford CCG)*

The involvement of Salford CVS has also enabled NHS Salford CCG to 'push' other agendas and develop more effective relationships with the voluntary and community sector, particularly around commissioning and developing consortia.

Design of the programme and its strategic fit

The Salford Third Sector Fund Grants Programme was identified as having clear, strategic objectives aligned to the challenges and issues facing Salford in terms of health and well-being, alongside a strong focus upon

developing the skills and capacity of the voluntary and community sector. The Salford Third Sector Fund Grants Programme has involved a range of pots of funding; some of which are perceived to have been better designed in their links to objectives than others. For example, the Volunteer Expenses Fund was not designed with any specific link to health and well-being outcomes; yet the grants have been delivering those outcomes.

The Salford Third Sector Fund Grants Programme was identified by stakeholders as being instrumental in increasing trust between a CVS and CCG, and encouraging CCGs to engage and utilise the skills of the third sector. The programme has also been flexible in responding to changing demands on resource, particularly through the development of the schools focused activities. It is also focused on innovation and ensuring that grants, and activities add value to mainstream activities.

As a result, both NHS Salford CCG and Salford CVS have benefited from the way in which the programme has been designed. The programme has enhanced the capacity, capabilities and understanding of individuals employed by the CCG, with a contribution to both their professional development and sense of social responsibility. The programme has also demonstrated the significant value of grant making for the VCS sector in fostering innovation, developing the capacity of the sector, and in delivering a host of outcomes.

Grant application and allocation process

The Salford Third Sector Fund Grants Programme has helped develop the capacity and skills of the voluntary and community sector, and increased the membership of Salford CVS. The focus on applications from CVS members has assisted in increasing its membership base, their ability to promote the programme, the pots on offer, and the criteria and the skills of the sector. The process has also been robust in making sure that all organisations bidding and in receipt of grants meet certain criteria, most notably around health and safety, child protection and insurance policies; thereby increasing the ability and capacity of organisations to bid for other opportunities.

A key challenge however, has been ensuring that 'new' organisations are involved in the Programme. The appointment by Salford CVS of a Social Value Development Worker has assisted in addressing this issue. Stakeholders provided a range of thoughts around experiences associated with the use of panels in the programme, to review applications and make awards. A number of comments were made around the effectiveness of the panels including:

- ❑ The panels provided an opportunity to engage practitioners across the health and voluntary and community sectors; with panel members effectively becoming advocates for the Programme;
- ❑ The support provided to panels was viewed as being delivered to an extremely high standard and was considered extremely professional as regards the information provided;
- ❑ Salford CVS were seen as very responsive by panel members when criteria and process around the panels needed to change;
- ❑ The mix of panellists utilised across the pots of the Salford Third Sector Fund Grants Programme was deemed to be good with a diverse mix across sectors, expertise, accountability and connections;
- ❑ The core concern identified by stakeholders was the number of people involved; however, this was seen as necessary in ensuring that the right activities and projects were funded.

Across the stakeholders engaged, it was felt that the feedback approach adopted by Salford CVS to organisations about their applications was an effective one. Panel feedback on individual applications (positive and critical elements) are fed back and acted upon by CVS development workers. The understanding is that this will form part of a genuine conversation with groups which drives transparency and accountability. *'The allocation of funding following panel meetings has always been very swift' (Panel member)*

Relationship between Salford CVS and recipients of grants

The Salford Third Sector Fund Grants Programme has been effective in developing effective and ongoing relationships between Salford CVS and grant recipients. Salford CVS have effectively turned the programme into a cornerstone of strategic voluntary and community sector capacity building in Salford. Salford CVS have also used their relationships with grant recipients as a way of developing groups further, for example learning events organised by the CVS have enabled organisations to further demonstrate their impact. *'We have really enjoyed the voluntary and community sector demonstrating what they have achieved through the celebration events' (NHS Salford CCG)*

Process for monitoring outputs of grants recipients

Monitoring was found to be the one key challenging element associated with the Salford Third Sector Fund Grants Programme, particularly in finding a balance in terms of administration given the relatively small size of the organisations in receipt of grants. Salford CVS and NHS Salford CCG have therefore sought to keep monitoring to a relative minimum, however, they also recognise the need to demonstrate health and well-being outcomes. There has been a particular challenge in demonstrating impact and social value, and evaluation has not been embedded at the outset. An unexpected impact of the monitoring process has been behaviour change within the CCG, with key officers seeing a grants programme as being a key part of the activities of the organisation. This adds value to the jobs of individuals, and has assisted in changing perceptions of the voluntary and community sector, enabling a cultural shift within the CCG.

Impact evaluation and findings

The impact evaluation consisted of two activities. First a review of monitoring information across all grants associated with the Salford Third Sector Fund Grants Programme was undertaken in order to identify common impacts across the Programme. This information was subsequently stratified in order to identify 16 grants for undertaking full impact evaluation activities with. In this, interviews were undertaken with grant recipients and beneficiaries with one metric of impact detailed, utilising a Cost Benefit Analysis (CBA) approach. To derive the metric, values have been gathered from the Global Value Exchange (GVE).

Common impacts

Looking across the entirety of the Salford Third Sector Fund Grants Programme five themes of common outputs, outcomes and impacts were identified from the monitoring information.

Strategic

These are the outputs, outcomes and impacts which are strategic in their nature. For example, the Salford Third Sector Fund Grants Programme has: increased the capacity of voluntary and community sector organisations and collaboration between them; enabled better communication between migrants and healthcare professionals; and engaged families unwilling to engage with mainstream services.

Health and Well-being

There are those outputs, outcomes and impacts which relate to health and well-being. For example, the Salford Third Sector Fund Grants Programme has: improved emotional and physical well-being; reduced feelings of social isolation; and contributed towards reducing anxiety and depression.

Organisational

These are the outputs, outcomes and impacts which relate to the organisations in receipt of grants. For example, the Salford Third Sector Fund Grants Programme has: enabled community facilities to be opened to provide a host of healthy living activities; enabled better service coordination and use of resource; and improved staff morale within voluntary and community sector organisations.

Economic and social/community

These are the outputs and impacts which relate to economic and social/community benefits. For example, the Salford Third Sector Fund Grants Programme has: enabled work started on volunteering to continue; enabled volunteers and users to make the move towards employment; and provided better activities and projects for migrants.

Children and families

These are those outputs, outcomes and impacts which relate children and families (these are largely drawn from the schools pots). For example, the Salford Third Sector Fund Grants Programme has: led to increases in fitness; led to children being more engaged in healthier eating at home; and has improved interactions between parents and children.

Individual impact evaluations

Looking at each of the 16 individual impact evaluations undertaken in turn, the following outlines a core impact for each, together with the metric utilised.

Wai Yin Society

The grant has enabled Wai Yin to continue ESOL classes for BME communities in Salford around healthcare knowledge. The activities have led to an estimated saving of £11,250 through reduced visits to A and E.

African Rainbow Family

The grant has enabled African Rainbow Family to both sustain existing and attract new volunteers to support the activities of the organisation. The value of this volunteering is an estimated £12,995.28.

Salford Heart Care

The grant has enabled Salford Heart Care's volunteers to feel more valued. The estimated value of this volunteering is an estimated £16,244.10.

Lower Kersal Young People's Group

The grant has enabled the Lower Kersal Young People's Group to attract match funding and provide additional support for the families involved in the project. The estimated value in terms of savings in providing healthy eating courses is £3,600.

Start in Salford

The grant has enabled Start in Salford to roll out projects into other parts of the city and has enabled a reduction in social isolation. The estimated value of these activities in terms of savings in spend on recreation activities is £84,403.20.

Europia

The grant has enabled Europia to support two volunteers into employment. The estimated value to the individuals in terms of wages is £17,160.

DIY Theatre CIC

The grant has enabled DIY Theatre CIC to provide further development work with young people. The estimated value of these activities in terms of savings in spend on recreation activities is £28,680.

GAYDIO

The grant has enabled GAYDIO to address mental health issues in the LGBTI community. The estimated savings of these activities in terms of mental health services is £29,738.10.

Claremont Cluster A, St Charles Primary School

The grant has enabled St Charles Primary School to provide activities which have contributed to increased levels of concentration and engagement by pupils and enhanced confidence. The estimated value of these activities in terms of savings in spend in confidence training is £47,800.

St Augustine's

The grant has enabled St Augustine's to provide activities which help children and their families to eat more healthily. The estimated value in terms of savings in providing healthy eating courses is £14,400.

Salford Third Sector Consortium

The grant has enabled Salford Third Sector Consortium to increase collaboration amongst the voluntary and community sector in Salford. The estimated value of such networking activity is £13,759.20.

Mustard Tree

The grant has enabled Mustard Tree to pilot a food club. The estimated value of the food provided through the club when compared to a shop is £18,000.

Eccles Ladies All Rounders

The grant has enabled Eccles Ladies All Rounders to provide activities which reduce social isolation. The estimated value of this in terms of costs associated with providing a social relationships training course is £11,080.

Fiddlers Lane Mums and Dads Club

The grant has enabled Fiddlers Lane Mums and Dads Club to increase levels of parent engagement in their activities. The estimated value of increasing parent involvement in schools work is £18,480.

Lark Hill Parents Club

The grant has enabled Lark Hill Parents Club to improve diet and nutrition amongst children and parents. The estimated value of improved diet and nutrition is £47,787.

Broadoak Primary

The grant has enabled Broadoak Primary to improve children's health and well-being and notably their confidence. The activities have led to an estimated saving of £11,250 through reduced visits to A and E. The estimated value of these activities in terms of savings in spend in confidence training is £286,800.

Summary and extrapolation of impacts

The 16 individual impact evaluations were lastly utilised to provide an estimated impact across the projects for one metric and an extrapolated estimated impact for the Salford Third Sector Fund Grants Programme as a whole.

Estimated impact across 16 projects and the Programme

- The total amount of grant awarded to the 16 projects chosen for impact evaluation was £94,056.09;
- The estimated total value derived for one metric for each of the 16 projects (without any consideration of deadweight, displacement or attribution) was £662,176.80;
- This means every £1 of grant award bringing £7.04 of value;
- The total amount awarded to projects as grant through the Salford Third Sector Fund Grants Programme was £1,613,081;

Utilising the above estimated total values for the 16 impact evaluations, we can further estimate a total value from the Programme of **£11,356,090.24**.

Recommendations

The following represent recommendations which have been derived from the evidence gathered through the process and impact evaluations and through the contextualisation described above. The recommendations are organised according to the relevant stakeholder. There are four core stakeholders.

CCG and CVS

Recommendation 1 – roll out Programme for three years

CLES and VSNW recommend that NHS Salford CCG and Salford CVS roll out the Third Sector Fund Grants Programme for the next three years with an annual fund of £1million. As the evaluation has demonstrated the effectiveness of both the partnership working between the CCG and the CVS, a three year programme as opposed to a one year one enables sustainability for voluntary and community sector organisations in particular; and potentially encourages more voracious impacts and outcomes.

Recommendation 2 – acknowledge key role of CVS

CLES and VSNW recommend that NHS Salford CCG acknowledge and promote the key role of Salford CVS in the Third Sector Fund Grants Programme. As the evaluation has identified the competency of Salford CVS in managing the programme from design, through to delivery; and in strategically developing the capacity of the voluntary and community sector.

Recommendation 3 – recognise importance of grant-making

CLES and VSNW recommend that NHS Salford CCG recognise the importance of grant making for the voluntary and community sector. This evaluation has demonstrated that grant making is important in developing the skills and aptitude of small organisations towards commissioning and consortia development; delivering outputs and outcomes around health and well-being; and importantly in achieving value for money.

Recommendation 4 – develop more effective monitoring and evaluation

CLES and VSNW recommend that NHS Salford CCG and Salford CVS develop a more effective means of monitoring and evaluating the Third Sector Fund Grants Programme. The evaluation has highlighted the need for improvement, as monitoring and evaluation needs to be built in from the outset of the programme for the next three years. This will mean that evaluation will take place throughout the delivery of the Programme, rather than towards the end. An evaluation framework must therefore be put in place; alongside ongoing collection of data.

Place organisations

Recommendation 5 – embed wider understanding of value of grants

Grant-making should not just be the domain of the CCG and CVS, but should be recognised across the diversity of organisations in place. The findings of this evaluation must therefore be disseminated widely across place based organisations in Salford and wider Greater Manchester, including Salford City Council and the Health and Social Care devolution agenda.

Recommendation 6 – join up the Programme to other agendas

CLES and VSNW recommend that the roll out of the Third Sector Fund Grants Programme becomes more closely aligned to other agendas and priorities in Salford. This means that the Programme should be joined up specifically with the evidence and objectives detailed in the Locality Plan, the activities of Salford City Council and other health and social care providers.

Community

Recommendation 7 – ramp up the voluntary and community sector

This evaluation has demonstrated the important role that the voluntary and community sector plays in Salford. However, there is a gap in terms of Salford having a voluntary and community sector strategy, demonstrating this diversity of activities and contribution to agendas. Salford CVS must therefore continue to enable organisations to innovate, and reduce demand by developing a ramped up voluntary and community sector strategy. This should be developed in a coordinated way with the sector itself, NHS Salford CCG, and Salford City Council.

Greater Manchester

Recommendation 8 – Promote values of Programme across Greater Manchester

CLES and VSNW recommend that NHS Salford CCG and Salford CVS promote the findings of this evaluation and the effectiveness of the Programme to the Greater Manchester devolution agenda. This is to ensure that Greater Manchester has an appreciation of the value of collaborative and cross-sector working around health and well-being, which is framed by a realisation that grants have strategic value in the development of the voluntary and community sector. This will also ensure that the activity in Salford is seen in the context of a viable transformation strategy linked to the Taking Charge, GM Health and Social Care Strategy.

1 INTRODUCTION

The Centre for Local Economic Strategies (CLES) and Voluntary Sector North West (VSNW) is pleased to present this final report to NHS Salford CCG and Salford CVS. The report relates to work undertaken by CLES and VSNW to evaluate the Salford Third Sector Fund Grants Programme. The introduction provides context to the Salford Third Sector Fund Grants Programme, together with detailing our approach to the evaluation and associated methodology.

1.1 About the Third Sector Fund Grants Programme

NHS Salford CCG and Salford CVS have been working collaboratively over the last three years to administer a range of grant pots related to addressing health and well-being issues in Salford. The CCG has provided the framework for the grant programme in the form of their focus on health and well-being; together with providing the funding, and sitting on the review panels for applications. The CVS has promoted the grant widely and has been responsible for administering applications, grant awards and monitoring. There are a range of pots which constitute the Third Sector Fund Grants Programme and as such the evaluation focuses upon the following (often referred to as the one million pound fund):

- ❑ Little Pot of Health Improvement Fund (rounds 1 and 2);
- ❑ Little Pot of Health Wellbeing Fund (rounds 1 and 2);
- ❑ Volunteer Expenses Fund (rounds 1, 2, 3 and 4);
- ❑ Primary Schools Health Fund Universal (round 1);
- ❑ Primary Schools Health Innovation Fund (round 1 and 2);
- ❑ JHWS Rejected (Ex-Innovation Fund).

1.2 About the evaluation and our approach and methodology

The evaluation of the Third Sector Fund Grants Programme is designed to report back upon three things: the effectiveness of the partnership and the relationships utilised to deliver the Programme; the impact of the Programme as a whole, and of individual grant awards; and the future linkages of the Programme to wider agendas including Health and Social Care Devolution in Greater Manchester. To reflect this CLES and VSNW have undertaken the following methodological activities:

1.2.1 Development of evaluation framework

First, we have developed an evaluation framework. The purpose of this was to shape the process and impact evaluations discussed below. The framework details the outcomes, lines of inquiry and methods for deriving information throughout the evaluation. The evaluation framework is presented in **Section 2** of this report. It has been developed through reviewing information and documentation associated with the Third Sector Fund Grants Programme; through drawing upon CLES' and VSNW's previous experience of developing such frameworks; and through engagement with senior officers at Salford CVS and NHS Salford CCG (as part of the wider process evaluation activities). Section 2 also details the stratification process utilised to select grant awards for homing in on as part of the impact evaluation.

1.2.2 Process evaluation

Second, we have undertaken a process evaluation. The purpose of this was to explore the effectiveness of the partnership, the linkages to wider strategies and the effectiveness of the grant application, award and monitoring processes. The findings of the process evaluation are presented in **Section 3** of this report. It has been framed by the themes and lines of inquiry detailed in the evaluation framework and has been populated through strategic discussions with officers at Salford CVS and NHS Salford CCG, and wider stakeholders involved in the panel process for reviewing and awarding grants. The individuals consulted with to inform the process evaluation are detailed in Appendix 1.

1.2.3 Impact evaluation

Third, we have undertaken an impact evaluation. The purpose of this was to explore the inputs and outputs of the programme as a whole and the impact of individual allocations upon organisations, beneficiaries and health and well-being in Salford. There are two elements to the impact evaluation and the findings are presented in **Section 4** of this report. First, we have analysed the monitoring forms (where available) of all grants awarded through the Third Sector Fund Grants Programme in the various pots in order to pick out common impacts. Second, we have selected 16 grants for further exploration of impact through interviews with grant recipients, beneficiaries and wider stakeholders.

In addition, for each impact evaluation, one metric of impact has been detailed, utilising a Cost Benefit Analysis (CBA) approach. To derive the metric, values have been derived from the Global Value Exchange (GVE) – this is hosted by Social Value UK and is an internationally recognised and accredited database of values, outcomes, indicators and stakeholders which can be utilised in CBA studies. Values can be searched on the GVE website (<http://www.globalvaluexchange.org/>), with explanations, logic and case studies of their use also detailed. The metrics utilised in this study have been drawn solely from UK examples to ensure complementarity. Section 4 also details an overarching estimation of impact for the Programme utilising the 16 case study metrics.

The findings for each impact evaluation are detailed in section 4, with the names of grant recipients consulted detailed in Appendix 1. Appendix 2 details the impact evaluation guide which we have utilised to undertake this aspect of the work. Both aspects of the impact evaluation are framed by the evaluation framework.

1.2.4 Contextualisation

Fourth, and as detailed in **Section 5**, we have contextualised the Third Sector Fund Grants Programme and the evaluation in light of wider strategic agendas around health and well-being. This includes specific reference to public health agendas in Salford, the Locality Plan, the Greater Manchester Health and Social Care Devolution agenda, and the roll-out of the Programme in Salford and the principles of the Programme elsewhere in Greater Manchester. Section 5 also details recommendations which have been derived through the findings of the evaluation and the contextualisation.

2 THE EVALUATION FRAMEWORK AND CRITERIA FOR SELECTING PROJECTS

This section of the final report presents the evaluation framework which underpins the evaluation of the Salford Third Sector Fund Grants Programme. The framework has been developed through reviewing information and documentation associated with the Third Sector Fund Grants Programme; through drawing upon CLES' and VSNW's previous experience of developing such frameworks; and through engagement with senior officers at Salford CVS and NHS Salford CCG. We also detail the stratification criteria which has been utilised to select grant awards for the impact evaluation aspect of the work.

2.1 The evaluation framework

An evaluation framework should provide a structured approach to assessing the outcomes of activity, and the difference that these outcomes have made to the original conditions that an intervention set out to change. In doing so, use of a framework should enable an assessment to be made of whether stated objectives have been achieved, and the overall impact of the intervention. The evidence that is collected through the use of a framework should help to inform the development of future strategy, delivery and investment, including providing valuable intelligence to underpin decisions over prioritisation and targeting. A framework should provide a mechanism to assist the planning of activity and the appraisal of its likely impact. The information gathered through the use of an evaluation framework will therefore be valuable in collecting evidence to make the case for future commissioning opportunities, whilst also demonstrating the accountable use of public funding.

The evaluation framework for the evaluation of the Salford Third Sector Fund Grants Programme is outlined below. A draft of this was discussed with senior officers at Salford CVS and NHS Salford CCG to ensure it fully gathered the information they require the evaluation to demonstrate. The evaluation framework is in tabular format below and is split into two components: one for the process evaluation and the other for the impact evaluation. Each element of the tables looks at:

- ❑ The outcome or evaluation issue we are looking to explore;
- ❑ The lines of inquiry we will utilise to evidence that outcome or evaluation issue;
- ❑ The method we will utilise to gather that evidence.

