

BRIGHTON AND HOVE CITY COUNCIL
AND BRIGHTON AND HOVE CLINICAL
COMMISSIONING GROUP

THIRD SECTOR COMMISSION
2017-2020
FINAL EVALUATION

January 2021



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1. Executive summary

- 1.1 This independent evaluation was commissioned by Brighton and Hove City Council and Brighton and Hove Clinical Commissioning Group (CCG). It is a final evaluation of the Third Sector Commission (TCS) funding programme 2017-2020.
- 1.2 The development of the Third Sector Commission process started in 2016 following extensive consultation with the sector. This funding programme was based on this consultation and resulted in the Third Sector Commissioning Prospectus 2017 -2020, which was published by the City Council and the CCG in September 2016 to elicit applications from the sector.
- 1.3 The Prospectus was innovative and novel as it set out a series of strategic outcomes. The sector was asked to develop partnerships that would deliver activities to meet these outcomes and hence support the priorities of the council and the CCG. Partnerships were formed that made applications which set targets that were agreed, following assessment, and that became part of each partnership's grant agreement.

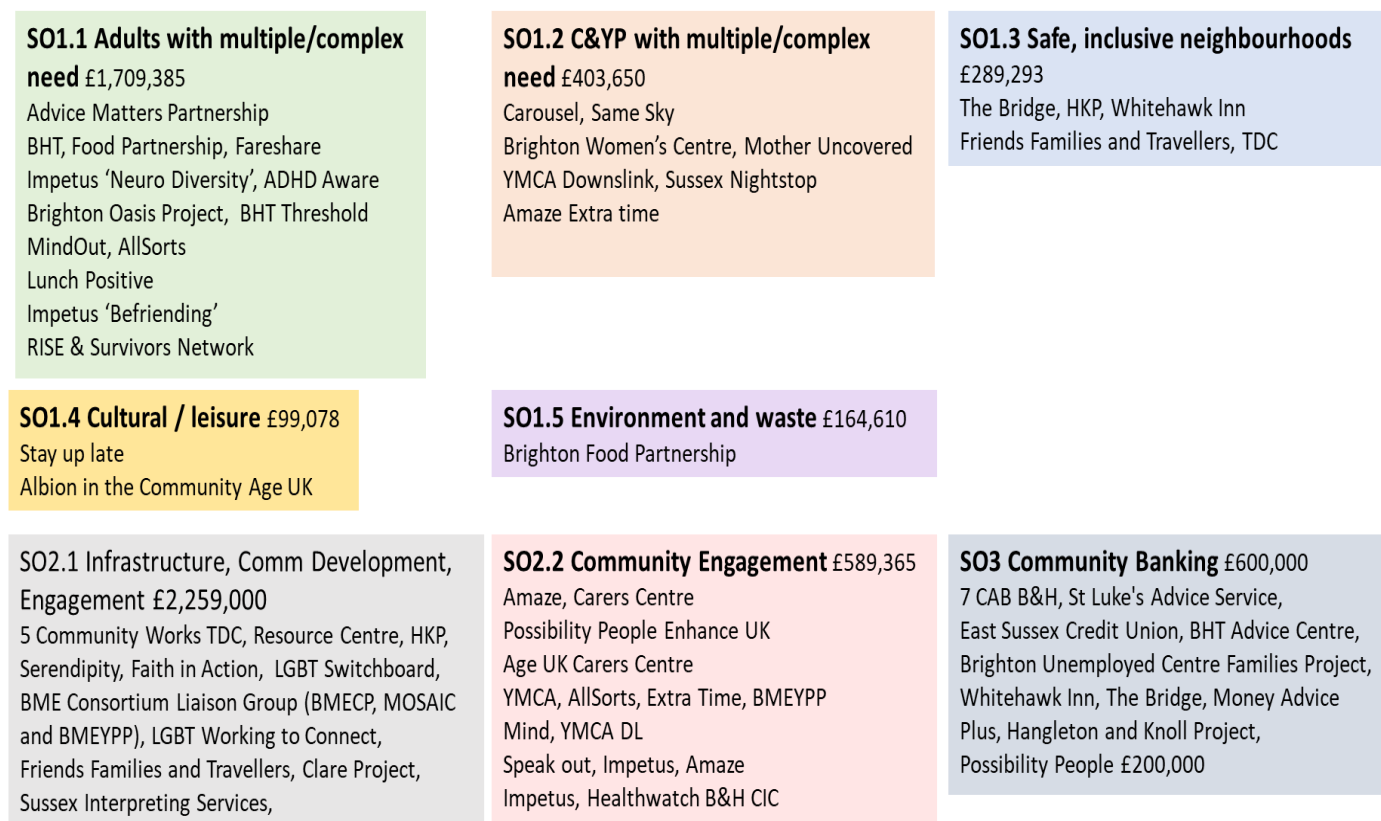
Headline Outcomes

- 1.4 Outcomes were a central focus of the TSC and the range and diversity of outcomes has been extensive. TSC has supported activity that has impacted on a wide cross section of the community and which has focused on **people with multiple and complex needs**. Indeed, partnerships have reported that in the most of cases these needs were greater and more complex than was anticipated at the bidding stage.
- 1.5 Partnerships have provided evidence of the financial leverage and added value they have been able to generate. Over the three years of the funding programme £6.11M was allocated through the TSC, a **further £30.8M was generated by partnerships**, through finance that partners had secured in contracts and through additional funding applications. This shows that between 2017 and 2020 there was a ratio of levered in funds where **for every £1 of TSC funding a further £5.04 was secured through additional/external resource generated**. This is an extremely strong level of leverage, showing excellent return on investment for the council, the CCG and local residents.
- 1.6 Partnerships set targets for the numbers of people they would provide services for in all years and collectively this target has been exceeded. The target set was for 75,849 residents of the city to benefit from activity, however across all three years of the programme, monitoring information has shown that, **110,642 residents benefitted**, exceeding the target by 146%. Interestingly this equates to 38% of the city's population. The number of times that these residents participated in services was even greater with **484,532 sessions of activity**, this shows a strong volume of individual impact.