2.1.1 Evaluation framework for process evaluation

Table 1: Evaluation framework (process evaluation)

Theme/evaluation issues	Lines of enquiry	Method
Effectiveness of the partnership and working arrangements	<ul style="list-style-type: none"> • Has the partnership been well managed, with robust and accountable governance? • Has the partnership structure been conducive to sound decision making, being flexible and responsive to accommodate changes when needed? • How effective has communication been between partners? • What barriers and enablers have there been to strong partnership working? 	Strategic interviews with key partners and stakeholders
Design of the programme and its strategic fit	<ul style="list-style-type: none"> • How was the programme designed to fit with and add value to existing activities and the Health and Wellbeing Strategy, together with other local priorities? • Has the programme been sufficiently resourced to meet its aims and objectives? Were these resources allocated and prioritised appropriately? • Has the programme engaged on a wide enough basis across groups which serve different needs? • Was there sufficient strategic direction provided to the programme? 	Interviews with senior management at NHS Salford CCG, CVS and other stakeholders
Grant application and allocation process	<ul style="list-style-type: none"> • What structure and processes have been in place to manage the process? • What changes, if any, have been made in the structure and processes over the lifetime of the programme? • How efficient have these structures and processes been? • What have been the barriers to effective delivery? • What have been the principal enablers? 	Focus groups with beneficiaries and interviews with stakeholders

<p>Relationship between Salford CVS and recipients of grants</p>	<ul style="list-style-type: none"> • How has the relationship been managed between the CVS and recipients? • What is the nature of support that has been provided and how effective has this been? • What has been the added value provided by the CVS' linkage with grant recipients? 	<p>Focus groups with beneficiaries and interviews with Salford CVS</p>
<p>Process for monitoring outputs of grants recipients</p>	<ul style="list-style-type: none"> • How effectively has the programme been monitored as a whole? • How effective and efficient have monitoring systems been in terms of reporting requirements? • Has the monitoring system collected the appropriate data to evaluate the programme outputs and outcomes? 	<p>Interviews with project managers/coordinators</p>

2.1.2 Evaluation framework for impact evaluation

Table 2: Evaluation framework (impact evaluation)

Theme/evaluation issues	Lines of enquiry	Method
Recorded inputs (investment), outputs and results	<ul style="list-style-type: none"> • What inputs, outputs and outcomes does the monitoring data show have been achieved? Have targets been achieved? • Which organisations have been recipients of the grants and what sub-sectors are they from? • Where has resource been spent (by beneficiary group and locality)? • Determine economy, efficiency and effectiveness of activities – to include for example, comparison of achievements between projects; comparison of cost per output. • How could results and outcomes be generated more effectively and efficiently? • Evidence of deadweight and displacement due to activities 	Desk research: analysis of programme monitoring data
Impact on organisations receiving funds	<ul style="list-style-type: none"> • How have organisations been able to develop their working practices? • How have the organisations impacted upon health and wellbeing outcomes, as a direct result of the grant process? • To what extent have organisations become better equipped with skills, capability and resource through implementing grant resource? • What have been the barriers/enablers for organisations in implementing plans/delivery following receipt of grants? • Have organisations effectively recorded both outputs and outcomes to demonstrate robust evidence of impact? e.g. evidence of new or enhanced services 	In-depth impact evaluation work with recipients

<p>Impact on beneficiaries</p>	<ul style="list-style-type: none"> ● How have beneficiaries benefitted by the additional resources provided by the grant funding? ● Have there been any unforeseen negative impacts on beneficiaries? ● To what extent may these impacts have happened anyway without the extra grant support? ● What counterfactual factors could there be on beneficiary outcomes? 	<p>In-depth impact evaluation work with recipients</p>
<p>Impact on Salford CVS</p>	<ul style="list-style-type: none"> ● How have working practices, procedures and structures been influenced by the grant programme? ● How has Salford CVS benefitted from its involvement in the programme? ● Have there been any negative perceptions of involvement in the programme (e.g. time away from other activities)? ● How has involvement with the programme added value to Salford CVS' offer? 	<p>Stakeholder interviews and contextualising findings</p>
<p>Impact on NHS Salford CCG</p>	<ul style="list-style-type: none"> ● In what way has NHS Salford CCG been impacted through its involvement? (e.g. developing closer relationships with the third sector and utilising a wider and more diverse delivery market) ● Have there been any negative perceptions of involvement in the programme? 	<p>Stakeholder interviews and contextualising findings</p>
<p>Impact on strategic relationships in Salford</p>	<ul style="list-style-type: none"> ● To what extent has the programme provided Strategic Added Value (SAV)? e.g. has it been catalytic in providing a strong collaborative structure between different stakeholders, or providing a new joined up way of working and shared benefits? ● What is the potential for future collaborative activity and funding as a direct result of the programme? ● How has/will the programme influence future Salford strategic thinking and practice? 	
<p>Economic impact</p>	<ul style="list-style-type: none"> ● What has been the wider economic impact of the grants? What has been the fiscal impact of the grants? 	<p>Local Multiplier (LM3) analysis of a sample of grants</p> <p>Cost Benefit Analysis of a sample of grants</p>

2.2 Stratifying grants

The impact evaluation aspect of the work explores the impact of 16 grants awarded through the Salford Third Sector Fund Grants Programme. There are around 160 grants which have been awarded so there was a need to stratify and develop a criteria for doing so. The following has been developed by CLES and VSNW as the criteria for stratifying the grants, with a requirement for a mix of grants across the following factors:

- ❑ Across the pots of the Third Sector Fund Grants Programme (e.g. Little Pot of Health Improvement Fund; Volunteer Expenses Fund etc.);
- ❑ Across target or beneficiary groups (e.g. young people; ex-offenders; older people);
- ❑ Across the size of grant awarded (so some smaller ones and some larger ones);
- ❑ Across the scale of impact demonstrated in monitoring forms (so some reporting lots of impact and some reporting less);
- ❑ Across the three themes of the Salford Health and Well Being Strategy;
- ❑ Geographically across Salford.

3 PROCESS EVALUATION

This section of the final report presents the findings of the process evaluation. It has been framed by the five themes and lines of inquiry detailed in the evaluation framework and has been populated through strategic discussions with officers at Salford CVS and NHS Salford CCG, and wider stakeholders involved in the panel process for reviewing and awarding grants. A list of the people and organisations consulted is detailed in Appendix 1.

3.1 Effectiveness of the partnership and working arrangements

This aspect of the process evaluation looks at the effectiveness of the partnership and working arrangements associated with the Salford Third Sector Fund Grants Programme. In this, we are particularly interested in understanding (amongst others): the management of the programme, its governance arrangements, communication channels between partners, and barriers to partnership working. The key findings in relation to this aspect are as follows:

3.1.1 A formalisation of grant making arrangements in Salford

Four years ago, grant funding in Salford was not as strategic as it is now through the Third Sector Fund Grants Programme. The partnership working between the CCG and the CVS around developing the Salford Third Sector Fund Grants Programme has effectively formalised the process. The means that the process is more professional and effective in identifying activities which are going to add value to existing provision. The CVS were seen as a good vehicle through which the programme could be run and had the required experience in-house as a result of running effective grants programmes previously.

'We found the CVS to be very knowledgeable and already engaged in partnership working across Salford' (NHS Salford CCG)

3.1.2 A good partnership

All stakeholders commented that the partnership between NHS Salford CCG and Salford CVS and subsequently between Salford CVS and grant recipients is a good one. There is a recognised two way relationship between the CCG and the CVS. The CVS feed back into the CCG formally through reporting and presentations at senior management meetings; and the CCG engage in the activities of the CVS including their AGM and annual conference. There is also a core understanding across the various partners as to what their roles and responsibilities are in the Programme.

Additionally, the partnership and the way in which the two organisations work together has been effective (so far) in securing continuation funding and this is based around the competencies and personalities of the individuals involved and the ability to convince and engage the senior management team at the CCG. The partnership has enhanced the relationship between the public and social sectors in Salford.

'The partnership has been effective and this has been assisted by the commitment and drive of the individuals involved across the CVS and CCG' (NHS Salford CCG)

3.1.3 A strategic relationship

Having Salford CVS involved in the Salford Third Sector Fund Grants Programme has enabled NHS Salford CCG to 'push' other agendas and develop more effective relationships with the voluntary and community sector, particularly around commissioning and developing consortia. It has helped to develop a more mature sector in Salford around these issues. The programme has had a key impact on Salford CVS. They are seen as a more valued partner as a result of their effective management and administration of the grants programme. It has enabled them to link up their offer as a CVS and additionally their reach and profile. Additionally, utilising Salford CVS has enabled NHS Salford CCG to extend its reach and its engagement with a wider cross-section of the Salford population.

'The grants programme has assisted in raising the awareness of the importance of wider activities undertaken by the CCG, with senior leadership acting as champions for the Programme' (NHS Salford CCG)

3.2 Design of the programme and its strategic fit

This aspect of the process evaluation looks at the effectiveness of the design of the Salford Third Sector Fund Grants Programme and its strategic fit. In this we are particularly interested in understanding (amongst others): the fit of the programme to the Health and Wellbeing Strategy, the resourcing of the programme and the allocation of those resources, and the engagement of the programme with a diversity of voluntary and community sector groups. The key findings in relation to this aspect are as follows:

3.2.1 Clear aims, objectives and strategic linkages

The Salford Third Sector Fund Grants Programme was identified by stakeholders as being very clear in terms of its objectives in that it was aligned to the challenges and issues facing Salford in terms of health and well-being; and was additionally focused upon developing the skills and capacity of the voluntary and community sector.

3.2.2 Diverse pots of funding and their linkages to outcomes

The Salford Third Sector Fund Grants Programme has involved a range of pots of funding; some of which are perceived to have been better designed in their links to objectives than others. For example, the Volunteer Expenses Fund was not designed with any specific link to health and well-being outcomes; yet the grants have been delivering those outcomes. Whereas, some of the schools focused pots have been directly linked to outcomes around the physical activities or healthy eating of children, for example. Sometimes there has been a challenge in linking the Programme to wider public health agendas managed by Salford City Council.

'there has been a challenge triangulating the Programme to other health and well-being agendas and to public health' (NHS Salford CCG)

3.2.3 A rigorous model and a flexible approach

The Salford Third Sector Fund Grants Programme was identified by stakeholders as being rigorous in terms of the relationship and trust between a CVS and CCG. The NHS is increasingly encouraging CCGs to engage more with the third sector and utilise their skills but Salford is one of the only places where it is happening in reality. Additionally, the programme has been flexible and has responded to changing demands on resource, particularly through the development of the schools focused activities. It has also had a focus on innovation and ensuring that grants and activities really add value to mainstream activities.

3.2.4 Benefits for both core partners

Both NHS Salford CCG and Salford CVS have benefited as organisations as a result of the way in which the Salford Third Sector Fund Grants Programme has been designed. The programme has enhanced the capacity and capabilities of individuals employed by the CCG with a contribution to both their professional development and sense of social responsibility. The programme has enhanced understanding of the diverse nature of the voluntary and community sector. The programme has demonstrated the significant value of grant making for the voluntary and community sector in fostering innovation, in developing the capacity of the sector, and in delivering a host of outcomes.

'The programme has enabled us [NHS Salford CCG] to understand the contribution which the voluntary and community sector make and showcase at a national level our engagement with the sector' (NHS Salford CCG)

3.2.5 A number of questions over reach

Stakeholders (mostly panel members) offered a number of questions over the design of the Programme which will be explored further in the impact evaluation and contextualisation elements of this work. The questions were:

- ❑ Emerging communities - does the Programme reflect the changing profile of Salford's population?
- ❑ Does the programme reflect the profile and function of VCSE Groups in Salford? And does it address the strategic needs of each of those profiles and of the sector as a whole?
- ❑ To what extent has the programme encouraged the 'usual' organisations to bid for and attract grant funding or are new organisations being attracted?
- ❑ Could it be extended to include other strategic partners and their strategic investment: council, business, EU funding?

3.3 Grant application and allocation process

This aspect of the process evaluation looks at the effectiveness of the grant application and allocation process for the Salford Third Sector Fund Grants Programme. In this, we are particularly interested in understanding (amongst others): the structures put in place to manage the process, the effectiveness of the panels, and the barriers to effective award of the grants. The key findings in relation to this aspect are as follows:

3.3.1 A means of capacity building

The Salford Third Sector Fund Grants Programme has helped develop the capacity and skills of the voluntary and community sector, together with increasing the membership of Salford CVS through having a robust application process. The criteria for bidding for funding has changed as the CVS has become more experienced in developing the Programme. Given the focus on applications needing to come from CVS members then that has organically assisted in increasing the CVS membership base and the ability to promote the programme, the pots on offer, the criteria and the skills of the sector. A key challenge however, has been ensuring that 'new' organisations are involved in the Programme and that the grant funding does not just go to the 'usual' suspects. The appointment by Salford CVS of a Social Value Development Worker has assisted in addressing this issue.

3.3.2 A means of further developing the sector

The grant application process for the Salford Third Sector Fund Grants Programme has been seen as a means of further developing the voluntary and community sector. The process has been robust in making sure that all organisations bidding and in receipt of grants meet certain criteria, most notably around health and safety, child protection and insurance policies. This additionally increases the ability and capacity of organisations to bid for other opportunities.

'The Programme has enabled us [Salford CVS] to develop our relationships with the voluntary and community sector in Salford and ensure they comply with a range of standards, most notably around safeguarding' (Salford CVS)

3.3.3 Challenges in ensuring complementarity

The number of pots has been a challenge and distinguishing between them, particularly on the part of those organisations looking to apply for grant funding. There has also been a challenge ensuring that the activities delivered compliment rather the duplicate other forms of mainstream activity around health and well-being, particularly public health activities delivered through Salford City Council.

3.3.4 Panels have been effective in identifying suitable activities

Stakeholders provided a range of thoughts around experiences associated with the use of panels in the Salford Third Sector Fund Grants Programme to review applications and make awards. Grant programme's sometimes have a reputation for not being strategic, not professionally framed, not linked to having an impact, and stand-alone give-aways of funds with little accountability. A number of comments were made around the effectiveness of the panels including:

- The panels have been an opportunity to engage practitioners across the health and voluntary and community sectors; with panel members effectively becoming advocates for the Programme;

'It has been an opportunity for the public sector to understand and connect with the voluntary and community sector' (Panel member)

- The support provided to panels was viewed as being delivered to an extremely high standard and was considered extremely professional. The development officer's approach at Salford CVS was described as deft, sensitive to the level of accountability asked of a grant allocation process and efficient. It was particularly felt that the packs provided to panel members assisted them in scoring applications and making recommendations for funding;

'We were provided with a well organised file with robust criteria and scoring system' (Panel member)

- Salford CVS were seen as very responsive by panel members when criteria and process around the panels needed to change;
- The mix of panellists utilised across the pots of the Salford Third Sector Fund Grants Programme was deemed to be good with a diverse mix across sectors, expertise, accountability and connections. For the public sector it was seen as a good opportunity to understand how grants programmes work, and as an additional opportunity for commissioners to think a bit more progressively;
- The core concern identified by stakeholders about the panels was the amount of people involved; however this was seen as necessary in ensuring that the right activities and projects were funded.

3.3.5 An effective review process

Across the stakeholders engaged, it was felt that the approach adopted by Salford CVS to feedback to organisations about their applications was an effective one. Panel feedback on individual applications (positive and critical elements) are fed back and acted upon by CVS development workers. The understanding is that this will form part of a genuine conversation with groups which drives transparency and accountability.

'The allocation of funding following panel meetings has always been very swift' (Panel member)

3.4 Relationship between Salford CVS and recipients of grants

This aspect of the process evaluation looks at the effectiveness of the relationship between Salford CVS and the recipients of grants. In this, we are particularly interested in understanding (amongst others): the management of the relationships, the nature of the support offered, and the added value of this relationship. The key findings in relation to this aspect are as follows:

3.4.1 A wider platform to demonstrate impact

The Salford Third Sector Fund Grants Programme has been effective in developing effective and ongoing relationships between Salford CVS and the recipients of grants. Salford CVS have effectively turned the programme into a cornerstone of strategic voluntary and community sector capacity building in Salford. The relationship between Salford CVS and grant recipients has not just been one of grant administrator and recipient; instead Salford CVS have used it as a way of developing groups

further. The learning events organised by the CVS have also enabled organisations to further demonstrate their impact.

'We have really enjoyed the voluntary and community sector demonstrating what they have achieved through the celebration events' (NHS Salford CCG)

3.5 Process for monitoring outputs of grants recipients

This aspect of the process evaluation looks at the effectiveness of the process for monitoring the outputs of grant recipients for the Salford Third Sector Fund Grants Programme. In this we are particularly interested in understanding (amongst others): how effectively the programme has been monitored as a whole, and whether sufficient data has been collected to evaluate individual grant and programme outputs and outcomes. The key findings in relation to this aspect are as follows:

3.5.1 A challenge finding the right balance

Monitoring was the one aspect of the process of the Salford Third Sector Fund Grants Programme which was viewed as particularly challenging, 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. This independent evaluation should identify ways in which monitoring can be undertaken more effectively into the future. There has been a challenge in demonstrating impact and added social value. Evaluation has not been embedded at the outset, but two years into the programme. NHS Salford CCG recognises the importance of demonstrating the financial benefits of the programme to different parts of the system and the evaluation is part of that. They will need an effective means of doing this going forward as they will increasingly need to show both efficiency, and effectiveness in the activities which are being commissioned.

'There was a sense that the strategic purpose of individual grant awards was not always the same....and that this was not explicit and the monitoring did not necessarily reflect that purpose' (Panel member)

3.5.2 Unexpected impacts

One issue relating to monitoring which has been effective, but unexpected has been that the Salford Third Sector Fund Grants Programme has enabled behaviour change within the CCG, with key officers seeing a grants programme as being a key part of the activities of the organisation. It adds value to the jobs of individuals and has assisted in changing perceptions of the voluntary and community sector and in enabling a cultural shift within the CCG. As discussed in the next section, the Programme has also led to a range of outcomes for the State in terms of savings:

'The programme has assisted in keeping people away from GPs and hospital' (Salford CVS)

4 IMPACT EVALUATION

This section of the final report presents the findings of the impact evaluation. There are two elements to this section. First, we have analysed the monitoring forms of all grants awarded through the Third Sector Fund Grants Programme in the various pots in order to identify inputs and pick out common outputs, outcomes and impacts, which are detailed and discussed in section 4.1. Second, we have selected 16 grants for further exploration of impact through interviews with grant recipients, beneficiaries and wider stakeholders and detail the findings of those impact evaluations in section 4.2. For each impact evaluation we also detail one metric of impact, which has been developed utilising a CBA approach (the approach to this is detailed in more detail in section 1.2.3). It is important to note that if a full CBA analysis was undertaken, a range of wider metrics would have been explored and other factors around deadweight, for example, considered.

4.1 Analysis of monitoring data

CLES and VSNW have been reviewing the monitoring forms of organisations which have been in receipt of grants through the programme (where they are available and have been returned). These are detailed on a grant by grant basis in a spreadsheet. Below we identify the key inputs going into the Salford Third Sector Fund Grants Programme and the key outputs, outcomes and impacts from the analysis of the monitoring forms.

4.1.1 Inputs into Programme

Over the course of financial years 2014/15 and 2015/16, £2million has been invested by Salford NHS CCG in the Salford Third Sector Fund Grants Programme. Table 3 details how Salford CVS has allocated that resource in each year through grants, management fees, evaluation and other means.

Table 3: Inputs for Salford Third Sector Fund Grants Programme

Type of Spend	2014/15	2015/16
Grants and other resource allocated		
Little Pot of Health Improvement Fund	£345,207	£474,883
Little Pot of Health Wellbeing Fund	£34,793	£46,475
Volunteers Expenses Fund	£30,000	£20,000
Schools Universal Funding	£94,222	£100,014
Schools Innovation Funding	£154,778	£154,870
Rejected JHWS Innovation Funding	£157,839	-
Schools Initiative Support Worker	£30,000	£30,000
Pride in Practice	£15,000	-
Social Value Development Worker Contribution	£12,079	-
Partnerships worker	-	£25,000
Independent Evaluation	-	£35,000
	£873,918	£901,242
CVS management fee	£83,000	£100,000
Designated and carry over funds	£20,082	£39,019

Total	£977,000	£1,025,261
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4.1.2 Outputs, outcomes and impacts from programme

Across financial years 2014/15 and 2015/16, 158 Salford voluntary organisations, community groups and social enterprises plus a consortium of 84 VCSE organisations have received funding through the Salford Third Sector Fund Grants Programme. In addition, 69 Salford Primary Schools have also received funding, as have 13 partnerships between Salford schools and VCSE organisations.

Monitoring information collected by Salford CVS largely focuses upon outputs and below we focus upon summarising the key emerging outputs across the programme, together with mini case studies. These again relate to the themes detailed in the evaluation framework in section 2 and specifically the themes around: recorded inputs, outputs and results and impact on organisations receiving funds. The key common emerging outputs, outcomes and impacts derived from the monitoring forms can be broken down into five themes.

Strategic

There are those outputs, outcomes and impacts which are strategic in their nature. The Salford Third Sector Fund Grants Programme has:

- Helped organisations reduce the time associated with recruiting individuals;
- Led to reductions in referrals and hence demand for wider public services;
- Assisted in preparing the voluntary and community sector for personalisation;
- Increased the capacity of voluntary and community sector organisations and collaboration between them;
- Enhanced membership of the third sector consortium;
- Enabled better communication between migrants and health care professionals;
- Engaged families unwilling to engage with mainstream services.

Carers and Ex-Carers Support Group

The Carers and Ex-Carers Support Group received £360 through round 1 of the Little Pot of Health and Well-Being Fund. The funding was utilised to provide a forum for discussion and support for carers and ex-carers. The project has led to improved relationships within the group and have made the organisation more cohesive. It has also enabled the development of personal and cross-organisation networks.

Health and Well-being

There are those outputs, outcomes and impacts which relate to health and well-being. The Salford Third Sector Fund Grants Programme has:

- Promoted importance of well-being;
- Contributed towards reduced alcohol intake;
- Assisted in healthier diets and eating habits;
- Led to improvements in physical exercise;
- Enabled people to be more confident to cope on own;
- Reduced feelings of social isolation;
- Enhanced relationships between individuals and their involvement in the local community;
- Increased the visibility of issues;
- Enhanced the self-esteem of individuals;
- Reduced the levels of isolation felt by carers;
- Supported individuals to be better able to manage their condition;
- Improved emotional and physical well-being;
- Improved individual's knowledge of the health system;
- ICT activities have increased knowledge and reduced demand for GP visits;
- Supported the engagement of older people in community;
- Contributed towards reducing anxiety and depression;
- Supported the early years development of children;

- Enabled a broader understanding of mental health issues;
- Improved inter-generational relationships.

Huntington's Disease Association

The Huntington's Disease Association received £10,000 through round 1 of the Little Pot of Health Improvement Fund. The funding supported a range of activities including:

- Home visits to support families about dietary/ nutritional needs, and help to cope with feeding mobility etc.
- A telephone helpline service from Mon-Fri 9-5, which responds to crisis calls and provides intensive support to families.
- Training and information sessions to improve knowledge and understanding of Huntington's disease.

Some of the impacts of the activities were as follows:

- 100% of participants received a home visit and reported a better understanding of Huntington's Disease.
- 95% reported feeling better able to cope with their situation.
- Carers felt less isolated/less stressed.
- All were more informed and were able to better manage their conditions and gain the care needed.
- Those with Huntington's Disease were better able to manage their condition and reported improved emotional and physical well-being.

Organisational

There are those outputs, outcomes and impacts which relate to the organisations in receipt of grants. The Salford Third Sector Fund Grants Programme has:

- Enabled better quality activities and projects to be delivered for migrants;
- Enabled community facilities to be opened to provide host of healthy living activities;
- Enabled better service coordination and use of resource;
- Improved staff morale within voluntary and community sector organisations;
- Attracted further funding to continue and expand activities and also sustain those activities.

Eccles Community Hall Organisation

Eccles Community Hall Association (ECHA) received £10,000 through the Little Pot of Health Improvement Fund. The funding was utilised to install hardwood doors and frames, put CCTV in place to monitor foyer and entrance areas, and provide signage at Eccles Town Hall plus an event notice board. The funding has enabled the community hall to be opened to provide events for the community and make it safer and more secure. They are now able to hold weekly classes such as Yoga, Taekwondo, slimming world, line dancing, and the monthly meeting of University of the third age. Access is now easier to negotiate and safer, which is leading to more enjoyable events and classes and subsequently reduced social isolation and improved emotional and physical well-being.

Economic and social/community

There are those outputs and impacts which relate to economic and social/community benefits. The Salford Third Sector Fund Grants Programme has:

- Enabled work started on volunteering to continue;
- Led to the development of more established volunteers and engagement with community;
- Enabled volunteers and users to make move towards employment;
- Provided peer support for volunteers;
- Enabled volunteers to feel more valued;
- Provided better activities and projects for migrants.

Incredible Edible Salford

Incredible Edible Salford received £575 through round 1 of the Volunteer Expenses Fund. The funding was utilised to purchase footwear and gloves for the volunteers and to enable DBS checks to be undertaken. The impact has been that: the volunteers have more confidence to engage with other people, groups and organisations; the volunteers are now more established; and the organisation has been able to reach a wider set of people.

Children and families

There are those outputs, outcomes and impacts which relate children and families (these are largely drawn from the schools pots). The Salford Third Sector Fund Grants Programme has:

- Led to increases in fitness;
- Enabled a noted improvement in discipline and concentration;
- Led to children being more engaged in healthier eating at home;
- Supported the development of balance, coordination and stamina;
- Improved interactions between parents and children.

St Mark's CE Primary

St Mark's CE Primary School received £2,000 through the Primary Schools Universal Fund. They used the funding to set up a new after school club to promote healthy eating and weight loss. As a result of the project, children have become more engaged in healthier eating at home and in school they have developed their knowledge of healthy lifestyles.

4.2 Findings from individual impact evaluations

Upon completion of the review of monitoring information across all grants associated with the Salford Third Sector Fund Grants Programme, CLES and VSNW applied the stratification criteria detailed in section 2.2 and identified 16 grants for undertaking full impact evaluation activities with. For each organisation identified we have subsequently undertaken consultation with the grant recipients, beneficiaries and wider stakeholders to identify the impact upon organisations, people, and health and well-being outcomes. We have also applied one metric to the findings to identify benefits, values, and cost savings. The grants for impact evaluation are summarised in table 4; with the findings of each impact evaluation subsequently detailed in case studies.

Table 4: Grants for Impact Evaluation

Name of Organisation	Pot	Amount Received
Wai Yin Society	Little Pot of Health Improvement Fund	£10,000
African Rainbow Family	Volunteer Expenses Fund	£576
Salford Heart Care	Volunteer Expenses Fund	£600
Lower Kersal Young People's Group	Little Pot of Health Improvement Fund	£10,000
Start in Salford	Little Pot of Health Improvement Fund	£9,984
Europa	Volunteer Expenses Fund	£600
DIY Theatre CIC	Little Pot of Health Improvement Fund	£9,640
GAYDIO	Little Pot of Health Improvement Fund	£8,900
Claremont Cluster A, St Charles Primary School	Primary Schools Health Innovation Fund	£15,000
St Augustine's	Primary Schools Universal Fund	£2,000
Salford Third Sector Consortium	JHWS Rejected Innovation Fund	£11,000
Mustard Tree	Little Pot of Health Improvement Fund	£9,964
Eccles Ladies All Rounders	Little Pot of Health and Wellbeing Fund	£492.09
Fiddlers Lane Mums and Dads Club	Little Pot of Health and Wellbeing Fund	£300
Lark Hill Parents Club	Little Pot of Health and Wellbeing Fund	£1,000
Broadoak	Primary Schools Universal Fund	£2,000
Total		£94,056.09

4.2.1 Case Study 1 – Wai Yin Society

Introduction

Founded in 1988 the Wai Yin Society has been supporting individuals and families for more than 25 years. Wai Yin is one of the largest Chinese Community centres in the UK, sustaining its operations through commissions and contracts with mainstream organisations. Wai Yin has over 1000 service users, 450 adult learners and an annual turnover of £1.2 million in (2011). The organisation is run by 8 Committee Members, approximately 50 staff, 27 contract based tutors and over 50 volunteers. Wai Yin's activities were traditionally focused on Chinese women; however this has now expanded to include wider BME communities. The organisation operates across Greater Manchester, but is primarily based in Salford and Manchester.

As the organisation has grown, it has developed a range of employment, education and community services for Greater Manchester's BME residents. Wai Yin aims to challenge all forms of discrimination and social exclusion through the provision of a diverse range of services, delivered by a team of qualified social workers, nurses and other professionals. The organisation currently has three bases in Greater Manchester: **Swan Street** which provides services for children, young people and families, and hosts the Learning Centre, which caters for about 70% Chinese learners and 30% other BME learners. The **Sheung Lok Centre** which provides services for older Chinese people and older Somali women. While the **Welcome Centre**, in Cheetham Hill provides English classes, IT classes, work clubs, welfare advice, free lunches and food parcels. The Centre also provides gardening classes to grow your own food, arts and craft classes, and job search support to local residents in the surrounding areas.

Project Delivery

Wai Yin applied for the Little Pot of Health Improvement Fund in order to deliver a number of specialised ESOL courses, designed to improve participant's knowledge and understanding of the local health care system. Through their extensive experience working with local BME communities, Wai Yin had identified a high level of demand and need for language support when accessing health services. Due to their relationships with existing users, staff were able to observe that BME communities displayed high levels of attendance at A&E, and were often unaware of alternative services or were unsure how to access them. As a result, Wai Yin developed the specialised course to encourage individuals to access a broader range of local health services, with the long-term aim of improving language levels, preventing health issues, integrating service provision, and reducing demand for A&E. A total of 50 people from BME backgrounds across Salford participated.

The course was delivered in partnership with a number of organisations such as the African Rainbow Family, the local NHS Trust, and local schools. For example, Wai Yin worked with local schools in particular as the organisation *'wanted to connect with parents experiencing language difficulties'*, whilst simultaneously promoting the parenting classes available with Wai Yin. Partnership working was particularly important in enabling the successful delivery of the course as, as a largely Manchester based organisation, Wai Yin needed the support and knowledge of local partners to target participants and source venues for delivery. The development of such partnerships were particularly successful in relation to Wai Yin's partnership with the Langworthy Cornerstone Centre, as staff from both organisations worked very well together and supported cross referrals. For example, staff at Wai Yin felt that staff at the Langworthy Cornerstone Centre *'really cared, they made sure that the people who came to them knew who we (Wai Yin) are and what we can do to help'*.

In order to ensure that the course was as useful as possible, the course materials were designed to reflect the real life challenges both medical and non-medical, that learners are likely to experience on a regular basis. The course was therefore designed to be as relevant and engaging as possible, and delivered a range of interventions from classroom based learning activities to practical visits to local health services. For example, the course content made extensive use of visual aids, and examples of original medical forms, as well as using role-play such as simulated Doctor's appointments and phone calls. The course also contained an important cultural focus, which was designed to support learners with the social aspects of communicating in an unfamiliar culture and language. This ranged from teaching learners basic conversational skills, to explaining concepts such as a prescription.

The course also adopted a person centred approach by tailoring the content to the differing needs and abilities of learners. For example, at the start of the course each learner was assessed for basic language skills, such as their ability to write or communicate their name and/or address; the content and materials were then matched to the individual accordingly. However, whilst the content of the

course may reflect a very basic level of language ability, staff ensure that learners are treated with the respect due to them as unique individuals with their own strengths and abilities. The progress of learners is also monitored throughout the course, enabling staff to tailor the course content in line with an individual's progression.

For staff instilling confidence within the learners is key to their progression, and forms a central element within the course. By supporting learners to tackle everyday situations, staff aim to ensure that learners *'don't feel embarrassed and have the confidence to do something as simple as ordering a coffee which can be really stressful'*. The design of the course is influenced in part due to the understanding and appreciation of frontline staff, of the challenges faced by learners. This is due to the fact that many staff members were once learners with Wai Yin themselves, and as a result share a deep understanding and empathy with the learners and the challenges they face. One staff member noted that as she herself continues to learn and develop her skills in language and teaching, she feels better equipped to support learners through her own experiences. Indeed, for some staff their own individual progression within teaching has given them *'a fantastic new lease of life.'*

Whilst improving the participant's knowledge base and language skills was the primary focus of the course, the programme was also designed to promote and be embedded within Wai Yin's wider objectives. As the course also delivered classes on healthy eating and offered fun taster exercise sessions such as Tai Chi at the local walk in centre. These activities were designed to complement Wai Yin's wider health and well-being agenda by encouraging exercise, healthy lifestyle choices, and social interaction. For example, learners were also given the opportunity to learn healthy recipes and cookery skills, which individuals then brought into class to discuss and enjoy with their classmates.

The course was also connected to the Wai Yin's Adult Education Unit, with the intention of providing participants with a pathway through which to continue their studies. The course therefore acts as an important contact point through which staff are able to observe and identify issues, which are impacting the personal well-being of learners. Indeed, as staff spend a significant amount of time with learners, an additional aspect of their role is to observe any physical, mental or emotional issues amongst learners, and signpost them to wider support services provided by Wai Yin or other organisations.

The use of volunteers was also a key element within project delivery, as participants were provided with additional support in lessons and were able to build close more informal relationships. These relationships helped to encourage participants, and provided them with the confidence to continue learning.

Impact

The overall impact of the grant was felt to have been very positive for both Wai Yin and the course beneficiaries. In the case of Wai Yin the grant funding was viewed as particularly beneficial, as the Society reported difficulties in accessing funding for ESOL classes due to extensive cuts within the sector. It was therefore felt that without access to Salford Third Sector Grants funding Wai Yin would have struggled to deliver the course. As a result, the organisation expressed the view that without LPOH funding there was a substantial risk that a service gap would exist, resulting in a high level of demand for specialist support which would continue to place increasing demand upon both Wai Yin and A&E services. The grant was also considered to have raised Wai Yin's organisational profile, which has helped to support the organisation's wider fundraising activities.

Wai Yin also observed that the course reduced pressure from its own support services as participants needed less support as regards accessing services. Although the course was small scale, Wai Yin noted that A&E was likely to have benefitted from reduced demand from individuals from BME backgrounds.

On an individual level staff observed that participants benefitted from reduced isolation, improved language skills, increased knowledge and understanding of local health systems, and increased confidence. Staff also reported that participants benefitted from improved well-being as many continued to participate in ongoing exercise classes at the society, and had made healthier lifestyle choices as a result of the course. All of the learners reported improved language skills e.g. *'I'm very happy with the course I can speak more English now, and it's helped my understanding of services'*. In some cases, this learning proved essential in a number of serious circumstances, as one learner reported how their improved skills helped them in a challenging medical situation. For example, *'the*

course really helped when my son was in hospital as it gave me more confidence to talk to the Doctor. This was very important as my wife can't speak English, so the course has been very helpful.'

Many learners also reported feeling isolated and afraid due to their lack of confidence, however over time the classes were able to support individuals to overcome these fears, encapsulated in the following quote. *'Before I was afraid of talking and interacting with people, and travelling.'* *'I was worried about taking my children to school and going shopping. But now I have a lot more confidence and my writing and speaking skills have improved, so I'm not as frightened anymore.'* Learners also reported how their increased confidence and language ability encouraged them to meet more people, and progress further with their education, captured in the following quote: *'I'm happy when I come to the centre as I can meet different people who also speak other languages.'* *'I now feel much more confident and I'd now like to study more. So I'd like to get a college education.'*

Overall learners felt that the course had been *'very good, and the staff are very helpful'*, this was due to the fact that they felt staff spoke *'slowly to make sure the class was at the right level.'* Positive relationships with staff were also felt to be very important for the learners in enabling them to progress with confidence, evidenced within the following quote: *'the tutor has been wonderful and very helpful and we have a good relationship.'* *'She really understands what we need.'*

As a result of the courses approach and the relationships between learners and staff, the majority of learners wish to continue their learning with Wai Yin, for example:

'I'm hoping to take more classes at the Langworthy Centre as I want to continue to improve my language skills.'

'I am looking to do another course with Wai Yin as I want to keep improving.'

However due to the small scale nature of the project it was felt that the project's main impacts were confined to individuals and Wai Yin itself, and had not significantly impacted the local community. Although it was felt that the course had the potential to provide a number of benefits to the community if delivered at sufficient scale. For example, it was felt that the course could support communities to make more efficient use of their local services, and encourage both new and existing BME groups to integrate within the wider community. The short term nature of the funding was also felt to restrict the project's impacts, and as a result it was felt that the provision of longer term funding should be a future priority for Salford CVS.

Learners also raised the short term nature of the course as an issue, as whilst they enjoyed the course they felt it could *'sometimes move a little fast from subject to subject'* due to the time constraints of the funding programme. Funding constraints also appear to have proven an additional restriction. For example, it was reported that a lack of translation support could sometimes be an issue due to the multiple of languages and cultural backgrounds, which presented barriers due to the historic/cultural/religious histories between individuals. However, these issues have not proven insurmountable as more advanced members of the group provide supplementary support by translating for friends or classmates.

Monitoring

The initial application was considered to be difficult, however it was also recognised that the *'very thorough'* nature of the process was necessary and not unlike other funds. Despite such difficulties Wai Yin considered the forms to be clear and felt that the questions asked were both essential and relevant to the fund's objectives. The monitoring forms were felt to be easier to fill in, and were again felt to ask relevant questions appropriate to the project's delivery.

In addition to the monitoring required by Salford CVS, Wai Yin also conducts a range of internal impact evaluations ranging from staff observations, and case studies to questionnaires. In the case of the ESOL, project participants were asked to fill in questionnaires at the middle and end of the programmes. This was complemented by discussions with participants using softer outcomes measurements such as picture cards.

Relationship with Salford CVS

Wai Yin felt that its relationship with Salford CVS was extremely positive and described receiving the grant as *'brilliant'*. Staff reported that they *'loved'* their relationship with the CVS, and considered the CVS to be *'very approachable'* with a *'deep understanding of the needs of the voluntary sector'*. Staff

also felt that the CVS shared a common ethos and work ethic with Wai Yin, which was felt to contribute to their positive relationship.

However, staff highlighted that whilst the relationship through the LPOH funding stream has been positive, they felt that communication could be improved through the addition of community based meetings with the organisation. Wai Yin had experienced similar meetings through the Community Learning Stream and felt that with the addition of the CCG, such meetings could provide important opportunities to share knowledge, good practice, and establish key relationships with wider stakeholders.

Measure of impact

The following analysis presents one measure of impact for Wai Yin:

- Stakeholder: The key stakeholder group for Start in Salford is BME residents with need for English language skills;
- Outcome: A core outcome from the activities undertaken by Wai Yin through the grant award is an improved knowledge of the health system;
- Number of individuals involved: 50 individuals have participated in the English language classes;
- Metric: the Global Value Exchange suggests that better knowledge of the health system can lead to reduced visits to A and E, with reduction in costs of £225 per person per year;
- Value: the value of activities is therefore: £225 x 50 people. **This means a cost saving in terms of visits to A and E of £11,250**
- Attribution: Not all the above benefit can be attributed to Wai Yin as other stakeholders may assist in educating participants around the health system. However, the vast majority will be attributable.

4.2.2 Case Study 2 – African Rainbow Family

Introduction

The African Rainbow Family (ARF) is a non-for-profit organisation that supports lesbian, gay, bisexual, transgender, intersexual and queer (LGBTIQ) people of both African and wider BME heritage. ARF largely provides support to LGBTIQ Asylum Seekers and Refugees and undertakes campaigning for global LGBTIQ Equality. The African Rainbow Family is based in Salford and currently has 66 members, and is primarily run by 10 volunteers with one part-time member of staff who provides administrative support. The group supports the LGBT community by providing advice and information, alongside signposting to services. The group also delivers twice monthly support and discussion groups, formal counselling assessments, and peer mentoring. The African Rainbow Family run a number of dance and drumming workshops, exercise classes, and singing and writing workshops. The group also runs educational sessions exploring LGBT history and runs a number of events to celebrate Pride.

Project Delivery

The group applied for the Volunteer Expenses Fund in order to reimburse four of its volunteers for travel, food and event-based expenses, in order to enable them to continue supporting the organisation. The group considers the funding to be essential as it is almost totally reliant upon a core group of volunteers to deliver its activity, and lacks the resources and capacity to reimburse its volunteers from its own funds.

Volunteers play a central role in delivery services for ARF and undertake a number of responsibilities such as helping to arrange solicitor's appointments for the legal advice service, general administration, supporting members with their communication skills, advocacy, befriending and signposting to other services and organisations. Volunteers also play a crucial role in event organisation and management and often take members on educational and social trips both within and outside Greater Manchester.

Impact

The group felt that the Fund had a very positive impact upon the organisation, as the Expenses Fund has supported ARF in attracting a small proportion of match funding from the public. ARF views the funding as an important demonstration of confidence in their organisation, and are hopeful that this will attract more funding in the future. It is also hoped that if successful the second application to the Volunteer Expenses Fund will attract additional volunteers to ARF. Attracting new volunteers was felt to be especially important in order to ensure that the voluntary nature of their role does not become overshadowed by delivery pressures. Volunteers also felt that the funding was important in recognising their contribution and ensuring that members did not become overburdened.

The funding was also felt to have been crucial to service delivery as without its assistance, ARF would be unable to sustain its core volunteer base. Due to the organisation's small size it was felt that the loss of even a small number of volunteers, would cause serious problems for service delivery.