- 1.7 The number of residents that benefited from services funded by the programme and the frequency of their participation can also be used to assess the programmes value for money, in terms of the subsidy provided per head of beneficiary. Between 2017 and

2020 the subsidy per head of beneficiaries based on the TSC budget that delivered services was **£19.48/beneficiary** and **£10.31/beneficiary episode**¹.

Key partnership findings

- 1.8 26 partnerships were funded by the TSC between 2017 and 2020. An outline of the partnerships supported set against each strategic objective and their annual funding allocation is set out in the diagram below:



- 1.9 Across the 26 funded partnerships, some new and existing collaborations were formalised. Many of the partnerships have **worked together beyond the TSC** and are building new and innovative way to work and are developing new funding streams, providing added value for residents of the city.
- 1.10 The council and CCG accepted proposals for third sector partnerships that made a case for **core funding**. Some of this core funding is resourcing Chief Officers, buildings and running costs enabling partnerships to work more strategically and to build the capacity of the partnership and the organisations within them. The commitment of the city council and CCG to support the core funding requirements of the third sector should be applauded, showing an understanding of the sectors need for sustainability and growth.
- 1.11 Some partnerships were more **service delivery** orientated providing access to one-to-one advice, guidance and information, therapeutic support counseling and key worker

¹ This only relates to those projects delivering 'beneficiary focused services' under Strategic Objective 1.1 to 1.5 and Strategic Outcome 3

support to enable residents to maximise benefits. Some of these people have benefitted from a diverse range of interventions including:

- Advice, guidance and information for the most vulnerable across the city
- Tackling food poverty, and distributing food amongst the homeless
- Targeted mental health and wellbeing support for those with Asperger's Syndrome and ADHD
- Support for women and families affected by substance misuse
- Supporting the mental health and wellbeing of adults and young people from the city's the LGBTQ community
- HIV support and wellbeing
- Reducing social isolation through befriending
- Support for victims of domestic violence and survivors of sexual assault
- Arts programmes with young people with learning disabilities
- Women and families with complex needs
- LGBTQ young people with housing needs
- Support for SEND children and parents
- Coordination and support of the city's community learning partnerships
- Targeted work with Gypsy and Traveller communities
- Support for people with learning difficulties to participate in social activities
- Physical activity for older people particularly those with cancer
- Reduction in food waste, improved spare food distribution and improved nutritional advice and partnership support to secure better food waste outcomes
- Financial advice, support, education, capacity building for local residents that are financially excluded