The impact of the fund on individual volunteers has been found to be very positive, as all of those interviewed stated that they either would not be able to attend or would have to significantly reduce their attendance without support from the fund. This was due to the fact that a number of volunteers were experiencing low income levels and/or unemployment. For example, *'the volunteer fund really helps as it contributes to my bus pass, which is a big help as I live quite far away. This especially helps when we go on trips.'* Volunteers therefore valued the fund and felt that their team mates and members of ARF also benefited, as volunteers were able to continue to support the organisation and maintain established working relationships. The continuity of working relationships between members and volunteers was considered to be a very positive and important impact, encapsulated in the following quote: *'I don't think I'd be able to attend without the support, or I definitely wouldn't be able to attend as often otherwise. If I couldn't come this would have a negative effect on me, as well as the members as we have close relationships and they trust me, we're like a family.'* Such relationships are essential in enabling the group to support members through difficult situations such as mental health issues, or crucial advocacy work.

By enabling the ARF to retain both its volunteers and the quality and variety of its service delivery, the funding has also resulted in a number of positive outcomes for members. For example, through its continued activities ARF are able to support members to increase their confidence, skills, social skills and relationships. Through observations and discussions with members, volunteers felt that members showed improved mental health and adopted healthier lifestyles. While the volunteers themselves reported a number of positive impacts such as increased personal well-being, satisfaction and positive relationships. For example, all of the individuals interviewed volunteered in order to *'help people'* and experience other cultures. This can be seen within the following quote *'it has an important impact on people's lives so it makes me happy to be a part of it so it motivates me. It's part of my life now. I really enjoy what we do and I've made friends with a lot of people, we're like a family. I've developed quite personal relationships'*.

By fulfilling their desire to support people volunteers reported how ARF provided an important focus, as volunteering helped them to *'get up in the morning'*, as before they were *'just studying or stuck at home.'* Volunteers also reported that they had benefited from volunteering with ARF, as their time with the organisation has enabled them to improve their skills and increased their confidence in their ability. For example, volunteers were now able to write their CVs, while for others the impacts were much broader encapsulated in the quote: *'it really helped to improve my confidence and skills as I know how to write formal emails and letters, and I know where to refer people, and the best people to contact. I hadn't really been out of Manchester before but now I've been on the trips myself I know more about different places, so I can help show people around myself now'*.

All of volunteers interviewed value their time volunteering with the African Rainbow Family and felt *'very supported'*. For volunteers ARF are *'true to what they do'*. Whilst the organisation is relatively small, volunteers also feel that ARF is able to create a positive impact on communities by supporting the development of more socially inclusive areas, through their outreach and event work. For example, volunteers note that through ARF's support members are able to be more socially active within their communities, increasing levels of community cohesion in the longer term.

Monitoring

Volunteers at the African Rainbow Family reported that they found the initial application to be *'straightforward'* with clear questions, and felt that the panel process was both necessary and fair. The group also reported that they found the monitoring and impact forms to be easy to manage.

For internal monitoring ARF uses questionnaires at key stages of each of its projects and gains qualitative feedback through group discussion and one to one interviews. However, it does not have any monitoring designed to specifically capture the impact of volunteers, instead the role of volunteers is collated as part of the wider project's feedback. As a result, it is difficult to gauge the impact of the Volunteer Expenses Funding directly.

Relationship with Salford CVS

Volunteers at the African Rainbow Family reported a very positive relationship with the CVS and felt *'that they provided tremendous support.'* ARF reported that their working relationship felt like *'being part of a family.'* In particular volunteers highlight the CVS's support in opening a bank account, and the organisation's flexibility in setting up a holding account until ARF's details were verified. This was highlighted as a key demonstration of the CVS's ethos, and the crucial role they played in *'helping ARF to develop'*. ARF also felt that the CVS communicated regularly with the group through e-bulletin's and newsletters. This was highly valued by volunteers who felt that this helped them keep up to date with the latest developments locally.

However, whilst the relationship with the CVS is viewed positively, ARF suggested that the wider provision of long term funding would be particularly helpful in the future. For example, a rolling fund was also suggested as an alternative to smaller scale short term grants.

Measure of impact

The following analysis presents one measure of impact for African Rainbow Family:

- Stakeholder: The key stakeholder group for African Rainbow Family is volunteers;
- Outcome: A core outcome from the activities undertaken by African Rainbow Family through the grant award is that volunteers have been able to be sustained;
- Number of individuals involved: 4 volunteers;
- Metric: the Global Value Exchange suggests that volunteering is valued at £3,248.82 per person per year;
- Value: the value of activities is therefore: £3,248.82 x 4 people. **This means a value of £12,995.28**
- Attribution: The majority of these benefits can be attributed to African Rainbow Family as not all the volunteers would have been sustained without the grant.

4.2.3 Case Study 3 – Salford Heart Care

Introduction

Salford Heart Care (SHC) was established in 1987 and aims to prevent incidences of heart disease and heart attacks. Initially set up for people with heart conditions, Salford Heart Care has expanded its remit by adopting a prevention based focus to addressing ill health. As a result, the organisation focuses on reducing wider issues such as social isolation in communities and improving health and emotional well-being. The charity also provides after care and support for people (and carers) with heart conditions and long term illnesses, in order to reduce the risk of further heart attacks. Salford Heart Care provide healthy living clubs in Irlam, Weaste, Eccles and Little Hulton, which are open to all and focus on exercise, diet and mental health. The charity also provides befriending activities alongside socially focused events with day and overnight trips, book sales and coffee mornings for members.

The organisation is comprised of a mixture of volunteer Directors and general volunteers, while the day to day activities of running the charity are delivered by a part-time Co-ordinator supported by a team of more than 50 local volunteers.

Project Delivery

Salford Heart Care was successful in its application for the Volunteer Expenses Fund 2 for a second time, and received £600 in support for expenses for 5 of its volunteers. Traditionally as a small voluntary organisation Salford Heart was unable to reimburse its volunteers. SHC volunteers are responsible for a large proportion of the organisations delivery and financial management, for example volunteers organise different sessions, stalls and refreshments. Salford Heart Care's volunteer Directors also have additional responsibilities as regards financial management, governance, decision making and representing the organisation externally.

Salford Heart Care therefore felt that the provision of a volunteer expenses fund was both *'the proper and gracious thing to do.'* A number of Salford Heart Care's volunteers are currently unemployed, and as a result SHC were aware that travel costs were likely to prove prohibitive and prevent volunteers from attending and benefitting from the sessions. In order to support their volunteers as much as possible and target those in need of the most support, SHC targeted the funding it received to support individuals on a low income or who experienced higher travel costs.

Impact

As an organisation Salford Heart Care reported that they felt the grant was an important demonstration of Salford CVS's confidence in the organisation, which they felt acted as a positive symbol to other funders and partners across Salford. SHC also noted that the grant had helped *'volunteers to feel valued'*, as well as enabling them to attend and benefit from the sessions, thereby resulting in personal impacts for volunteers such as increased confidence. As a result, SHC felt that the grant was *'a very positive'* addition to the organisation, and had helped to support consistent levels of high morale amongst its volunteers.

Salford Heart Care considers the happiness of its volunteers to be crucial, as the relationships between volunteers and members is felt to be an essential element in SHC's delivery model. Peer support is a fundamental part of this model, as volunteers offer support to members by sharing their experiences of physical or mental health difficulties. This therefore creates important relationships based on shared experiences and mutual understanding, which encourage members to make positive changes as a result of such support. However, whilst the volunteer fund is considered a helpful addition in encouraging volunteer attendance and morale, Salford Heart Care would still be able to deliver activities without the expenses fund as a large proportion of its volunteers do not require its assistance. However, if the funding was no longer available it is likely that SHC would lose volunteers, who would either leave the group completely or would have to reduce their hours due to barriers such as food/ and or travel costs. If this were to occur this would be distressing for both individual volunteer and members across the organisation, due to the loss of important interpersonal and supportive relationships within the group.

On an individual level volunteers reported a number of positive impacts as a result of their time with Salford Heart Care. For example, volunteers reported improvements in their mental health and social skills as a result of being able to attend regular sessions e.g. *'I would go mad if I was just in the house without the group'* and *'I'm alright when I come here, if you do have any problems there's always somewhere to talk to.'* For volunteers who have experienced difficult personal circumstances being able to attend Salford Heart Care acts as an important anchor, and has enabled individuals to control addiction, create good networks of friends and helped to support personal changes. This is encapsulated in the quote *'kept me alive, meeting people'*.

The majority of volunteers also identified positive impacts as a direct result of being able to claim expenses, and those who had not benefitted valued the fund as they felt it offered an important level of support to their fellow volunteers. Encapsulated in the quote *'I don't benefit that much myself but other volunteers are on benefits or don't have generous pensions, so they wouldn't be able to come as often without the added support'*. While in other cases volunteers viewed the fund as *'non-essential'* but as *'a welcome help.'* Across the volunteers it was therefore felt 25% of their positive experiences with SHC could be attributed to the grant, as members were able to continue to attend, and benefit from the sessions and reduce their personal costs.

However, whilst the fund was viewed very positively by both SHC and its volunteers, the charity did note that only a small group of its volunteers benefited from the fund due to its size. SHC are therefore aware that they are unable to offer the same support to all of their volunteers who may need support. As a result, Salford Heart Care would like to see the threshold of the fund increased so they can support and offer equal opportunities to all their volunteers.

Monitoring

Salford Heart Care found the application process to be *'quite straight forward and easy to understand'*, as they felt able to provide the required information. SHC also noted that when a more detailed breakdown of additional information was required, they were able to provide the information without difficulty. Salford Heart Care also noted that as they had previously applied for the fund, they felt more confident in their application and received helpful support from the CVS when they had questions about the process. Overall Salford Heart Care felt that the monitoring process was appropriate and *'wasn't onerous'* for small voluntary organisations such as itself. However, the charity did note that the monitoring required by Salford CVS presented an additional burden, although this was viewed as *'more of an inconvenience than a serious issue'*, with SHC recognising the necessity of accurate monitoring.

As regards the internal monitoring of the grant, Salford Heart Care produce regular internal reports and monitor the number of volunteers at each session. This is complemented by the production of individual case studies and an annual satisfaction and feedback survey. However, the monitoring does not distinguish between members and volunteers, as a result SHC is unable to specifically identify the impact of the volunteer expenses fund upon volunteers.

Relationship with Salford CVS

Overall Salford Heart Care characterise their relationship with Salford CVS as being very positive, and feel that they are regularly kept up to date with emails, and bulletins. SHC also noted that their enquiries are responded to quickly, and that staff are always helpful both over the phone and via email. The charity also noted that when they first received the award they felt supported by Salford CVS, as staff came to visit SHC and explained the process in person.

Whilst SHC and Salford CVS enjoy a positive relationship, SHC highlight the need for longer term funding within the grants scheme to support the ongoing running costs of organisations such as themselves. This is a particular priority for SHC, who note that the continual need for new projects and lack of funding for regular operational activities and costs, creates a high level of organisational strain, whilst overlooking established initiatives which continue to perform well. The charity also noted that while partnership working is often rewarding, the level of emphasis placed upon collaboration within funding applications, also fails to recognise the pressures of co-ordinating such complex projects for small scale voluntary groups.

Measure of impact

The following analysis presents one measure of impact for Salford Heart Care:

- Stakeholder: The key stakeholder group for Salford Heart Care is volunteers;
- Outcome: A core outcome from the activities undertaken by Salford Heart Care through the grant award is that volunteers have been able to be sustained;
- Number of individuals involved: 5 volunteers;
- Metric: the Global Value Exchange suggests that volunteering is valued at £3,248.82 per person per year;
- Value: the value of activities is therefore: £3,248.82 x 5 people. **This means a value of £16,244.10**
- Attribution: The majority of these benefits can be attributed to Salford Heart Care as not all the volunteers would have been sustained without the grant.

4.2.4 Case Study 4 - Lower Kersal Young People's Group

Introduction

Lower Kersal Young People's Group (LKYPG) has been running trips and activities since 2004. As the name suggests, activities have been historically targeted at young people. However, recently LKYPG have expanded their offer to include opportunities for adults to become involved.

The group organises visits such as cinema and swimming trips and educational trips to museums, as well as putting on plays for the local community. It also offers training and courses; some of which are informal such as cookery courses, while others are nationally recognised vocational qualifications. There is also a weekly youth club and the group own an allotment where they grow their own food.

LKYPG aims to generate a number of positive socio-economic outcomes such as reduced isolation, increased sense of ownership, skills, confidence/aspirations, and improved physical and emotional well-being (e.g. increased physical activity, increased understanding of food, better diet and better management of existing issues such as anger or mental health). LKYPG have two part time and one full time member of staff, and 20 volunteers.

Project Delivery

Lower Kersal Young People's Group applied to the Little Pot of Health Improvement Fund to deliver 'Project Shed' with four local families. The project was also funded through the Arts Council and was delivered over six months. Project Shed connects LKYPG's work on its allotment and the wellbeing benefits of gardening, with the therapeutic effect of Art and craft activities. This is particularly encapsulated in one particular initiative where families were taught to create origami pods, which were then filled with seeds and scattered across the allotment. The idea behind the project was to teach the families new skills, improve their overall health and well-being, and provide time and space for families to enjoy activities with one another.

All of the activities delivered within the project were focused upon the theme of sharing and giving, with the intention of encouraging supportive relationships within both the project and local community. By focusing on the concepts of sharing, and giving, Project Shed used such themes as a means through which to increase local cohesion and sense of neighbourhood by creating collaborative community focused delivery projects. For example, the families delivered a swap shop for local residents and created a 'good deed' project. The good deed element of Project Shed encouraged participants to keep a good deed diary of the positive things that people had done for them or they had done for others. These stories were then used as inspiration for a range of Art based activities such as embroidered panels, which served as powerful testimonies on the impact of mutual support and generosity locally. The results of each project were then displayed within the group's Shed on the allotment, which was transformed by the families into a miniature art gallery. The Shed was then opened to the public who were invited to buy the art and sample healthy recipes, such as smoothies and jams made by the group using produce from the allotment. The project also enabled families to visit other community allotments to learn new skills on growing and recycling.

Across the life of the project around 100 people participated from the local community through numerous open days held by the group. These events were delivered in partnership with other local organisations such as the Charlestown Community Camera Club. LKYPG also invited a wider range of community organisations to attend a presentation evening at the end of the project.

Impact

Organisationally the main impact of the fund was to enable LKYPG to realise and deliver their project. However, it was also felt that the funding provided by Salford CVS was instrumental in helping to attract additional match funding from the Arts Council. Project Shed itself has also aided the capacity of LKYPG as the additional support from the families on the allotment also helped the group increase its capacity, and helped with the management of the allotment as an important community resource. In addition, LKYPG also reported that as a consequence of the project's development being led by the families themselves, individuals were able to be more expressive, which provided a wealth of resident led ideas for LKYPG to use in the future.

For the families involved however, the group felt that the project had a *'massive impact'*. One family in particular was identified as benefitting from the project as the children were home schooled, and were able to have greater access to the allotment and one to one sessions with the volunteers during the day. LKYPG also reported that as a result of the project families had learnt new gardening skills and are now growing their own fruit and veg at home with confidence. It was also felt that the emphasis on community led ideas, and co-produced activities helped to empower residents and families alike. For example, as the families were able to develop their own projects, LKYPG reported that individuals were quick to learn new artistic and cooking related skills, this was felt to be due to their sense of ownership within the project and pride in its results.

On an individual level both the volunteers and families involved reported a number of positive impacts, with the majority of participants reporting an increase in their overall physical and emotional well-being. All of those involved felt that they had become *'more confident in growing things at home to cook'* and were now *'trying easy but healthy recipes at home more often'*. As a result, a number of parents felt that their children had become healthier as a result as *'they're eating a more balanced diet, because they are happier to eat vegetables now as they've grown them.'* In addition to the physical benefits parents also felt that their children had made new friends and socialised with children from different backgrounds, this was especially emphasised by the family who were educating their children at home. The benefits of meeting new people and socialising as part of a team also applied to the adults on the project, encapsulated in the quote *'it helped me to continue to have a positive outlook on life as I got to meet new people which helped to broaden my outlook.'* Participants also reported positive impacts emotionally, as the co-produced nature of the project enabled individuals to pursue their passions and artistic interests, something which they considered to be a rare opportunity.

The dual nature of the project was also highlighted as a positive element amongst volunteers and parents alike, as it enabled both adults and children to enjoy a wide variety of activities and stopped individuals from feeling bored or constricted. The values promoted by the project were also highly valued by those involved, as it was felt that the project helped both the wider community and younger participants to value sharing and support others. Thereby *'helping to bring people in the community together'*. The team based nature of the project was also felt to be positive for similar reasons.

Monitoring

The funding and application process was considered by LKYPG volunteers and members of staff to be quite complicated and beyond the ability of ordinary members. As a result, the groups Community Artist applies for the grants themselves, as LKYPG find evidencing social outcomes to be difficult. However, whilst evidencing outcomes may pose a barrier, the group monitor and log all group activities every week, as well as filming and photographing activities. Individual case studies are also developed and used to monitor impacts to highlight progression within the project, however these are conducted by the Community Artist.

Relationship with Salford CVS

LKYPG feel that they have a *'very positive long term relationship with Salford CVS'*. This is due to the fact that CVS support was instrumental in helping to establish the group. LKYPG report that they felt *'staff were always very helpful'* and communicated well with the group'. LKYPG also reported that they felt that the levels of communication between the two organisations was good, as they were kept up to date via regular emails. Overall LKYPG could not *'speak more highly of them.'*

However as regards the grants scheme itself, LKYPG felt restricted as having been successful once, they are now unable to apply to the fund for another year. The group felt that this restricted their ability to develop other projects, and raised concerns that they would lose the relationships they had recently established. For example, the group reported that *'families want to work with us but we've had to let them go.'* For LKYPG the need for regular and longer term funding to cover core organisational costs, and enable the development of an ongoing programme of projects is a key priority.

Measure of impact

The following analysis presents one measure of impact for Lower Kersal Young People's Group:

- Stakeholder: The key stakeholder group for Lower Kersal Young People's Group is families;
- Outcome: A core outcome from the activities undertaken by Lower Kersal Young People's Group through the grant award is that the families are eating more healthily;
- Number of individuals involved: 4 families (estimating 16 people);
- Metric: the Global Value Exchange suggests that the cost of a healthy eating course is £225 per person;
- Value: the value of activities is therefore: £225 x 26 people. **This means a value of £3,600** (it is important to note that whilst this is lower than the grant awarded, this project will have significant outcomes beyond healthy eating. This indicator was chosen as it is the core activity associated with the project, however there will be benefits around confidence, volunteering, and improved health and well-being, for example).
- Attribution: Not all the above benefit can be attributed to Lower Kersal Young People's Group as other stakeholders may assist in encouraging healthy eating.

4.2.5 Case Study 5 – Start in Salford

Introduction

Start in Salford is a mental health charity with its core base being in Lower Kersal. The organisation works largely with people at risk of social isolation, and seeks to reintegrate them through creative arts, health and fitness, and horticultural activities. Whilst based in Lower Kersal, Start in Salford undertakes an array of outreach work across Salford. Start in Salford receives resource through a mix of contracted work and grants and delivers three core programmes of activity. Inspiring Minds is funded through NHS Salford CCG and operates on a referral basis with individuals provided with support and activities for a period of six to eighteen months. The Over 50s programme seeks to reduce isolation amongst the demographic across Salford, and there are a range of youth focused activities.

The whole emphasis of the organisation is upon utilising art, health and fitness, and horticulture to achieve wider outcomes; whether they be around moving towards employment, better educational attainment and skills, health and well-being, or social networking and engagement in the community. The organisation also trades through its social enterprise (Start Creative) which largely focuses on creating a pathway to employment for individuals through making benches, chopping boards and other materials out of wood, ceramics and textiles, which are then sold to the wider community. Start in Salford's activities are not seen as a short term 'fix'; instead engagement is much more long term meaning more voracious outcomes.

Start in Salford currently employs 17 staff, has a pool of around 20 sessional artists, and between 30 and 50 volunteers. In terms of income, approximately 55% is derived through contracts, 40% through grants, and the remaining 5% through the trading social enterprise.

Project delivery

Start in Salford received a grant of £9,984 through round 1 of the Little Pot of Health Improvement Fund. The grant enabled the organisation to extend their existing Over 50s programme into new parts of Salford, namely Walkden and Cadishead. In particular, Tai Chi and visual arts sessions were offered on a weekly basis over a 12-month period, with each week participants being challenged to partake in a new skill ranging from using different art mediums in the visual art sessions to more advanced moves and techniques in the Tai Chi sessions.

Impact

In output terms and overall, 80 Over 50s were involved in the activities delivered through the Little Pot of Health Improvement grant, across 96 sessions in Walkden and Cadishead. In addition, 40 'art packs' were provided to participants. The grant funding helped to develop the activities and also develop relationships with the organisations hosting the activities (namely the Worsley Road Methodist Church in Walkden and the Hamilton Davies Trust in Cadishead); meaning that their facilities had greater use.

In outcome terms, Start in Salford utilises the five ways to well-being and the Warwick-Edinburgh model as their standard evaluation tool; this is also applied to the activities delivered through the Little Pot of Health Improvement grant. Start in Salford suggested that the core outcomes derived using this evaluation tool were: increased confidence, reduced isolation, and increases in health and well-being. In terms of attribution, Start in Salford would suggest that 100% of the benefit is attributable to the grant as 80 people have been engaged in visual arts and Tai Chi sessions who would not normally or otherwise have been.

The grant provided through the Salford Third Sector Fund Grants Programme has enabled Start in Salford to expand their activities into two new parts of the City and reach a wider range of beneficiaries. The nature of the activities offered have been popular and have enabled Start in Salford to attract both further grant funding through The Booth Charities and also through the beneficiaries themselves with individuals starting to make financial contributions towards the sessions. If the grant funding had not been provided through the Little Pot of Health Improvement, Start in Salford suggested that they would have attracted funding from somewhere; it however would have taken significantly longer.

In terms of wider impacts, a range of organisations have been impacted by the activities associated with the grant (as well as Start in Salford itself, the Worsley Road Methodist Church and the Hamilton Davies Trust). In particular, NHS Salford CCG has benefited as a result of the activities reducing demand for other forms of health and well-being services in the city such as GP appointments. There have also been benefits for other facilities in the localities such as parks as people are now adopting more healthy lifestyles and utilising those facilities.

In order to gain an understanding of the impact for individuals, participants from one of Start in Salford's Art classes were interviewed. All of those who participated in the art classes reported very positive experiences, for example a number of participants characterised the class as an *'excellent'* experience, as they were able *'to learn much better'* due to the use of *'lots of different media and techniques'*. Whilst for other learners the classes and the therapeutic nature of Art *'played an important part'* in their recovery from various illnesses. The classes were also characterised as *'well run'* and viewed as a *'very positive commitment'* as individuals felt *'encouraged to continue'*. The participants also felt that the classes had given them the opportunity to learn new art, skills, techniques, and improve their general knowledge of the subject. This can be seen within the following quote: *'I learnt a lot of different techniques, and now I can recognise famous artists and pieces, and the techniques they use.'*

Participants also reported that they felt the classes provided an important focus for their time, and provided an enjoyable and stimulating activity, which prevented them from becoming isolated. For example, learners found the projects challenging but they *'enjoyed it as that's what you want'*. All of the participants viewed the class to be an important part of their everyday lives as it gave them *'something to look forward to which is important'*.

Isolation was a particular concern for participants who reported joining the class after they retired as they were looking for a social experience, to prevent them from becoming *'trapped in the house'*. This can be seen in the following quote *'I wanted to attend as I took early retirement and I wanted to meet people and didn't want to feel isolated'*. As a result, learners considered the classes to be important as they got them *'out of the house'*, and gave participants *'me time'*. A large proportion of participants also highlighted how the classes provided an important opportunity to pursue a long term passion and develop their creative side, something which they were often unable to do previously. For many in the class, art had always been *'a long time ambition'* that they had *'not been able to try properly before'*.

Meeting new people and developing new friendships was also reported to result in positive impacts for the majority of the participants. This can be seen within the quote *'I'm able to meet new people and I know more people locally now and I'm able to let on'*. In some cases, the relationships developed within the classes proved to be very important when individuals were experiencing difficult situations within their personal lives. The *'really friendly'* and collegiate atmosphere of the group was also reported to act as an important means of mutual support and encouragement, as participants would often support their peers and help each other to improve their Art. For example, the art exhibition displayed at the end of the class was viewed particularly positively, evidenced within the following quote: *'you display your work at the end of the session which is really positive, as it gives you something to be proud of. When you see what other people have done it gives you new ideas to try for next time, you learn from each other.'*

By enabling participants to improve their skills and develop new friendships, the classes have also been successful in building the confidence of individual members overtime, as participants are able to view their progress and gain support from their classmates. For many learners they now *'feel more confident'* in their art, as in a number of cases they can *'pin it up on the wall'* and *'can see their progress'*. While others report how the class has *'given me more confidence in myself'*. A key part of this confidence has been their ability *'to meet a lot of nice people'* and *'make good friends'*, which ensures that they *'really look forward to classes and don't want to miss them.'*

The teaching approach of staff was also reported to be instrumental in supporting participants to increase their confidence, in and encouraging participants to continue to explore their talents. For example, all of the learners valued the teaching approach of staff and noted that the Instructor *'is very observant'* and provides *'additional support which gives us confidence'*. The taught nature of the sessions was also considered to be *'very helpful'* as it was felt to *'keep you on task'*. The activities within the classes were also reported to be *'well-balanced and planned'*. Indeed, all of the learners reported that the classes were taught *'very effectively'* and felt that the classes were *'very well run and very good value for money'*, with a *'high standard of teaching.'*

In summary the combination of high quality teaching support, new friendships and the opportunity to explore their talents, can therefore be said to have had an important impact on participants. This is demonstrated within the following quote: *'The class has made a tremendous impact, I really look forward to it and never thought I'd get so much help. It gives you more confidence in yourself, because you realise you can create things.'*

Monitoring

In addition to the monitoring required by Salford CVS as a stipulation of the grant funding, Start in Salford also commissioned an evaluation (undertaken by Hall Aitken) of their wider Over 50s programme with a particular focus on dementia issues. The monitoring undertaken by Salford CVS was seen by Start in Salford to be relatively standard and they happily provided the required information. However, they felt that the CCG and the CVS could do more with the information in terms of comparing outputs across the grants awarded and enabling recipients to explore the impact of the pots and the Programme as a whole across all grants awarded.

Relationship with Salford CVS

Start in Salford described their relationship with Salford CVS as positive, with the organisation having been involved in training activities run by Salford CVS and wider membership activities. The organisation has received a few grants over the years administered by Salford CVS, but the Little Pot of Health Improvement was the first bid and funding received through the Salford Third Sector Fund Grants Programme. They have subsequently applied for funding through the Schools Innovation Fund, with Start in Salford noting that it was sometimes difficult to distinguish between the various pots and how their objectives and requirements differed.

In terms of the process of application for grant funding, Start in Salford found it to be relatively hefty comparable to other grant administrators; however, they found the approach very personable and particularly welcomed the opportunity to be visited by a grants officer at one of their sessions. Start in Salford felt that the Programme could be improved if applying organisations did not have to fill out so much paperwork. In terms of the relationship with NHS Salford CCG, Start in Salford already have an effective relationship; however, they have used the grant funding to make the CCG more aware of their activities and skills with a view to breaking into the wider older people's pot of funding in the future.

Measure of impact

The following analysis presents one measure of impact for Start in Salford:

- Stakeholder: The key stakeholder group for Start in Salford is older people;
- Outcome: A core outcome from the activities undertaken by Start in Salford through the grant award is a reduction in social isolation for the people involved;
- Number of individuals involved: 80 individuals have participated in the activities over 96 sessions;
- Metric: the Global Value Exchange suggests that the cost of increasing spend on recreation activities for older people is £10.99 per hour;
- Value: the value of activities is therefore: £10.99 x 80 people x 96 hours. **This means a saving in spend on recreation activities of £84,403.20**
- Attribution: Not all the above benefit can be attributed to Start in Salford as other stakeholders may assist in reducing the social isolation felt by older people including more formal health and housing providers and other clubs and societies.

4.2.6 Case Study 6- Europia

Introduction

Europia was founded in May 2011 as a community development organisation. It is the only Greater Manchester registered charity that aims to support all eastern and central European migrants within the area, rather than individuals from a specific country within this wider geography. Europia registered as a charity in April 2015. The charity is very small (two permanent staff with a small and varying number of temporary staff and volunteers depending on the projects running) and runs a wide array of projects depending on the needs of the community. This can include ESOL classes, community events, employment and housing advice and health-related activities. A significant amount of activity is undertaken in Salford.

Project Delivery

Europia was successful in its application for the Volunteer Expenses Fund 2, and received £600 in support for expenses for 5 of its volunteers. Europia explained that this gave the organisation *'peace of mind'* that they could provide this support for the volunteers.

The roles that the volunteers took varied: three took on admin positions, one took on a wellbeing advice role, and the final one worked as a volunteer researcher. Four of the volunteers were Polish, with the remaining individual being Romanian. They came from a variety of backgrounds: for example, one individual worked as a qualified psychologist in Poland, another was a student at Salford University and another worked part-time in a supermarket and was a single mother. All the individuals were women, and were looking for opportunities to build their CVs, or to give something back to the community. The volunteers have all since ended their work with Europia, all staying a period of a few months. At the time when Europia received the grant there was only one member of staff and although it appears that the grant had an impact (see below) there was no dedicated support for the volunteers.

Impact

Because all the volunteers had finished working with Europia by the time of the impact evaluation it was not possible to conduct interviews with beneficiaries, however the interview with the chief executive revealed impacts for the organisation, as well as outcomes for the volunteers from when they last engaged with Europia. Because the volunteers did add a lot to the organisation, Europia has now employed a volunteer support worker.

In terms of the volunteers, two people went onto paid work: one with Europia, one via a member of Europia's board of trustees. The chief executive reported that they had not expected this to be an outcome when they first met the volunteers. All of the volunteers were reported to demonstrate a clear increase in their self-confidence, and a sense that they had *'gained something'* from volunteering.

It was reported by the chief executive that some of the volunteers valued feeling more connected, either to other people or an organisation with a social purpose. For example, the Romanian volunteer and one of the Polish volunteers were based in the office at the same time, and despite different languages and socioeconomic backgrounds they got on well and learnt about each other.

Monitoring

Europia reported that they found the application form really straightforward. Europia have since been awarded another pot of funding for volunteer expenses, and suggested that perhaps there could be a 'fast-track' process, where organisations that are already well-known do not have to go through the full application process.

It was also suggested that perhaps successful organisations could be provided with evaluation forms to distribute to their volunteers to assess the impact of the grant/volunteering. Europia recognise that other organisations may already have this in place, but being a relatively new charity they do not have their own evaluation processes in place, so monitoring forms of this nature would have been useful.

Relationship with Salford CVS

Europia really value their relationship with Salford CVS, which they feel has only *'become stronger over the years'*. They appreciated the way that the CVS did not hand-hold organisations, but was still there when needed. They cited finding the help the CVS had provided setting up the policies and procedures required of registered charities particularly useful. Trustees from Europia have attended the CVS' trustee training.

Measure of impact

The following analysis presents one measure of impact for Europaia:

- Stakeholder: The key stakeholder group for Europaia is volunteers;
- Outcome: A core outcome from the activities undertaken by Europaia through the grant award is that some of the volunteers have gained employment;
- Number of individuals involved: 2 have gained employment;
- Metric: the value of an individual moving into employment for 20 hours a week and for a year at the Living Wage Foundation level of £8.25 per hour is £8,580;
- Value: the value of activities is therefore: £8,250 x 2 people. **This means a value to the individuals in terms of wages of £17,160**
- Attribution: Not all the above benefit can be attributed to Europaia as other stakeholders will have assisted in moving the individuals into employment.

4.2.7 Case Study 7 – DIY Theatre CIC

Introduction

DIY Theatre Company is an established Theatre Company of Learning Disabled performers based in Salford. DIY have been creating accessible and thought-provoking theatre since 1994. They create performances and other projects which challenge stereotypes, promote inclusion and celebrate creativity.

DIY emerged out of work happening at day centres, and as a core group developed they became an independent CIC. DIY is run by a voluntary board, the majority of whom are people with learning disabilities and there is a core theatre company that is composed of twelve adults with learning disabilities who meet regularly. DIY has no core funding; all activities are delivered through project funding to keep the activities going. The company devises its own work, creating plays on a range of different themes. Over the last five years, these shows have been taken into specialist schools; people with learning disabilities perform shows with young people that have learning disabilities and then do workshops together. This enables company members to develop themselves and also do things that benefit young people with learning disabilities who rarely get a cultural offer and even more rarely from adults with learning disabilities. DIY also deliver the 'Friday Group', which is focusing on supporting adults with learning disabilities to become facilitators with a range of different drama projects. The connection between adults with learning disabilities and young people with learning disabilities is absolutely central to DIY's approach.

Project Delivery

More recently, DIY have recognised that they need to do more work with young people that have Profound and Multiple Learning Difficulties (PMLD) to increase their access and participation in the theatre and activities. DIY applied for the Little Pot of Health Improvement Fund in order to develop their approach and create ideas and props.

This was based on the theme of water, which is accessible to young people with PMLD. DIY held a series of twelve participatory workshops with the company (12 adults with learning disabilities) to develop props; set and costume designer Nerissa Cargill-Thompson worked with DIY members to design and create multi-sensory environments, props and costumes on the theme of the sea and explore how these could be used to make multi-sensory theatre. Members designed a tepee and floor-cloth, which have been constructed as the focal point of the show. The tepee depicts all the places the members suggested Woolly would like to travel to; Blackpool, Florida and into space. Nerissa also helped members to make white clouds, grey clouds, rainbows and jelly-fish to be used in the show and the watery costumes which performers will wear during the performance.

Many of the multi-sensory ideas and props were piloted with a group of PMLD learners in Chatsworth High School and Community College. This was done to learn more about the things created and to see how they work in practice. This enabled DIY to find another funder (the Arts Council) to support the tour. The set, costumes and props were used as part of touring 'Following the Thread' as a multi-sensory piece for young people with Profound and Multiple Learning Disabilities. DIY also toured venues including Chatsworth High School and Community College, during Spring and Summer 2016. The piece is called 'Following the Thread' and was devised over a number of making and drama sessions, using ideas from all group members. A character called 'Woolly' was created, who takes the children on a journey – through the rain, the river, a storm and then back to the calm sea, where they meet some rainbows and some beautiful jellyfish.

Impact

The overall impact of the grant was felt to have been very positive for DIY to deliver the strategic goals established by the membership, the company and the young people with PMLD.

In the case of DIY, the grant funding enabled further development into work with young people that have PMLD. In the past, where a whole school group attended a DIY show, learners with more complex needs were often distant from the stage and had little opportunity to interact with the performance. Special Schools identified a significant lack of access to cultural provision for learners with PMLD. The potential was therefore identified to develop the experiential and sensory elements of the organisations work further to make it more accessible and appropriate for a broader range of learners.

The Little Pot of Health Funding has been an essential enabler to support further work and development in this area, and also to show the potential and evidence base to other funders to draw

in additional resource. Funding from the CCG is seen as very positive in this connection and is seen as an indication of quality to other funders.

Through the project, DIY members have improved their multi-sensory performance skills; increased their flexibility and adaptability; extended their experience and skills in using social media; extended their specific skills and experience in delivering Arts Award with learners with PMLD. The project has provided a sound foundation for future development of this area of work and further contribute to longer-term health and well-being impacts for a wider group of adults and young people with learning disabilities through a planned tour and associated projects.

Supported by the CCG, DIY have been working on an innovative and participatory approach to capturing the impact of their projects with members and beneficiaries based upon the five ways to health and well-being developed by the New Economics Foundation (NEF): connect, give, be active, learning and take notice. This is now used as a framework to get feedback from DIY's projects. This particular project has supported several impacts along this framework, as identified by company members:

- ❑ **Connecting:** Adults with learning difficulties and young people with PMLD were able to connect with each other through the project and learn from each other.
- ❑ **Taking Notice:** The project supported the members to be particularly sensitive and socially aware, particularly when working with children who have PMLD.
- ❑ **Keeping Active:** The members noted how their 'bodies are always on the move; welcoming – dancing – moving the clouds – the rainbows – thunder'.
- ❑ **Learning:** A major outcome has been members learning how to work more effectively with children who have PMLD, 'We have worked with children before but not with really special needs...we've learnt new ways to communicate – they're not always verbal – we connect with them and what they need'.
- ❑ **Giving:** Members recognised that they have been sharing their skills and the opportunity for children with PMLD to play and have fun. The group has also shared learning with teachers and support workers. As one teacher noted: 'it was a real learning curve for me...[which] lifted my teaching...I took elements like the songs into other areas of the curriculum'.

Monitoring

The monitoring was seen as 'very straightforward'. There is a lot of discussion and progress about social value in Salford, and 'it feels like everyone is taking part in a journey to be able to get there, which the monitoring for this project has contributed towards'. It was felt that the monitoring used through this grant supports organisations to think about the concept of social value.

Relationship with Salford CVS

The project has really opened up a partnership with Salford CVS in particular. DIY have felt more close to the CVS and have sought support in ways that they have not done in the past. DIY have linked up with the Social Value Officer and have started to think through how they can make more sense of the social value of the organisation and to be better able to articulate the social impact that they are having as a company. Further to this, the CVS also came in and did a bespoke session on safeguarding for the board. The Little Pot of Health Funding helped to open the door for the partnership more. DIY have had other investments in them through CCG and CVS and feel well supported.

Measure of impact

The following analysis presents one measure of impact for DIY Theatre CIC's grant:

- Stakeholder: The key stakeholder groups for DIY Theatre CIC's grant is 12 adults with profound and multiple learning difficulties and 12 young people;
- Outcome: A core outcome from the activities undertaken by DIY Theatre CIC through the grant award is increased confidence;
- Number of individuals involved: 24 people have participated in the activities and reported improved confidence;
- Metric: the Global Value Exchange suggests that the value of improved confidence (based on the cost of confidence training) is worth £1,195;
- Value: the value of activities is therefore: £1,195 x 24 people. **This means a saving in spend on recreation activities of £28,680.**
- Attribution: Not all the above benefit can be attributed to DIY Theatre CIC as other stakeholders may assist.

4.2.8 Case Study 8- GAYDIO

Introduction

Gaydio is a radio station for the lesbian, gay, bisexual, transgender and intersex (LGBTI) community in the United Kingdom, broadcast on 88.4FM in Greater Manchester. It is a not-for-profit Community Interest Company that provides support to LGBT communities through:

- ❑ Promoting Greater Manchester's LGBTI community, creating awareness and challenging homophobia and transphobia;
- ❑ Providing radio training opportunities and a platform for expression for LGBTI communities;
- ❑ Being a focal point for the community and a source of information and entertainment.

Gaydio have 7 members of staff and 100 active volunteers, who are involved in all aspects of the work including production, presentation, website and design support, and community engagement. Volunteers play a particularly important role in the organisation and there is a significant focus on outreach to ensure that there is ground breaking radio that reflects LGBT communities. Gaydio deliver a number of projects that focus on building skills and confidence with the objective of getting individuals into education, employment, training or volunteering opportunities.

Project Delivery

The group applied for the Little Pot of Health Fund to work with 30 LGBTI residents in Salford about studio skills, presenting, interview techniques and radio production. Gaydio's approach is to be led by the participants through coproduction; all of the participants felt passionately about mental health issues (which disproportionately affect individuals from LGBTI communities), and so this became the primary focus of the programme that was produced.

The Little Pot of Health Fund was used to deliver bespoke radio production training to 30 LGBTI residents, teaching studio skills, presenting, interview techniques and radio production. Once the group had the necessary radio skills they were empowered to develop their own content and drew up a list of organisations they wanted to speak to, to find out more about services that support Salford residents with poor mental health. Participants also shared their own mental health journeys, providing honest and powerful personal testimonies. This was put together in a full hour broadcast from the Angel Centre in Salford, reaching several thousand listeners¹. The group also produced a radio advert for Mind in Salford, which received airtime throughout the month of broadcast.

Impact

The project has a very positive impact as it enabled Gaydio to work in Salford, providing a dual benefit in terms promoting health and wellbeing in both the participants and the wider LGBTI communities. It is a project that will have a lasting legacy.

Mental health disproportionately affects individuals from LGBTI communities, but it is often an issue that is not widely discussed. Several of the participants from the project had experienced severe mental health issues and through the development of a close-knit group and several sessions that inspired confidence, they were able to share their life histories that included anxiety, depression and post-traumatic stress disorder as part of the broadcast. This empowered participants and opened a valuable therapeutic outlet, and also meant that people listening in were able to hear people with shared experiences discuss mental health and also how people's well-being can improve if mental health is acknowledged and dealt with properly.

The programme produced through the project was of professional-broadcast quality and included insights that were emotionally powerful together with practical information and advice about where people from LGBTI communities might be able to access support in Salford and Greater Manchester. As individuals from LGBTI communities often have difficulty accessing mainstream services, this information is an important resource. The project has helped to raise the profile of charities and services in Salford that LGBTI people may not have realised were available to them.

Following the project, one participant has gone on to take part in another project and help produce documentaries for Gaydio, and another has gone on to be a panellist on the evening show 'the Exchange', meaning that the station has more input from Salford residents. As a result of developing relationships of support that emerged through the project, the group still meet together.

¹ <https://www.mixcloud.com/emmagoswell/the-salford-health-exchange/>

Monitoring

Gaydio reported that they found the initial application to be '*self-explanatory*' and appropriate for the level of funding that was received, although at times could perhaps be a little repetitive.