- 1.12 Arguably the **sector is better placed** to target resources to the specific communities of need and as such has delivered interventions that are valuable to the communities themselves and therefore valuable to the council and CCG.
- 1.13 The delivery of services through the community infrastructure, community development and community engagement strands have also had significant benefits to the sector as a whole. This has particularly **supported smaller community and voluntary organisations** that have received relevant and bespoke support. The need to build the capacity and capability of these smaller groups is constant, and the TSC has enabled this to happen through both place based and community of interest based work.
- 1.14 The community development programme has delivered **neighbourhood action planning and supported the Healthy Neighbourhood Fund**. It has enabled the engagement of local communities and given residents the capability to link into local services and to co- produce relevant and deliverable responses to local needs and priorities. This work is critical to the sustainability of local communities.
- 1.15 The community engagement programme has supported both the council and CCG to effectively **engage 11 communities of interest in the city** and to build a clear

perspective as to the views and priorities of these groups. It equally meets the statutory requirement for community engagement and has supported specific consultations and engagement priorities for both the council and CCG.

TSC Summary findings

- 1.16 A focus of this evaluation is an assessment of the extent to which the TSC has met the **priorities of the city council and CCG**. This can be confirmed in two ways. Firstly, the design of the TSC was based on the priorities and needs assessments of both organisations and as such the Prospectus reflected these priorities. Secondly, the delivery of the Prospectus through the application and funding process and subsequently through the monitoring of partnerships has demonstrated that activities are aligned to the priorities of the council and the CCG.
- 1.17 The TSC has provided many opportunities and has clearly delivered strong levels of **social value** to the city. Partnerships have reported many examples of social value including:
- Training and employment, internships, student placements and volunteering
 - Health gain via the reduction of risk of social exclusion and isolation and by building resilience, independence and connections
 - Improvement in our environmental footprint through waste reduction
 - Purchasing with local businesses and inter-sector collaboration
 - In kind contributions and volunteer hours
 - Increased funding to the city
- 1.18 TSC has provided a **secure three-year funding** programme for the third sector which has enabled them to plan resources and build their capability to deliver services to communities with multiple sets of need. Indeed, the allocation of core funding has enabled partnerships to develop **innovative approaches to engaging communities with multiple needs** developing a wider set of preventative services and supporting public sector efficiencies.
- 1.19 TSC has been successful in **safeguarding the commitment of the city council and CCG to support a thriving community and voluntary sector**. The aim to secure the benefits the sector can deliver to the community has been proven by the large volume of outputs and outcomes that the programme has generated.
- 1.20 Some partnerships have fared better than others but collectively it is evident that the sector has supported communities in a constantly changing and demanding environment. TSC has supported services for individuals and communities that are experiencing complex health, social and economic needs. Indeed, evidence from the service user surveys conducted has shown that it has helped **many people to be more resilient, tackling social isolation and supporting people in their pursuit of improved health and wellbeing**.
- 1.21 There are some aspects of the programme which could be addressed going forward in particular some fine tuning of monitoring and reporting, feedback to the community of

completed engagement activity and a refreshing of the future application process. However, in summary TSC has had a **strong and positive impact on the third sector and residents in the city**. The programme has supported the third sector to be much more sustainable so that it will continue to support people to become healthier, more resilient, better engaged and equipped to fulfil their potential and to have better life experiences.

2. Aims of the evaluation and methodology

2.1 This evaluation was commissioned by Brighton and Hove City Council (BHCC) and Brighton and Hove Clinical Commissioning Group (BHCCG) in February 2018. The work started in April 2018 and was completed in 2020. This report is the final part of a two-part evaluation, firstly of the Third Sector Commission programme following its first year of completion, and now the final evaluation of the three years of the Third Sector Commission (TSC).