There was no particular internal monitoring system, but Gaydio collected information in terms of personal testimonies, the observation of experienced staff, audience responses, and stakeholder comments. Further to this, the interviews within the project also acted as evidence of impact on participants. This is evidenced by the journey that people took from initial learning in the studio in front of a microphone that was not on, to being on a live broadcast discussing their emotional journey.

Relationship with Salford CVS

The Director of Gaydio reported that they felt the CVS to be a good partner as there was trust involved and '*they allowed us to get on with it*'.

Measure of impact

The following analysis presents one measure of impact for Gaydio's grant:

- Stakeholder: The key stakeholder group for Gaydio's grant is 30 LGBTI adults;
- Outcome: A core outcome from the activities undertaken by Gaydio through the grant award is improved mental health;
- Number of individuals involved: 30 individuals have participated in the activities, which was broadcast to a radio audience (live and podcast); 30 is therefore taken as a proxy.
- Metric: the Global Value Exchange suggests that the average cost of mental health costs per individual are £941.88 per person per year, which, adjusted for inflation is £991.27. Source: New Economy/Troubled Families Cost Database, <http://www.globalvaluexchange.org/valuations/8279e41d9e5e0bd8499f2a0c>
- Value: the value of activities is therefore: £991.27 x 30 people. This means a potential saving in spend on mental health services (given the broader audience) of **£29,738.10**.
- Attribution: Not all the above benefit can be attributed to Gaydio as other stakeholders may assist.

4.2.9 Case Study 9 – Claremont Cluster A, St Charles Primary School

Introduction

St Charles is a small primary school with 250 pupils, which adopts a holistic approach to education with the aim of helping its pupils to grow into confident, talented and articulate young people. The school also places a strong focus upon the individual needs of children, and aims to utilise the significant role played by parents within their children's educational progress.

However, the school faces a particular challenge as an above average number of the school's pupils are registered as having special educational or emotional needs, an issue which is prevalent across schools in Salford. In order to address this issue a number of local schools came together to form the Claremont Cluster A with St Charles Primary as the designated lead point of contact, in order to apply for funding to develop a forest schools programme. The decision to apply for external funding was considered to be necessary due to the large gap in the public provision of children's mental health services, which currently have a '12month' waiting list. Local schools therefore perceived the development of the forest school model to be an important means of mitigating such challenges.

The cluster meets regularly with representation from individual heads and class teachers, with 40 children and 2 staff from each school participating in the programme. The idea for a forest school programme was developed to address the emotional and mental needs of pupils, due to the effective use of the therapeutic benefits of nature within education employed within the programme.

Project Delivery

The forest school consisted of an 8 week programme which specifically targeted year 6 pupils, who had come to the attention of staff as displaying specific emotional or educational needs. For example, a number of children had been identified through the SENCO staff team as needing extra support due to their role as young carers, or as a result of difficult parental relationships at home or recent bereavements. These children were identified as needing additional support during the day, and were referred to forest school, which provided a break from formal learning and additional emotional support.

The programme focused upon improving pupil's levels of self-esteem and communication skills, by developing activities focused around team work delivered by a qualified educational therapist. As part of the programme's outdoor learning therapy, pupils were taught how to work together to build camp fires and shelters. Pupils were also taught about local wildlife and plants, and were encouraged to be creative by creating art projects made from natural materials. The programme was designed to complement other activities within the school such as the small Art therapy project which is run on site, and supports 6 children 6 times a week from across the school. The Art therapy classes were funded by the charity Curious Minds during the pilot year, with support and funding from CAMS.

Impact

Staff at St Charles reported a number of positive impacts for the school as a result of the programme. For example, the educational therapist was able to support staff with additional skills and training. As a result, the school reported an increase in the self-esteem across individual staff members and overall morale, due to the additional support and continued professional development provided. This was found to be especially beneficial for new staff. The additional training has also enabled staff to develop a similar project, where staff plan to take small groups of children on trips to local forests. Staff have also been inspired to develop a dedicated nature area within school grounds to create a 'forest like environment', in order to deliver some of the activities from the forest school's programme.

The school staff also reported that the programme has resulted in a number of academic benefits, as teachers have reported improved levels of attendance and increased academic attainment. Indeed, staff noted that after participating in the programme pupil's exceeded expectations for their SATS tests. Staff also felt that the programme had helped pupils to become more engaged in class, which helped to contribute to increased attainment. Staff attributed these positive outcomes to the forest school's ability to enable pupil's to express themselves and '*get things off their chests*', thereby enabling them to concentrate better in lessons. Increased levels of concentration and engagement amongst children on the programme also had the added benefit of providing respite for both teachers and classmates, who were no longer distracted from their learning due to disruptions in class. Staff also felt that the pupils were able to improve their social skills and develop their friendship networks, as the project enabled them to socialise with children from other schools.

Teachers also noted that the children involved in the programme experienced a loss of choice due to difficult personal circumstances, and felt that the programme activities were important as the programme gave pupils the ability to choose to express themselves in a non-academic way. Thereby removing a number of educational barriers for those experiencing difficulties in learning. For example, the children were able to express themselves through art or creative tasks such as building.

The positive outcomes delivered by the grant were felt to be 100% attributable to the forest school programme, as without the funding from Salford CVS staff felt that the project would not have been delivered. This is due to the fact that therapeutic care is not covered through state funding which concentrates more narrowly on purely academic initiatives. For St Charles the access to qualified staff made possible by the grant was also *'very important as we wouldn't wish to attempt this without properly qualified staff as we wouldn't achieve the results'*. Overall St Charles felt that the initiative was very influential, as the school recognises the need to incorporate the emotional and mental well-being of its pupils within the curriculum, due to their impact on learning and attainment. The school also noted that the project had helped to draw attention to the issue of emotional/mental needs in education, and helped to engage Governors, wider stakeholders, and parents with the issue. Subsequently parents and Governors have helped to raise awareness of what support was available at the school.

The only negative factor reported by St Charles was the limited number of children who were able to participate, as the school would like to offer more pupils the opportunity to benefit from the programme.

On an individual level the children themselves reported a number of positive impacts, as they felt that they had formed lasting friendships and felt better about themselves as a result of the programme. For example, *'I feel happier at the end, because it brought us closer together'*. This can also be seen in the following quote *'I really enjoyed it as I got to hang out with my mates, and make new ones. Some people I was friends with before but I know them much better now'*. While for other pupils having the space to decide how they wanted to participate was particularly important, e.g. *'we got to make our own territories and made clay figures as guardians. It was really good as you could play but you also had space to be on your own'*. Pupils also reported that they felt fitter and healthier, as they now spent more time outdoors running around and being active. This can be seen in the quotes *'it's gotten me out of the house and in nature, I'm not on the PS4 anymore.'* *'There's a forest near me and I go and play there, I go out a lot more now. It made me feel really happy, but sad at the same time at the end as we had to leave.'*

Pupils also reported that their relationships with the educational therapist were important to them and had assisted in their learning. For example, pupils felt that the therapist herself was very *'nice and adventurous, and she wouldn't shout if you did something wrong. She would just tell us how to improve.'*

Whilst the feedback from individual's was overwhelmingly positive i.e. *'no negatives at all, it was fun all round'*, pupils did suggest that they would prefer a longer programme or to have the opportunity to attend another programme package.

Monitoring

The staff at St Charles reported that they found the grant to be *'quite straightforward'*. Staff also felt that the monitoring information requested by Salford CVS was *'manageable'*. Internally the school also conducted its own monitoring initiative, which consisted of using internal SDQ and EQE systems (which track academic progress). The school also conducted personal assessments with pupils at the beginning, during and at the end of programme, as well as conducting a pupil feedback survey.

However, as part of Cluster A, St Charles was disappointed to hear about the failure of schools in Cluster B to be awarded grant funding. Staff felt *'very disappointed'* about the failure of a second cluster bid as they felt this left schools without the additional provision they needed. They also expressed confusion as they felt the quality and rationale for the bids were very similar, with the only difference being the type of therapy used (Music for Cluster B). As a result, St Charles reported they would like more detailed feedback as to why certain bids were successful or unsuccessful.

Relationship with Salford CVS

Overall the St Charles felt that it had developed a '*very good*' relationship with Salford CVS, and felt that staff had been '*very helpful*' throughout the grants process. Staff also felt that there had been good communication between the two organisations throughout the life of the project.

Measure of impact

The following analysis presents one measure of impact for Claremont Cluster A:

- Stakeholder: The key stakeholder group for Claremont Cluster A is children;
- Outcome: A core outcome from the activities undertaken by Claremont Cluster A is improved confidence;
- Number of individuals involved: 40 children;
- Metric: the Global Value Exchange suggests that the cost of confidence training is £1,195 per person;
- Value: the value of activities is therefore: £1,195 x 40 people. **This means a saving of £47,800**
- Attribution: Not all the above benefit can be attributed to Claremont Cluster A as other stakeholders may assist in improving confidence.

4.2.10 Case Study 10 – St Augustine’s – growing and cooking project

Introduction

St Augustine’s is a Voluntary Aided Church of England and one form entry primary school with 235 children in Swinton. The school ethos is dedicated to providing opportunities for every child to succeed and strive towards fulfilling their full potential academically, socially, spiritually, morally and physically. The school is home to a team of teachers and assistants, who use traditional teaching methods with a strong emphasis on Literacy and Numeracy. St Augustine also endeavours to adopt a child-centred approach to learning by ensuring that the needs and abilities of each are met, by tailoring the curriculum so they achieve their full potential. The school also focuses on creating a strong sense of community spirit based on mutual respect, good behaviour and courtesy.

Project Delivery

St Augustine’s places a strong emphasis on extracurricular sport and healthy living activities as the school is located in a relatively deprived area of Salford with poor health outcomes. St Augustine’s applied for the grant funding as staff had become concerned at the unhealthy contents of school lunch boxes, and had noticed an increase in overweight pupils at the school especially within years 3 and 4. In response to these issues the school decided to develop free healthy cookery classes for parents and children. The class was delivered by two of the school’s teaching assistants, as the classes were designed to be as informal and accessible as possible. This was due to the fact that parents often have negative experiences of formal education, which were felt to act as barriers as regards their participation.

In order to ensure that the project effectively addressed unhealthy eating practices within the school, staff held discussions with pupils and parents regarding their cooking and eating habits. The discussions then went on to inform the design of recipes for the classes, which were developed to ensure that children and parents learnt a variety of cooking skills. The course was then delivered over a period of 5 weeks and involved 32 children and their parents. A proportion of the grant funding was also used to grow fruit and veg to incorporate in the recipes. The grant was also supplemented with a proportion of the school’s early years funding as the costs of equipment caused the project to go slightly over budget.

The classes were complemented by a number of wider initiatives across the school such as fitness, sports, dance, football, and netball classes/clubs, funded using sports premium funding to subsidise the cost which often proves prohibitive for parents. This is due to the fact that St Augustine’s is situated in a very mixed catchment area, with staff noting that a lot of children are very sedentary at home, and come from deprived backgrounds with limited income.

Impact

Staff reported a number of positive impacts for both parents and pupils alike, as a result of the classes. For example, parents reported that whereas they had previously been buying ready-made food, they were now making more food at home, which resulted in cost savings from the weekly shop. During the feedback sessions parents also reported that they felt they had a better understanding of what a healthy diet consists of.

Originally staff reported that parents were apprehensive about engaging in the project, as many of the parents involved had experienced a negative time at school which made them reluctant to engage in the past. However, as the Teaching Assistants on the project lived locally they were often known to parents, and had adopted an informal approach to classes. This therefore helped parents to engage, and resulted in parents displaying higher levels of confidence in engaging with wider school activities. Parents reported that they *‘really enjoyed’* the classes as they had given them more confidence to participate in other activities. Parents have fed back that they *‘really enjoyed’* the classes as when things went wrong they *‘weren’t told off’* but were instead supported to try again. Staff felt that this approach was essential in ensuring parents’ commitment to the full programme, as previously such a commitment would have been a challenge. Staff also reported that after the classes more parents were participating in other activities such as the families and schools together programme or FAST. The FAST programme runs weekly sessions where parents are given £25 to provide a meal option for their child’s class. Staff reported that as parents had been able to gain the knowledge, skills and confidence to create healthy meals, they felt *‘more empowered to take part’*.

Both children and staff reported a number of positive outcomes as a result of the classes. For example, staff observed that children were taking healthier options to school in their lunch box, while the pupils

themselves reported feeling healthier e.g. *'I feel healthier. I feel more full so I don't eat as much because healthier food makes you feel fuller'*. The pupil's also reported that they were now cooking with their parents regularly at home as seen within the following quotes *'I cook a lot more with my dad now, and he explains to me why things are healthy'*. *'Even though the club has stopped we cook more at home now'*. Both pupil's and staff valued and recognised the importance of providing the space for parents and their children to have positive bonding time. Staff felt that this was especially important as some children came from large families, where it was difficult for them to have one on one time with their parents. For example, one pupil wanted to take part as they wanted to learn with their Dad as they didn't *'normally have the time'*. This can also be seen within the quote *'I normally cook with my mum and I wanted to spend more time with her.'* Pupil's also enjoyed the process of cooking and sharing food encapsulated in the quote *'I liked it cause we could make stuff for people at home. I think it was really good cause it's important to share with people and your family'*.

Overall all of the pupil's enjoyed the classes and reported changing their eating habits to adopt healthier options. For example, *'I liked it cause we got to eat more healthy stuff and the recipes were fun and colourful. You could make smiley face fruit salads'*. The children also responded well to the informal approach seen with the following quote *'it was good as well cause they didn't make you put stuff in that you didn't like. We got to try new things.'* All of the pupil's expressed the desire to continue the course and reported that they would have liked the original course to have been longer.

St Augustine's report very few impacts for the school as a result of the healthy cookery classes. Although staff do note that the two teaching assistants involved in the project benefitted from the project as the organisational skills and responsibilities required supported their professional development. The professional development of the teaching assistants proved to be particularly important as staff were expected to be supported by the Salford School Improvement team, however this support did not materialise and as a result the full burden of delivery fell upon staff.

Whilst the school does not report any significant organisational impact, staff did report that without the funding the school would not have been able to deliver the sessions, as the school's budget is very tight and would not be able to cover the extra pay needed for staff time. However, as the school runs a number of other health related activities, staff would place a 50% attribution as regards the class's impact on the positive outcomes experienced by parents and pupils.

Monitoring

Whilst the application process was manageable the school felt that the additional requests for information within the application process were felt to be *'onerous'*. This was due to the fact that the requests for information were repetitive, and as a result the process was felt to be overly rigorous for a small grant. As the grant application was completed by senior staff it was felt that the time commitments were rather significant; in response to this the school plans to use similar applications to help develop more junior staff.

The time commitments regarding the monitoring of the grant was also felt to be challenging, as requests for feedback came at a difficult time i.e. around exams etc. As the project faced capacity issues due to the loss of support from the Salford School Improvement team, regular monitoring presented a further capacity issue. In order to address these issues feedback and monitoring took the form of informal discussions with parents and pupils, both before during and after the classes. The school felt that a personal discussion was more helpful as staff didn't want the feedback to be seen as 'work' or academic, and felt that participants would experience fewer barriers giving verbal feedback.

Staff also felt that the opportunity to give verbal feedback to the CVS would be helpful in the future as it would enable staff to give a deeper analysis of project, and provide added context. Staff suggested that this could be done over the phone or in person, or failing that they expressed the wish to see more open questions within the feedback form.

Relationship with Salford CVS

Overall the school felt that its relationship with Salford CVS was *'very positive'*, and that communications between the CVS and St Augustine's were *'very good'*. Staff also commented that they especially appreciated the site visit as they were able to gain more in-depth information from the CVS.

Measure of impact

The following analysis presents one measure of impact for St Augustine's:

- Stakeholder: The key stakeholder group for St Augustine's is children and their parents;
- Outcome: A core outcome from the activities undertaken by St Augustine's through the grant award is that the children and their parents are eating more healthily;
- Number of individuals involved: 32 children and parents (estimated 32);
- Metric: the Global Value Exchange suggests that the cost of a healthy eating course is £225 per person;
- Value: the value of activities is therefore: £225 x 64 people. **This means a value of £14,400**
- Attribution: Not all the above benefit can be attributed to St Augustine's as other stakeholders may assist in encouraging healthy eating.

4.2.11 Case Study 11 – Salford Third Sector Consortium

Introduction

Salford Third Sector Consortium was established in December 2012 to bring together the voluntary, community and social enterprise sector in Salford to be able to apply for grants and bid for and secure contracts for delivering services from the statutory sector. This was designed to make sure that small and/or specialist providers have opportunities to bid for contracts that they might not have been able to otherwise, or would face considerable difficulties in doing so. This means that the diverse sector is able to deliver services at the point of need and ensure added social value through the connection with communities, focus on volunteer development and capacity building at a local level. The Salford Third Sector Consortium also supports members to develop their procedures and policies to improve sustainability in the long-term.

Project Delivery

The project aimed to build the capacity of the Salford Third Sector Consortium membership to prepare for personalisation. The consortium successfully achieved approved provider status on the personalisation framework in November 2015. 29 organisations were engaged throughout the process, with 13 becoming part of the personalisation provider list. There was also training on how to develop individual unit costings, the development of the Consortium database and marketing material.

A briefing session was held in partnership with the council regarding personalisation, needs and marketing within the context of personalisation in January 2014. There were 14 attendees from 12 different organisations. This was followed up with 'Marketing on a Page' workshops to provide further marketing expertise and support – these had 12 attendees from 10 organisations.

Impact

The project has had a long-term impact as it provided the *'backbone'* to the Salford Third Sector Consortium through the development of the database and cultivation of collaborative networks that have been invaluable in its growth. The funding provided a good platform for discussion and communication and enabled the Consortium to strengthen their learning and to strengthen their approach for future frameworks and tendering. The project has contributed to developing the role of local medium sized VCSE organisations in Salford in changing times. One of the board members said that *'it is such a fantastic notion, and understandably taking its time to embed'*.

This provided the infrastructure and knowledge to ensure that a wide range of voluntary, community and social enterprise sector organisations became involved in the new commissioning frameworks. Salford Third Sector Consortium successfully achieved approved provider status in November 2015 on a number of different lots. The hub facilitated this approach bringing together 13 organisations. There have been problems with the development of personalisation in Salford, but the Consortium are working closely with Salford Council to devise ways to overcome these barriers through a supportive relationship.

The project was funded through CCG Health and Well Being Fund in June 2014. The funding came at an important moment, as it kept a range of organisations engaged and ensured that there was momentum to continue. As a result of this opportunity and the development of the database, training and partnership development, the Consortium have successfully won contracts including 'Tech and Tea', an older people's digital skills project which has been funded through the Salford Together Integrated Care Programme. The Consortium also won an adult community learning project resourced through the Skills Funding Agency and City Council. There are now 85 members involved from a diverse range of organisations operating in Salford. Ultimately this means that the communities of Salford have a rich and diverse voluntary, community and social enterprise sector that will be able to meet the wide-range of different needs in the city. As a result, the sector will be more sustainable in the longer-term in a challenging fiscal climate.

By doing this work through the consortium there has been an increase in partnership working and collaboration between groups. Anecdotal evidence has shown improved informal networking and discussion between groups as a result of this work. For example, Groundwork have commissioned Start in Salford to build a yurt for them. Additionally, through working in partnership with different members, the Consortium have been able to deliver training to more individuals as well as providing a mechanism for the council and other agencies to engage effectively and provide support.

Monitoring

The monitoring process was seen as simple and effective, and allowed space to be able to identify what did work so well, which can be an important way to be able to generate effective learning moving on into the future.

Relationship Salford CVS

Salford CVS currently provide hub services for the Salford Third Sector Consortium under a service level agreement with the Consortium board, which is drawn from the membership and made up of managers of local voluntary sector organisations. There is an extremely strong relationship and it makes sense to have the partnership. It is important that this relationship is transparent, and the board of the Consortium are drawn from organisations across the city.

Measure of impact

The following analysis presents one measure of impact for Salford Third Sector Consortium's grant:

- Stakeholder: The key stakeholder group for Salford Third Sector Consortium's grant is 84 VCSE organisations;
- Outcome: A core outcome from the activities undertaken by Salford Third Sector Consortium through the grant award is informal networking for individuals;
- Number of individuals involved: at least 12 individuals have participated in the activities over 96 sessions;
- Metric: the Global Value Exchange suggests that worth of informal networking by charities is worth £81.90 per person per quarter (adjusted for inflation and currency change);
Source: <http://www.globalvaluexchange.org/valuations/8279e41d9e5e0bd8499f3f44>
- Value: the value of activities is therefore: £81.90 x 84 people (halved as there will have been some networking previously) x 4 (quarters). **This means additional networking, generated by the consortium, is worth £13,759.20.**
- Attribution: Not all the above benefit can be attributed to Salford Third Sector Consortium as other stakeholders may assist.

4.2.12 Case Study 12 – Mustard Tree

Introduction

Mustard Tree is a Greater Manchester charity committed to supporting the homeless and marginalised. There are in total about 30 staff across the organisation, and three charity shops in Little Hulton, Eccles and Ancoats. The largest of Mustard Tree's projects is the Freedom Project, which provides support over a 20 week programme for individuals that face a particularly high number of barriers to getting on in life.

The project funded by the grant was the Food Club. Mustard Tree had been acting as a food bank for a number of years, but felt that the process of giving out emergency food rations was undignified for many of the people they worked with. The Food Club is accessible to anyone on benefits or a low income of less than £100/week, and people pay £2 to pick ten items from a broad range of healthy food, which is calculated to add up to around £15-£25 in value. Mustard Tree works with Fareshare to acquire the food. There are recipe cards provided for Food Club each week, with the recipes depending on the food available.

Project Delivery

The Mustard Tree found out about grant programme via a presentation by Salford CVS. They already knew they wanted to start a Food Club, but applying for the grant helped them crystallise their ideas. The process for applying was straightforward and was felt like the Food Club to '*easily match*' the criteria. However, Mustard Tree noted that there were perhaps other activities, such as art classes, that would have also had an impact on wellbeing of beneficiaries, but these perhaps would not have passed the grant criteria. The grant did not fully fund the Club, as Mustard Tree provided the building, management and pays for some of the food. However, it did pay for equipment, fridges, and most staffing costs.

The Food Club is naturally linked to other activities delivered by Mustard Tree as it is ran alongside other initiatives. For example, at Little Hulton, it is run from the charity shop. At the time of the visit to the Food Club, one of the volunteers was also enrolled on the Freedom Project.

Impact

The grant enabled Mustard Tree to pilot the Food Club before fully establishing it and opening similar clubs in Ancoats and Eccles. The Food Club may not have been established at all without this initial funding.

Feedback from Food Club members has been extremely positive, and it is well regarded by the wider community. Interviews from Food Club members revealed that they value the healthiness of the food on offer. *'I know the food is really healthy. I taste it, I know it is really good food'*. One woman explained that she had experienced a heart attack last year. The doctor told her about the Food Club, and she appreciated that it meant she could afford to eat food that was good for her.

Interviews with parents revealed that the Food Club meant that they were not worried about being able to feed their children when they were struggling financially.

One of the Food Club members also volunteers at the Food Club as part of the Freedom Project. She recently moved to the UK and has found that helping at the Food Club has helped her with her English because she has to learn the name of different products and speak to people with different accents.

All the people interviewed also valued the friendliness and welcoming nature of the Food Club, and more widely the Little Hulton branch of Mustard Tree. One interviewee reported that it was a pleasure to visit and speak to the volunteers and staff. She had known some of the people working there all her life, and got on well with everybody *'It is really important for the community, it is here for everybody...even my [5 year old] son likes coming.'*

Monitoring

Mustard Tree reported that the monitoring process required for the grant had been very straightforward. They collect their own monitoring information, noting how many people attend the club on a daily basis, and qualitative feedback on how people find the Food Club. Monitoring has shown that many more people are accessing the Food Club than was originally anticipated. Between February and October 2015 the Food Club was hoping to secure 70 customers, but had 148 members by the end of October.

Relationship Salford CVS

The Mustard Tree have *'Always had a good relationship with the CVS. If anything this exercise reinforced it.'* The CVS supported the Mustard Tree with the application form and any queries that there were.

Measure of impact

The following analysis presents one measure of impact for Mustard Tree:

- Stakeholder: The key stakeholder group for Mustard Tree are the clients of the Food Club;
- Outcome: A core outcome from the activities undertaken by Mustard Tree is improved diet;
- Number of individuals involved: 148 regular visitors;
- Metric: the value of the food provided when compared to a shop is £2 compared to £20, hence an £18 difference;
- Value: the value of the food providers is therefore £18 x 1000 visits (estimated). **This means a value £18,000**
- Attribution: All of this can be attributed to Mustard Tree as the food would not have been provided otherwise.

4.2.13 Case Study 13 – Eccles Ladies All Rounders

Introduction

Eccles Ladies All Rounders are a voluntary group that provides activities for women in Eccles, Barton and Winton to have fun and increase their fitness. The group aim to support women to have improved health and general well-being, reduce social isolation and support people to have a wide range of personal relationships. The group also gets involved in supporting local good causes - for example collecting food to donate to foodbanks and the ladies ran the race for life together. The group also share community activities and services through their Facebook page such as quit smoking support and weight loss classes.

Project Delivery

Through the grant Eccles Ladies All Rounders received £492.09. This was used for rounders equipment, room hire, insurance, and electronic dartboard and team bibs. Through this, they were able to deliver a range of activities, including line dancing, indoor curling, circuit training in the winter and outdoor rounders in the summer.

Impact

All participants gained particularly through the physical activity and also coming together in a supportive friendship group. All the women involved have made new friends, which has been important to reduce social isolation. Women have reported that they now have a better social life and are more active. They meet every week as a group, and on average there are 16 women who attend.

The fund enabled Eccles Ladies All Rounders to purchase equipment that they needed and to rent premises for winter use, which has provided physical and emotional well-being for all involved. It has opened up opportunities to do sport that were previously unaffordable to some of the women. Through the development of a network of supportive women, the group now feel more confident and connected to their community. The Facebook group also extends this online so there is more support than the weekly meetings.

Monitoring

The chair of Eccles Ladies All Rounders said that the monitoring has probably put her off from applying for funds again, as it can be tedious filling in all the forms when the photographs on Facebook clearly evidenced that the activities had taken place and the equipment is still in use. It was felt that this was not proportionate considering it was a relatively small pot of funding.

Relationship with Salford CVS

Eccles Ladies All Rounders applied for the funding through the CVS, but didn't receive any particular support. This was because they didn't seek it, as they already receive support from the Eccles Neighbourhood Team. The chair felt that it is therefore difficult to judge the support available.

Measure of impact

The following analysis presents one measure of impact for Eccles Ladies All Rounders' grant:

- Stakeholder: The key stakeholder group for Eccles Ladies All Rounders' grant is 16 adults;
- Outcome: A core outcome from the activities undertaken by Eccles Ladies All Rounders through the grant award is improved social relationships;
- Number of individuals involved: 16 individuals participate on a weekly basis;
- Metric: the Global Value Exchange suggests that the cost of improving social relationships for older people (cost of a social relationships training course) is worth £658.00; adjusted for inflation £692.50:
Source: <http://www.globalvalueexchange.org/valuations/8279e41d9e5e0bd8499f565d>
- Value: the value of activities is therefore: £692.50 x 16 people. **This means a value generated of £11,080.**
- Attribution: Not all the above benefit can be attributed to Eccles Ladies All Rounders' as other stakeholders may assist.

4.2.14 Case Study 14 – Fiddlers Lane Mums and Dads Club

Introduction

There are 240 children on role at Fiddlers Lane School. There was very little parent engagement with no PTA in place. Fiddlers Lane is in one of the poorer parts of Salford. Aleksandra Zgrabczynska (k/a Ola) joined Fiddlers Lane as Parent Link Worker in 2013 and worked with about 30 families, struggling for materials and resources.

The Mums' and Dads' Club is now constituted as a Community Group with bank account and all Safeguarding protocols in place, taking on the role of the school's PTA.

Project Delivery

The Parent Link Worker held 33 (30 sessions in 2014/2015 and 28 sessions in 2015/2016) once a week parental engagement sessions on a Friday afternoon so that parents/carers spend time with children and engage with them via arts and creative activities. The sessions have included Arts & Crafts, Cooking, the Scrap Book project and an end of year loyalty scheme.

Examples of the sessions include, pebble painting to make paper weights (collected from Fleetwood), key rings, cork characters (provided by the Head Teacher), templates and snow drawings, 'Under the Sea' collages, Valentine's day cards, pasta and clay making. The Parent Link Worker also runs the school Facebook site and posts news about the next session and follow up photographs of the previous one on the school website. However, most of the engagement is done on a one-to-one basis, with teachers as well as parents.

The Parent Link Worker developed effective engagement activity including holding a 'Teas and Coffees Time' where parents could meet and talk. Organisations also attended these gatherings and talked about what they know, e.g. a Slimming World representative talked about healthy food and cooking.

Drawing on the Parent Link Worker's networking activity, the budget was greatly supplemented by parents and friends with materials (e.g. reward charts, pop-up cards, board games, plant seeds and plant diaries) and support.

Other activity has included contributing to a Celebration of Festivals, throughout the school year, some highlights have been International Christmas Market, Pumpkin Carving (very well attended). This is an important element of the school's activity and has consequently significantly increased parent engagement.

The project also held a community event in partnership with the Health Improvement Service.

Impact

The Mums' and Dads' Club is highly regarded in the school. The weekly session now attracts over 70 families on a regular basis, with a significant proportion of the school's children attending. The funding from the Grant Scheme has enabled Ola to provide a more interesting programme and plan her activities which then attracts more interest and conversation around the sessions.

This year has seen a dramatic increase in parent engagement for the school which ripples throughout the school. Ola has worked with the teachers to ensure she is complimenting the curriculum.

Ola quickly realised that many parents didn't know how to engage or play with their children. She has created a space for the parents and children to spend 'quality' time together. One teacher testimonial explained the impact on three boys in her class:

'Adore time spent with their parents, often awaiting the next session as if it were Christmas'

'Definite improvement in fine motor control. Using tools such as scissors, brushes and clay has helped with handwriting and pencil control.'

'The sessions reinforce the learning in the classroom, the Pop Up Book project allowed the children to apply skills and knowledge around phonics, storytelling and creativity.'

'The emotional and confidence building is seriously boosted by the pride of the work they produce and with their parents. Their self-esteem and self-worth takes a leap knowing that their parents want to spend time with them.'

Monitoring

As well as the Salford Grants Evaluation Forms, there is an overall Action Plan with each session planned and budgeted. Documented governance, attendance sheets and evaluation forms were filed and efficient. Although it had been difficult getting the evaluation forms back, repeat attendance demonstrates the value to the parents, as the children cannot attend without them.

The Bank account signatories do not include the Parent Link Worker so that there is transparency with the funding. All receipts were in order and accounted for. However, having to purchase through existing suppliers does compromise creativity and spending power.

Relationship Salford CVS

The Link Worker spoke highly of Salford CVS: '*very friendly, useful and helpful*'.

Measure of impact

The following analysis presents one measure of impact for Fiddlers Lane Mums and Dads Club's grant:

- Stakeholder: The key stakeholder group for Fiddlers Lane Mums and Dads Club's grant is 70 families and over 100 school children;
- Outcome: A core outcome from the activities undertaken by Fiddlers Lane Mums and Dads Club through the grant award, is the community's active support for the education of their children;
- Number of individuals involved: an additional 40 families have actively participated in school-related activities;
- Metric: the Global Value Exchange suggests that the cost of increasing parent involvement in school work is £435; adjusted for inflation this equates to £462; Source: <http://www.globalvaluexchange.org/valuations/8279e41d9e5e0bd8499f29c0>).
- Value: the value of activities is therefore at least: £462 x 40 people. **This means an additional value generated of £18,480**
- Attribution: Not all the above benefit can be attributed to Fiddlers Lane Mums and Dads Club as other stakeholders may assist.

4.2.15 Case Study 15 – Lark Hill Parents Club

Introduction

The Parent Forum received two grants. One from the Little Pot of Health Wellbeing (LPOHW) Fund Round 2 and the other from the Volunteer Expenses Fund. The volunteers that make up the Parents Club are parents and grandparents of children who attend Lark Hill Community Primary School and live in the local community. There are currently 15 volunteers who actively support the group.

There are 42 fast food businesses situated close to the school, and the area has one of the highest scores of tooth decay, with links to delays in phonics and speech. The families the Parents Club work with are the most vulnerable and find it difficult to access universal services.

The aim of the LPOHW grant project was to create a safe area for children and families at the school to learn about fruit and vegetables, plan healthy meals on a budget, and, linked to the school, offer new opportunities 'for adults and children to grow in self-esteem, confidence and healthy lifestyles.'

Project Delivery

The project delivered a number of gardening, cooking and nutrition advice sessions for parents and children. This included planting fruit trees, showing children how fruit grew, learning new skills around planting and gardening, with participants developing their confidence in naming fruit and vegetables. Parents were able to come together in the community garden and plan what to grow and how to use the produce. The fund also allowed the volunteers to purchase chopping boards, and kitchen utensils to help with the cooking club.

Parents attended slow cooker cooking classes using the produce from the garden to make healthy soups developing their own soup recipe book and holding a food festival for other parents to taste the soups and receive a free recipe book. Parents and children also worked with the Salford Health Improvement team working out how to do healthy cooking on a budget. Parents learned new skills around budgeting and food nutrition. Parents were not able to cook at first and self-reported they would re-heat processed food which was high in salt and fat.

Impact

The impact of the grant funding has enabled the group to grow and expand, to try new areas of work and link in with other organisations such as Salford Healthy Communities Collaborative, Langworthy Cornerstone, and a university food study.

The grant supported the parent forum to become more established and independent. They were able to grow in confidence completing level 1 & 2 in volunteering. The volunteers, by completing DBS checks, have now been able to get more involved in the school, with the curriculum and on school trips.

The hiring out of 20 slow cookers including recipes has brought real understanding to healthy eating, budget management and family meal times improving communication between the parents and children. Children have greater knowledge of growing fruit and vegetables.

Parents self-report they feel well supported and less anxious. Other parents have felt confident to engage in training. Some volunteers are now in employment due to attending the parent forum and engaging in training: *'I had been out of work since 2001, started to volunteer and now I have two part-time jobs'*.

Without the grant *'we would simply not be where we are now, with the success we have!'*

Monitoring

The monitoring process was considered to be just right. The evaluation was very important to the group, in order to demonstrate the work, they feel meets the gaps in provision due to cut backs in services in the local area. For example, there are not many clubs for children or parents which are free in the area.

Some parents have chosen to write about how the work has had a positive impact on their lives. The parent forum volunteer's record attendance and evaluations are shared from organisations such as job club, volunteering courses, ESOL and StART groups.

The blob tree has been recently introduced, which is an evaluation that children can take part in, this will help with future outcomes and evidence. The volunteers keep records of their personal achievements. Due to confidentiality reasons we cannot share children and families' evaluations.

Relationship Salford CVS

The Volunteers feel that Salford CVS believed in them and gave them the first step to independence to grow and expand their offer of support within the school and community. The support from CVS has taken a number of forms: financial support, training, and up to date information around volunteering and future potential programmes of work.

The relationships within the community and the school has attracted flexible and regular support including gifts of volunteer time.

Measure of impact

The following analysis presents one measure of impact for Lark Hill Parents Club's grant:

- Stakeholder: The key stakeholder group for Lark Hill Parents Club's grant is 100 plus families;
- Outcome: A core outcome from the activities undertaken by Lark Hill Parents Club improved diet and nutrition;
- Number of individuals involved: 100 plus families with 120 outdoor classes held;
- Metric: the Global Value Exchange suggests that the value of improving diet and nutrition (based on a study about access to better nutrition) is £400.40 per person per year, adjusted for inflation is £477.87;
source: <http://www.globalvaluexchange.org/valuations/8279e41d9e5e0bd8499f301b>
- Value: the value of activities is therefore: £477.87 x 100 people. **This means a value generated of £47,787**
- Attribution: Not all the above benefit can be attributed to Lark Hill Parents Club as other stakeholders may assist.

4.2.16 Case Study 16 – Broadoak Primary

Introduction

Broadoak Primary School is a large primary school of 420 children in the Worseley area of Salford. The school is reported to be in a predominantly middle class area. The majority of pupils are white British. There are 18 teachers in total, plus support and office staff.

Broadoak Primary School used the £2000 grant they received from Salford CVS to pay for a local company EdStart to come in and do fitness classes with the children. EdStart had developed an App which enabled children to track their personal fitness during PE, and the funding paid for EdStart to take the children for classes, as well as train up teachers on how to use the App so it had a sustainable impact should the relationship between EdStart and the school end. In total 13 schools in the area used the Salford CVS funding pot to pay for EdStart to work with them.

Project Delivery

Broadoak found the process of applying for the grant straightforward. EdStart supported them to complete it, and the guidelines were found to be very straightforward.

The fitness class was run once a week on a six week cycle for a total of 18 weeks. The EdStart team member came into to train the staff, and assess the children's fitness in weeks one and two and again at the end of the programme, in weeks 17 and 18. The fitness test consisted of a range of different exercises, including ones that need to be completed in pairs of two pupils. There was no competition between the children, the focus was about on improving your fitness by the end of the 18 week course. The children also kept a food diary as part of the course which they filled in at home.

Impact

The programme had a clear positive impact on the children's health and wellbeing. What was particularly encouraging was that children who had not previously enjoyed PE because they did not perform well when competing with classmates had really enjoyed the approach. *'I used to think everyone was better than me, but now I realise that everyone can do it and I can get better.'*

All the children recorded improvements in their overall fitness. Some of these improvements are described in 'monitoring' below. The teachers reported noting that some of the children seemed fitter overall, and had seen their class practising the exercises at break time. Interviews with the children indicated that they took what they had learnt about exercise and healthy eating home. One child reported that her family had now bought a blender and she was having smoothies with her family. She also reported doing the exercises with her family. Another child reported that her parents were buying more fruit now, and it all got eaten where as previously it had not.

Many of the children interviewed also reported feeling proud of themselves and what they had done, and being more determined. *'When I got tired I used to stop, now I just keep going because I know I can do it.'* The teacher felt that this attitude had influenced other aspects of their behaviour at school: many of the children seemed more *'tenacious'*. They had also enjoyed encouraging their friends to do well, and the teacher noted being impressed at how supportive they had been with each other.

The programme has been so successful that Broadoak have continued their relationship with EdStart, who continue to deliver the fitness sessions with the children.

Monitoring

The App enabled the school to record individual fitness data on each pupil at the start and the end of the 18 week programme. The monitoring tool collected scores for shuttle run, sit and reach, flexed arm hang, standing long jump and miller run, and a percentage improvement. All the pupils improved.

The EdStart coach noted that the schools in less affluent areas recorded lower starting scores than those in more affluent areas such as Broadoak, but then they had recorded greater improvements. In the future EdStart will be developing metrics to measure the four personality traits that feedback suggests the App supports: confidence, work ethic, goal setting, tenacity.

The school found the monitoring required by Salford CVS to be straightforward.

Relationship Salford CVS

The school or EdStart had not worked a great deal with the CVS previously, but found the experience positive as the CVS were available during the grant whenever they were needed.

Since the grant EdStart have met with Salford CCG about developing the App further. Other schools, such as one in Bury, are now looking to use the App.

In terms of improving the process in the future, it was suggested that schools could be contacted directly about it (they were not aware of this happening and found out about it via a Healthy Schools coordinator), and the call for proposals could be shifted earlier/after December, because at this time in the school year it is difficult for schools to coordinate.

Measure of impact

The following analysis presents one measure of impact for Broadoak Primary:

- Stakeholder: The key stakeholder group for Broadoak Primary is children;
- Outcome: A core outcome from the activities undertaken by Broadoak Primary is improved confidence;
- Number of individuals involved: 240 children were involved;
- Metric: the Global Value Exchange suggests that the cost of confidence training is £1,195 per person;
- Value: the value of activities is therefore: £1,195 x 240 people. **This means a saving of £286,800;**
- Attribution: Not all the above benefit can be attributed to Broadoak Primary as other stakeholders may assist in improving confidence.

4.3 Summary and extrapolation of impacts

For each of the impact evaluations detailed above, we have provided one metric of impact in relation to an outcome. These outcomes have sat across the themes of the qualitative impacts identified including around: volunteering, healthy eating, and reduced social isolation, for example. It is important to note that the figures presented are on the assumption that all the benefit is applicable to the organisation in receipt of the grant and the Programme. This will not be the case once issues of attribution, deadweight and displacement have been taken into account. However, this evaluation was designed as a means of giving a flavour of potential metrics in relation to one outcome for each project. A more formal CBA across a range of outcomes and metrics would require applicable metrics being built in at the outset of the Programme and monitoring of beneficiaries and other stakeholders throughout delivery.

We can however use the single metrics from individual impact evaluations to provide a cumulative impact value for those 16 projects in relation to the costs; and then subsequently extrapolate this to estimate for the Programme as a whole. This would need to be subjected to a wider array of outcomes, indicators and metrics, together with considerations of deadweight, displacement and attribution; with the below effectively providing a flavour.