Aims of the evaluation

2.2 The aims of this evaluation are to assess:

- the impact of the commissioned partnerships for residents of Brighton and Hove with specific reference to value for money and social value
- the impact of the partnership working requirement of the commission for the commissioned providers and the commissioned outcomes
- the extent to which the commission contributes to and reflects BHCC and BHCCG strategic priorities
- the impact of collaborative commissioning processes across the Council and CCG on the commission
- the effectiveness of the commission's monitoring, evaluation and grant management processes

2.3 The brief for this evaluation sought to devise and implement a methodology that will:

- collate years one, two and three (2017-2020) monitoring data from the 26 commissioned partnerships
- provided reports on individual partnerships' progress against outcomes
- collate feedback on benefits to residents of the city and assess social, economic, health and wellbeing impact
- gather data from commissioned organisations on partnership working and its effectiveness
- provide examples (case studies) of partnership working 'best practice'
- attend and participate in learning events organised by infrastructure organisation
- attend and participate in meetings with evaluation steering group
- attend and participate in meetings with university partners
- demonstrate levels of progress against BHCC and BHCCG strategic priorities

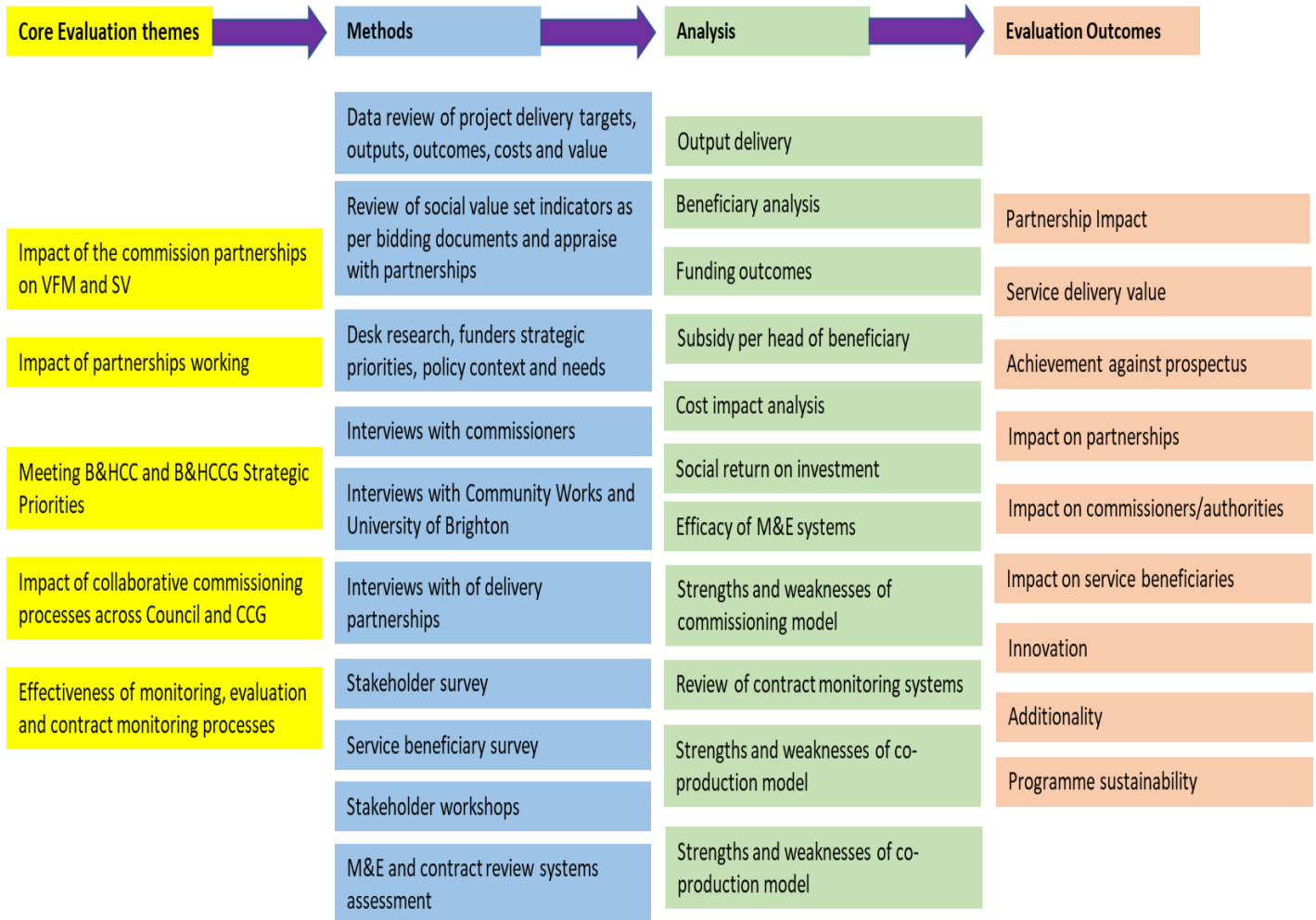
Methodology

2.4 The format of the evaluation of this project took shape through discussions with the TSC Evaluation Steering Group which was made up of Emma McDermott (BHCC), John