Estimated impact across 16 projects and the Programme

- The total amount of grant awarded to the 16 projects chosen for impact evaluation was £94,056.09;
- The estimated total value derived for one metric for each of the 16 projects (without any consideration of deadweight, displacement or attribution) was £662,176.80;
- This means every £1 of grant award bringing £7.04 of value;
- The total amount awarded to projects as grant through the Salford Third Sector Fund Grants Programme was £1,613,081;
- Utilising the above estimated total values for the 16 impact evaluations, we can further estimate a total value from the Programme of **£11,356,090.24**.

5 CONTEXTUALISING THE FINDINGS

This section of the final report puts the research and findings into the context of current developments in Salford, links to developments in public health, the prioritisation in community-based care and support, the broader context of Greater Manchester’s Health and Social Care Devolution agenda, and the roll-out of the devolution Programme in Salford and elsewhere in Greater Manchester.

5.1 Greater Manchester

Greater Manchester and its constituent communities are embarking on a new journey over the next 20 years and beyond. The hope is that there are chances to address economic and health inequality (and their many interconnections) and to build effective strategies for dealing with our communities’ biggest challenges. With devolution there is a chance to re-look at what works and what does not work and understand the full range of mechanisms available.

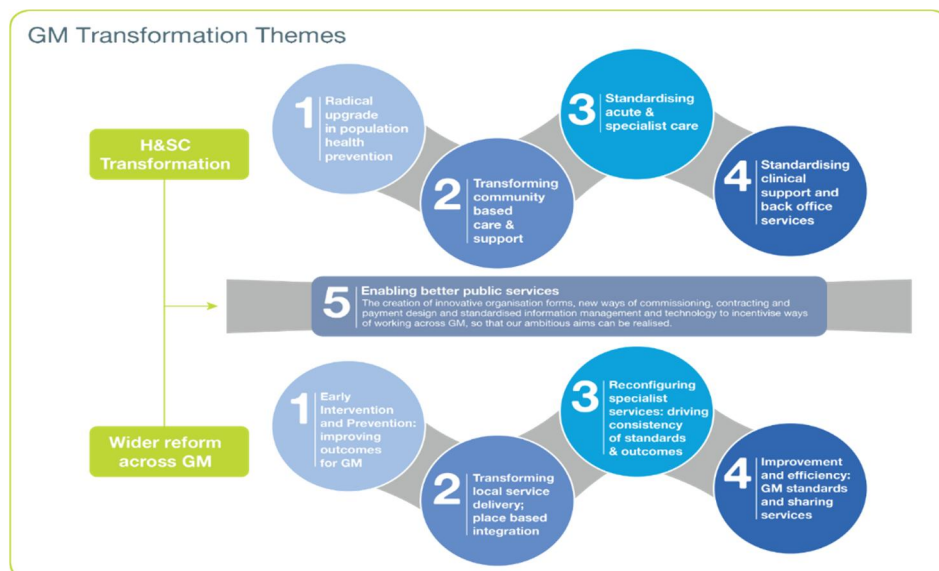
It goes without saying that there is little point to any of this if we do not quickly understand how we can prevent those intangible structures and relationships – that hold lives and communities together – from disintegrating; we need to quickly understand what small investments and acts can quietly hold a world together.

For too long activity with the local voluntary and community sector has been piecemeal and based on pet investments. It has also often both lacked strategic vision and even modest programmatic ambition.

We know from Greater Manchester’s reform, health and social care, and economic aspirations to benefit all, that there needs to be a shift in emphasis. The scale of the social and economic challenges alongside decreasing budgets mean that there is little choice. There needs to be more effective collaboration that draws on the best of all partners.

The diagram below summarises the main transformation themes moving forward and sets the strategic context for Greater Manchester over the next five years and arguably beyond. The key ambitions, in driving change, are to shift investment from acute and back office services to a radical upgrade in population health prevention, to transforming community based care, and developing cost-savings in acute and back office that could enable this shift in investment.

Figure 1: The transformation themes



The transformation fund will be a key enabler of change in itself. However, this is unlikely to be sufficient in itself due to the requirements as regards the scale of savings and the collective ambitions for improved outcomes. There needs to be more.

The findings of this report clearly indicate that there are number of avenues to explore in terms of how communities, the local VCSE sector, how the broader workforce could be redefined, how savings

could be generated, and significantly, how grants could be used as part of a coherent VCSE investment strategy – geared to these goals and ambitions – to generate sustainable transformation.

5.2 Salford Locality Plan

These challenges are mirrored in Salford's Locality Plan.

There is more money coming into the city and yet 70% live in highly deprived areas; 12,000 children live in poverty, and there's some of the worst health in the country with large differences in health and life expectancy: variations of 14 years within the borough. Added to this, if demand on services continues at the same levels, there will be a debt of £157m by 2021. Again, there is a clear need to create savings and generate transformative approaches.

The findings of the research into the Salford Third Sector Fund Grants Programme sits at the heart of the ambitions articulated in Salford's Locality Plan:

- ❑ Building on what is already in place: from the findings, we can see that grant investment in local communities, via the local VCSE sector – tied to strategic purpose, and building grassroots networks and networking – can be seen to generate savings and begin to address early demand;
- ❑ Giving communities, individuals and neighbours the chance to create ways to not only have a bigger role in looking after their own health but more significantly giving people the chance to create the necessary change so that they can truly take charge. We know from the findings of the Taking Charge workshops with 1,800 marginalised community groups that this is not about lack of willing, more about a lack of skills, and opportunity, where personal motivation often needs a small spark.
- ❑ Builds human and social capital that can create the cultures and behaviours capable of building on improvements in housing and investment; and that can connect personal wealth creation to communities. We know that health and economic strategies alone – if not joined up – cannot create mechanisms for addressing health and economic inequality. We have seen through the Salford Third Sector Fund Grants Programme the kind of tailored social innovation and networking that can address real coal-face challenges that do not hesitate to snake between silos and present barriers that cannot be addressed even at locality scale. We need tailored answers – as we see in the Salford Third Sector Fund Grants Programme - delivered at scale.

We know – and can clearly see now – that there is a strong and vibrant voluntary, community and social enterprise sector, with an efficient, well-led, and innovative, VCSE infrastructure agency – Salford CVS - embedded in local networks and VCSE activity. The Grant Programme has drawn on the CVS' relationships and success and in return, through support from the CCG, further embedded the CVS and helped to further knit together the sector.

Salford's sector is at a point where it can effectively engage communities and subtly link delivery to driving change. The Grants Programme is an enviable lever for driving change that could more clearly – through agreed, embedded, appropriate evaluation metrics – become a driver of sustainable strategy linked to addressing the barriers to community existence.

Given the ambitions of the Locality Plan, the Grants Programme, needs to be adroitly tuned – which we know it can be – to meeting its next set of challenges: driving community delivery, finding ways to build routes into health services and economic opportunities, innovatively linking people to primary care, building community knowledge, and using community spaces to connect people to accessible health checks and realistic strategies.

This time we need local partners to draw on a coherent set of ambitions for the work moving forward and that does not hesitate to think and measure how it may, by 2021, help increase life expectancy by 2 years, mean that 7,500 fewer people smoke and 5,000 fewer children live in poverty.

5.3 Across the City region

Salford's work sets out a template for how we might mobilise the 15,000 VCSE groups operating across Greater Manchester and combine this approach with the best developments coming through from community development activity from across the city region.

Often explicit within Locality Plans is the sense in which resilient communities (perhaps better defined by the New Economics Foundation as resourceful communities) will need to (in response to public service reform) and should (in order to develop a more inclusive democracy) play a greater part in their own futures.

Clearly we need to think about coherent strategies for investing in and making the most of what our communities have to offer and the role that the local VCSE can play in leveraging not only inclusive growth but in reducing health inequality.

Salford's work and Salford's partnership should take (and continue to take) a leading role in pushing for the kinds of sustainable transformation needed.

At the heart of Salford's Third Sector Fund Grants Programme, which – crucially - is connected to a broader collaborative approach to working strategically with the voluntary, community and social enterprise sector – is a thousand flowers blooming approach that maintains and cherishes the sector's roots into communities. It offers:

- ❑ ways to connect place, community assets and activity into transforming local need;
- ❑ a base of community action capable of choosing how to answer public service reform challenges;
- ❑ a whole new set of enabling tools for commissioners and strategic leads – linked into community assets - that can create additional community-driven change.

5.4 Conclusion

Salford's Third Sector Fund Grants Programme, coupled with a highly flexible and innovative programme of wraparound development support, has the opportunity to develop a series of answers to the challenges outlined in the strategies and evidence base that articulate Greater Manchester's evolving thinking.

Aim for 2020 of:

- ❑ People in Salford live 2 years longer;
- ❑ 7,500 fewer people smoke;
- ❑ 5,000 fewer children living in poverty.

5.5 Recommendations

The following represent recommendations which have been derived from the evidence gathered through the process and impact evaluations and through the contextualisation described above. The recommendations are organised according to the relevant stakeholder. There are four core stakeholders.

5.5.1 CCG and CVS

Recommendation 1 – roll out Programme for three years

CLES and VSNW recommend that NHS Salford CCG and Salford CVS roll out the Third Sector Fund Grants Programme for the next three years with an annual fund of £1million. The evaluation has demonstrated the effectiveness of both the partnership working between the CCG and the CVS and the individual and collective impact of the individual grants. A three year programme as opposed to a one year one enables sustainability for voluntary and community sector organisations in particular; and potentially encourages more voracious impacts and outcomes. The mechanics of the Programme in terms of roles and responsibilities should not change; however, consideration should be given to other types of activity and longer term grants.

Recommendation 2 – acknowledge key role of CVS

CLES and VSNW recommend that NHS Salford CCG acknowledge and promote the key role of Salford CVS in the Third Sector Fund Grants Programme. The evaluation has identified the competency of Salford CVS in managing the programme from design, through to panels, through to delivery; in engaging with the voluntary and community sector and also schools; in strategically developing the capacity of the voluntary and community sector; and in contributing toward health and well-being and

economic outcomes and in reducing demand for services. Salford CVS is at the forefront of progressive voluntary and community sector work in the UK.

Recommendation 3 – recognise importance of grant-making

CLES and VSNW recommend that NHS Salford CCG recognise the importance of grant making for the voluntary and community sector. This evaluation has demonstrated that grant making is important in developing the skills and aptitude of small organisations; in progressing small organisations on the journey towards commissioning and consortia development; in delivering outputs and outcomes around health and well-being; and importantly in achieving value for money and a range of wider fiscal benefits. The roll out of the programme for three years would effectively be recognition of this importance.

Recommendation 4 – develop more effective monitoring and evaluation

CLES and VSNW recommend that NHS Salford CCG and Salford CVS develop a more effective means of monitoring and evaluating the Third Sector Fund Grants Programme. This is one area where this evaluation has highlighted the need for improvement. Monitoring and evaluation needs to be built in from the outset of the programme for the next three years. This means having an evaluation framework in place; building outcome consideration into the application process; having ongoing collection of data throughout delivery of activities; and a more effective CBA approach in place. This will mean that evaluation will take place throughout the delivery of the Programme, rather than towards the end.

5.5.2 Place organisations

Recommendation 5 – embed wider understanding of value of grants

Grant-making should not just be the domain of the CCG and CVS, but should be recognised across the diversity of organisations in place. CLES and VSNW therefore recommend that the findings of this evaluation are disseminated widely across place based organisations in Salford and wider Greater Manchester. This should include Salford City Council and the Health and Social Care devolution agenda. The purpose of this is again to demonstrate the importance and value of grant-making with the voluntary and community sector and other organisations.

Recommendation 6 – join up the Programme to other agendas

CLES and VSNW recommend that the roll out of the Third Sector Fund Grants Programme becomes more closely aligned to other agendas and priorities in Salford. This evaluation has recognised that the Third Sector Fund Grants Programme has an impact across a range of agendas including health and well-being, public health and economic development and that there is scope for this to be widened. This means that the Programme should be joined up specifically with the evidence and objectives detailed in the Locality Plan, the activities of Salford City Council and other health and social care providers.

5.5.3 Community

Recommendation 7 – ramp up the voluntary and community sector

This evaluation has demonstrated the important role that the voluntary and community sector plays in Salford in a range of activities. However, there is a gap in terms of Salford having a voluntary and community sector strategy, demonstrating this diversity of activities and contribution to agendas. CLES and VSNW therefore recommend that Salford CVS continues to enable voluntary and community sector organisations to innovate, work collaboratively, reduce demand and answer health and social care challenges by developing a ramped up voluntary and community sector strategy. This should be developed in a coordinated way with the sector itself, NHS Salford CCG, and Salford City Council.

5.5.4 Greater Manchester

Recommendation 8 – Promote values of Programme across Greater Manchester

CLES and VSNW recommend that NHS Salford CCG and Salford CVS promote the findings of this evaluation and the effectiveness of the Programme to the Greater Manchester devolution agenda. This is to ensure that Greater Manchester has an appreciation of the value of collaborative and cross-sector working around health and well-being, which is framed by a realisation that grants can be a valued starting point in the development of strategic voluntary and community sector working. It is also to ensure that the activity in Salford is seen in the context of a viable transformation strategy linked to the Taking Charge, GM Health and Social Care Strategy. Namely that Salford's developing work is seen

as an “enabling” means and an end in: developing a radical upgrade in population health prevention; and transforming community based care and support.

APPENDIX 1

Consultees

CONSULTEES

Individuals and organisations have been consulted at various stages in the development of this final report. In terms of the development of the evaluation framework and the process evaluation, the following have been consulted upon both:

- ❑ Alison Page, Chief Executive, Salford CVS;
- ❑ Kirsten Blackwood, Deputy Chief Executive, Salford CVS;
- ❑ Kalima Patel, Development Worker, Salford CVS;
- ❑ Dr Hamish Steadman, Chair, NHS Salford CCG;
- ❑ Karen Proctor, Director of Commissioning, NHS Salford CCG;
- ❑ Karen Richardson, Head of Service Improvement (Partnerships), NHS Salford CCG;
- ❑ Steve Dixon, Chief Finance Officer, NHS Salford CCG;

In terms of the process evaluation, the following panel members have been consulted:

- ❑ Hilary Pollard, Teenage Parent Worker, Salford City Council;
- ❑ Kim Major, Interim Consultant – Service Improvement Team, NHS Salford CCG;
- ❑ Leo Clifton, Volunteer Coordinator, Salford Royal Hospital;
- ❑ Claire Roberts, Volunteering Development Manager, Salford CVS;
- ❑ Anne Lythgoe, Manager of Policy and Partnerships, Salford City Council;
- ❑ Siobhan Foley, Volunteering Co-coordinator (Older People), Salford CVS;
- ❑ Michelle Whittaker, Public Health Strategic Manager, Salford City Council;
- ❑ Louise Murray, Deputy Chief Executive Salford CVS;
- ❑ Julia Spencer, Student Engagement Officer, University of Salford;

In terms of the impact evaluation, the following grant recipients have been consulted (to date):

- ❑ Lisa Mok, Wai Yin Society;
- ❑ Aderonke Apata, African Rainbow Family;
- ❑ Serena Rice, Salford Heart Care;
- ❑ Thomas Lever, Lower Kersal Young People's Group;
- ❑ Michelle Dennett, Development Manager, Start in Salford;
- ❑ Kush Chottera, Chief Executive, Europaia;
- ❑ Sue Caudle, Artistic Director, DIY Theatre CIC;
- ❑ Emma Goswell, Projects Manager, GAYDIO;
- ❑ Clare Campbell, St Charles Primary School;
- ❑ Christine Hudson, St Augustine's.

APPENDIX 2

Guide for impact evaluation

GUIDE FOR IMPACT EVALUATION

The following is a suggested means for undertaking the impact evaluation activities with each grant/project. It is accompanied with links to key documentation and lines of inquiry for utilising during consultation:

Step 1 – get to know your grant/project

On the CLES server there is already information about each grant awarded through the Salford Third Sector Fund Grants Programme. This is broken down by pot and includes contact information and key outputs derived through the exploration of monitoring forms. The first step is therefore to get to know each grant/project.

Step 2 – contact the lead person for each grant/project

On the server there is a spreadsheet with contact details for each of the grants/projects and some suggested text for emails to the key contact for each grant/project. This can be used to make initial contact.

Step 3 – meet the lead person for each grant/project

The third step is to meet up with the lead person for each grant/project and have a discussion which first answers the following questions:

- 1) Please tell me a little bit about your organisation? What do you do? How many staff/volunteers do you have? What is the focus of your project activities? Where do you operate?
- 2) Please tell me a little bit about the grant you received from Salford CVS? What was the focus of it? What were you looking to achieve? Why did you apply for it?
- 3) How did you find the process of bidding for the grant funding? Was it arduous or straightforward? How did you find out about the grants programme? What did you think about the panel process for making awards?
- 4) What types of activities did you undertake utilising the grant? How many people were involved? What wider stakeholders were engaged?
- 5) Did you look to link the grant to other activities that your organisation undertakes? Did you match it to other additional funding?
- 6) What do you think has been the impact of the grant funding upon your organisation? How has your organisation been able to evolve your working practices? To what extent has it assisted your capacity and capability?
- 7) What do you think has been the impact of the grant funding upon your beneficiaries? How have beneficiaries benefited from the grants programme?
- 8) What do you think has been the impact of the grant funding upon the communities you work within?
- 9) What do you think has been the impact of the grant funding upon health and well-being outcomes?
- 10) How much of this do you think is directly attributable to the third sector grant programme?
- 11) What is it about the grants programme/project that has enabled this outcome to be achieved (e.g. is it the knowledgeable/approachable staff, extra capacity building and support, flexibility of grant/project)?
- 12) Are there any other additional unexpected beneficiary organisations/groups of people (e.g. another organisation in the area that have benefitted from increased capacity of grant receiving knowledge, family of beneficiary)
- 13) Imagine that you had not received the grant/not started attending the project. How would things be different to how they are now? For example, would the project still have taken place/would you be doing the same things and feel the same way you do now?

- 14) Have there been any negative outcomes of being awarded the grant/taking part in the project (e.g. the time it has taken to fill in monitoring forms has taken away from delivering other projects, my benefits stopped because I was volunteering too much)?
- 15) How has it been working with Salford CVS? How have you engaged with them? What support has been provided? How have you found the monitoring process?
- 16) What have been the key barriers and challenges associated with the grants? How has the grant funding affected your ability to engage with the CVS and CCG?
- 17) How have you recorded impact? Have resources been sufficient to enable you to meet your aspired outcomes?
- 18) Have you done any of your own evaluation activities as to the impact of the grant? If so can you share that information with me?
- 19) How do you think the Third Sector Fund Grants Programme should operate in the future? What are the key positives and negatives? What could be improved?

The second part of the discussion with the lead person is to identify a time and date when you go and meet some beneficiaries associated with the grant/project; and also to assess whether there are any further stakeholders you could speak to as part of the consultation which may be able to provide a viewpoint on the impact of the Third Sector Fund Grants Programme and the specific grant/project.

Step 4 – meet with beneficiaries

The fourth step is to meet up with beneficiaries associated with the project/grant. Consultation can be done on a one to one basis or through focus groups or other methods. The focus of consultation with beneficiaries should involve the following questions:

- 1) How did you get involved with the project? Why did you get involved? What types of activities have you been undertaking as part of the project? How long have you been involved for?
- 2) How was your health and well-being before you got involved with the project? (use outcomes star type scoring to explore specific issues relevant to project – e.g. healthy eating)
- 3) How has involvement in the project impacted on you? How have you changed? How has your health and well-being changed? How has it affected other issues you may face (employment and skills, for example) (again use outcomes star type scoring to highlight change)
- 4) How effective have the organisation running the project been? What have been the key positives and negatives and what could be improved?

Step 5 – discussions with wider stakeholders

The fifth step is to have discussions with wider stakeholders (if suggested by the grant/project). This could be undertaken through quick telephone interviews. The questions should include:

- 1) How have you been involved in the grant/project? How do its activities align to those of your organisation?
- 2) What impact do you think the grant/project has had? Upon the organisation in receipt of the grant? Upon your organisation? Upon beneficiaries? Upon communities? Upon health and well-being?
- 3) What involvement have you had with the wider Third Sector Fund Grants Programme? To what extent has the programme provided Strategic Added Value (SAV)? Has it enabled a new way of working?
- 4) How do you think the programme should be rolled out in the future?

Step 6 – write into case study

The final step is to write the findings of your consultation. All case studies should follow the same format and relate back to the evaluation framework and the questions asked above and include the following sections:

- ❑ About the grant/project; key activities; funding levels; aims and objectives;
- ❑ About the impact of the grant/project; upon beneficiaries; upon organisations; upon communities; upon health and well-being;
- ❑ About the future; linkages to wider agendas; impact upon wider stakeholder; taking the grant/project forward.

Information gathered about the process associated with the grant and thoughts upon the wider programme should also be written up in bullet form, for inclusion in other parts of the report.