Reading (BHCC), Donna Edmead (BHCC), Jane Lodge (BHCCG), Jessica Sumner (Community Works), Dr Mary Darking (University of Brighton) and Sam Warren (BHCC).

2.5 The diagram below sets out the agreed evaluation framework following discussions with the steering group. However, through the course of the evaluation it was agreed to use existing stakeholder and beneficiary surveys that the partnerships engaged in the TSC were already completing and to compliment these with interviews with stakeholders and comprehensive background desk research and data review.

Chart 1: Evaluation framework

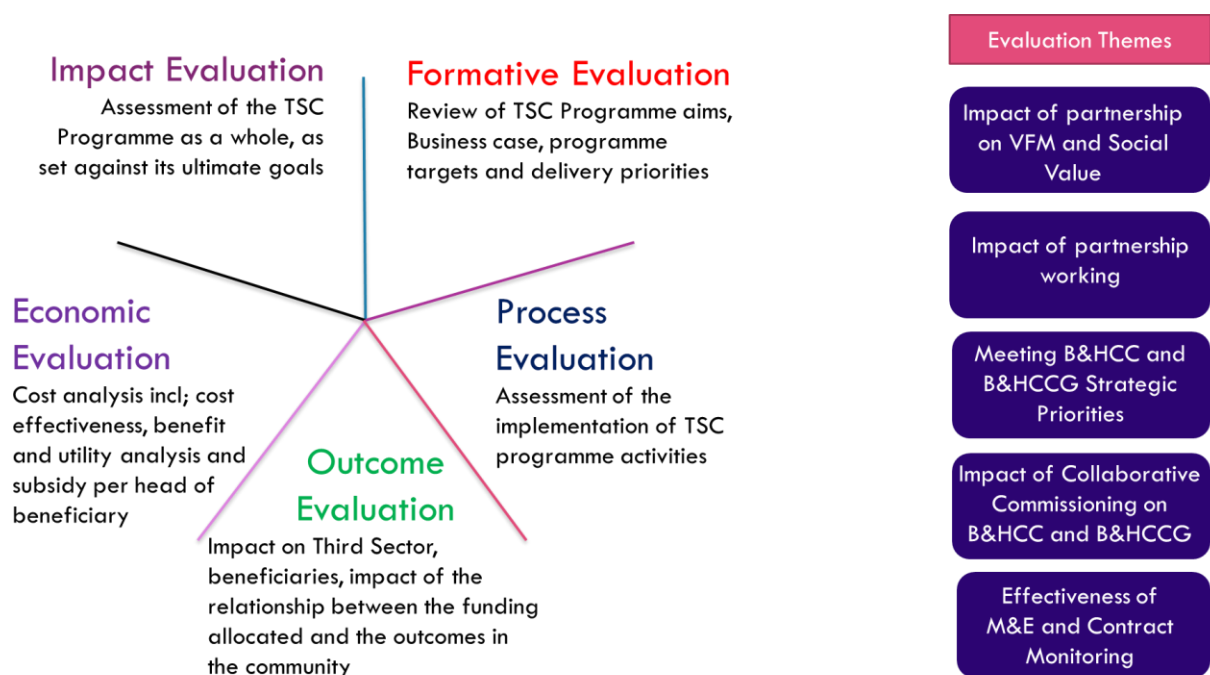


2.6 Essentially this framework sought to address the core lines of inquiry as set by the aims of this evaluation. To this end, and critically where data is available the analysis emerging from this methodology will address the following:

- TSC wide and Partnership Output and Outcome delivery
- A review of the beneficiaries the programme has benefitted and a review if these are reflected in the actual outcomes of the programme
- A review of the perceptions of beneficiaries engaged in partnerships
- Review of the context of TSC funding particularly including a basic level of cost impact analysis
- A review of subsidy per head of beneficiary
- A review of social value created
- A review of the efficacy of partnership monitoring and evaluation systems
- A review of the strengths and weaknesses of the commissioning model
- A review of contract monitoring systems
- A review of the strengths and weaknesses of the 'co-production' model

2.7 The diagram below identifies five phases of the evaluation and seeks to identify the range of the evaluation and its particular complexities of the evaluation process.

Chart 2: Evaluation phases



2.8 The diagram above shows that there will be evaluation not just of TSC as is has been in its three years of operation but also as it has emerged from its concept, through the prospectus, the allocation and decision-making process, to then review processes, outcomes and impact both across the programme as a whole but also its economic value to the city.

3. Context

Communities and Third Sector Commissioning Prospectus 2017 -2020

- 3.1 Brighton and Hove has a vibrant Voluntary and Community Sector that in the period prior to the first year of this evaluation attracted in excess of £3,355,762 of funding from outside the city (Source: 360Giving). This funding, when combined with statutory sector funding, promotes conditions for social innovation that are rarely found outside the capital City (Civil Society Almanac 2018). As such, the sector has evolved a productive relationship with the council and CCG who in 2013 were estimated to fund approximately 29% of sector grants and contracts at that time. There have been significant reductions in local authority and National Health Service (NHS) funding since 2013 and so going forward this proportion is likely to be lower. Both the social and economic value that the sector contributes are therefore subject to 'multiplier effects' that enable the city to experience far more value from statutory funding commitments than in other parts of the country.
- 3.2 In 2016 the council and the CCG reviewed its third sector investment and commissioning arrangements to ensure they are delivering maximum value for money, meeting community need and effectively supporting the Voluntary and Community Sector to continue to improve and thrive. In doing this the council at its Neighbourhoods, Inclusion, Communities and Equality Committee in July 2016 agreed a Third Sector Investment Programme which has two constituent parts: a three-year Third Sector Commissioning Prospectus and an annual Communities Fund. This evaluation report is an evaluation of the Third Sector Commissioning Prospectus (C&TSP) commonly known as the Third Sector Commission (TSC).
- 3.3 The Third Sector Commissioning Prospectus 2017-2020 built on the achievements and learning from the council's discretionary grant programme, the Financial Inclusion Commission, the Communities and Third Sector Commission 2014-2017 and other relevant commissions.
- 3.4 It was developed in collaboration with the Voluntary and Community Sector (VCS) through a range of meetings and discussions between October 2014 and June 2016 including dialogue specifically with current commissioned providers, large events open to CVS organisations of all sizes, and locality-based evening drop-ins for small groups facilitated by community development providers.
- 3.5 The Prospectus focused on key outcomes for the city influenced by the Joint Strategic Needs Assessment (JSNA) and the findings of the Independent Fairness Commission. This meant that council and the CCG moved away from their current funding model which is directed more to service areas and towards an outcome-based funding model.
- 3.6 Commissioning through the Prospectus sought to offer a fair and transparent procurement process that integrates a sub-set of council and CCG service needs in order to present the sector with a single funding mechanism to interact with rather than multiple, smaller funding mechanisms.
- 3.7 Organisations applying to the 2017-2020 Prospectus were encouraged to develop partnership-based delivery models designed around the achievement of agreed

outcomes. It aimed to build on the strengths of the third sector, to innovate in response to need, embrace diversity, promote inclusivity and generate social and economic value. The Prospectus sought to remove barriers to innovation and promote relationship-building within the sector, enabling community-based responses to issues. Underpinning the new programme is a set of principles co-produced with the VCS since October 2014 which emphasised standards of accountability, transparency and best use of resources, with ultimate success being measured on improving outcomes for residents.

- 3.8 A focus on outcomes was a central tenet of the Third Sector Commission. The Prospectus enabled a framework of funding outcomes to be co-developed with the sector. As part of the application process organisations developed their own outcome measures in line with the strategic objectives of the programme. This was necessary in order that outcomes reflected the VCS view of the needs and assets of beneficiary groups they work with enabling the positive changes which are important to people both individually and as a community to become visible.
- 3.9 The TSC therefore shifted the focus from processes and outputs such as numbers of service users, opening hours or website hits to the impact on people's lives and their experience of the services which they use and the degree to which those services enabled them to experience positive change. There was a particular commitment to align the work of the TSC to core citywide strategies including the council's Corporate Plan, Adult Social Care Direction of Travel 2016-20, the council's Communities and Third Sector Policy & Community Development Strategy, the findings of the Fairness Commission, the council's commitment to its Equalities Duty as expressed through the Equalities Act 2010 and the Public Services (Social Value) Act 2012.

Objectives of TSC

- 3.10 Through the Prospectus the council and the CCG invested in strategic partnerships between third sector organisations that throughout the programme has brought significant changes for beneficiaries in the following areas:
- **Strategic Outcomes** – Investment to fund core and or project costs between two or more third sector organisations that are working or starting to work in partnership to deliver against one of the stated strategic outcomes.
 - **Third Sector Infrastructure** –To ensure that Brighton and Hove's third sector groups and organisations in the city have access to high quality, local infrastructure support which will enable them to be more effective, equitable, efficient and sustainable in delivering change for citizens in the city.

- **Community Development** – Delivers high quality community development provision, using an asset-based approach that improves community health and well-being, resilience and builds social value.
- **Community Engagement** - To enable effective engagement with marginalised groups and communities and people not already involved, so that communities are better able to inform council and CCG decision making.
- **Community Banking Partnership** – To enable not-for-profit organisations in the city to deliver a Community Banking Partnership which integrates provision to low income households and includes the provision of money advice, access to banking, credit, deposit, education in terms of financial capacity, food and fuel efficiency.

3.11 There was a set of principles co-developed with the sector in relation to which applicants were asked to design outcomes and develop their proposals. These included:

1. Collaborative arrangements and partnerships between third sector organisations which will result in a developed partnership over the period of funding
2. Partnerships and collaborations that:
 - a) have equality, inclusion and diversity embedded in their activities, governance and management arrangements
 - b) provide opportunities for public involvement and for volunteering
 - c) promote technology-enabled solutions and digital inclusion
3. Models of delivery that:
 - a) are accountable to their beneficiaries
 - b) embed and promote principles of safeguarding
 - c) lead to a decrease in demand for public services
4. Services that are resilient and well-equipped to meet future needs, with creative and innovative, modern and enterprising business models that attract funding from a range of sources
5. Prevention and early intervention activities related to the outcomes
6. Approaches to achieving the stated outcomes that deliver social value- i.e.: *"Additional benefit to the community from a commissioning/procurement process over and above the direct purchasing of goods, services and outcomes"* which contributes to:
 - a) Increased community resilience
 - b) Increase in education and training opportunities
 - c) Improved employment opportunities and experiences
 - d) Increased impact of volunteering
 - e) Minimisation of environmental impact
 - f) Supporting the Brighton and Hove Living Wage

3.12 The Prospectus was set within a broad funding envelope year on year for the three-year cycle. It was also set against a service of strategic outcomes. In doing so the council

and the CCG shaped the programme by highlighting the strategic priorities for each major element of the programme, including:

- TSC Programme allocations
- Outcome profile from Prospectus
- Commissioning priorities

4. Findings of the evaluation

- 4.1 The support from and the engagement with the third sector between 2018 and 2020 has been at the heart of this evaluation. This has been supplemented with a comprehensive review of all funding applications, annual reports and monitoring returns and has been supported by a more detailed review of the monitoring and evaluation information provided by the sector. These materials have provided a clear insight into the TSC and its impact on the city, its diverse communities, the council, the CCG and the third sector in general.
- 4.2 In total, via the council and the CCG, £6,114,381 was allocated to the third sector through the TSC programme between 2017-2020.

The importance of diversity in the TSC programme

- 4.3 The Prospectus aims to value the flexibility, creativity, responsiveness to need and capacity for engaging marginalised groups that the VCS is able to mobilise. A review of the 26 partnerships funded through the TSC demonstrates the wide diversity of activities and programmes being delivered through the funding programme which are directed at meeting this aim.
- 4.4 The partnerships and their proposals all fit the strategic outcomes set out in the Prospectus and through all three years of funding have all achieved high levels of impact and outcomes in fulfilling the requirements of their funding arrangements. However, by the nature of the different partnerships involved, the range of services and diversity of beneficiaries, direct comparative assessments are not possible..
- 4.5 The partnerships bidding under the strategic outcomes 1.1 to 1.5 and strategic outcome 3 were invited to apply for investments to fund core and or project costs. The principles behind the decision to fund core costs should be applauded as the public sector's commitment to nurture and support the third sector is critically important. In their drafting of the Prospectus the council recognised that core funding is needed to build the capacity and sustainability of the sector, to support the sector to innovate via their activities and to leverage funding from outside the city. They also recognised that core funding, which some organisations had received via previous grants, was essential to build the capability and capacity of the sector so that it could be dynamic and responsive to the needs of targeted parts of the city's community.
- 4.6 Many of the partnerships engaged, stated quite categorically that this core funding was vital to their success. In many cases the funding was used to resource the strategic and operational management of the organisations, which in turn gave them the resource to deliver activity, build organisational sustainability and to seek additional funding. One

The commitment of the council to fund the core funding needs of key partnerships in the third sector should be applauded

commitment to nurture and support the third sector is critically important. In their drafting of the Prospectus the council recognised that core funding is needed to build the capacity and sustainability of the sector, to support the

feature of this evaluation will be a review of TSC partnerships' ability to lever in additional resource to the sector and hence city.

- 4.7 The Prospectus is an enabler of innovation and capacity building. This is evidenced by the partnerships selected to meet its key objectives. These include those that applied for funding in relation to strategic outcomes but also those that were focused on developing support for community through third sector infrastructure support, community development, community engagement and community banking.

The range and diversity of targeted outcomes encapsulated by the TSC has been extensive

The range and diversity of targeted outcomes encapsulated by the TSC was extensive and included support for:

- Adults with complex needs and or long-term health conditions, who are at risk of exclusion and social isolation
- Children, young people (0-25 years) and families who have multiple disadvantages and or complex needs
- Creation of safe and more inclusive neighbourhoods and community space that encourages greater use and ownership by citizens
- Enhanced community wellbeing, improving people's sense of belonging through greater, more inclusive and innovative cultural and leisure opportunities
- Supporting innovative action to make best use of energy, resources and facilities, support positive engagement of people with the environment
- Generic and specialist capacity building services, infrastructure support and community sector resources
- Community development
- Delivery of effective citywide community engagement activity
- Community Banking Partnership

- 4.8 In these terms, through the Prospectus, TSC was designed to meet a wide range of needs and it encouraged third sector organisations to come forward with solutions to presented and known need, which had been prioritised through council and CCG plans / strategies, the JSNA, Adult Social Care and the Fairness Commission.

Meeting B&HCC strategic priorities

- 4.9 A central feature of TSC and consequently this evaluation is the need to ensure that the funding programme reflects the priorities of the council. In fact, the design of TSC was developed through the priorities of both organisations hence the strategic outcomes of the Prospectus were a direct reflection of these priorities. All applicants sought to deliver partnerships that secured the desired outcomes from the Prospectus. Arguably the assessment and selection of the resultant programmes, should have secured outcomes that proposed action to deliver against these priorities.

- 4.10 An assessment of the delivery of outputs and outcomes is set out below. However, it is clear that the priorities of the council have been met

The priorities of the council have been met through the TSC

through TSC not simply via the delivery of activities that is aligned to these priorities but also through the design of the programme itself.

Partnership value

4.11 The coordination and development of partnerships between third sector organisations was central to the TSC and was designed to create conditions for social innovation and to promote a more integrated and resilient service delivery environment. The Prospectus was clear about this. What had developed through the grant / funding application process is the establishment of a range of partnerships, some constituted as a Joint and Severally Liable (JSL) partnership and some where a lead partner had been proposed to deliver the grant agreement. Grant agreements are in place through TSC and these are the formal mechanisms for the transfer of funding and the responsibilities of the grant recipient to the public sector funder.

4.12 The JSL partnerships formed in response to the Prospectus are built on strong multi-organisation joint working to achieve the proposals set out in each funding application. These JSL partnerships are functioning well with all meeting regularly and all being collectively engaged in the activities funded through the partnership. In a number of

Joint and Severally Liable partnerships have developed deeper engagement and via co production have built partnerships that are continuing outside the TSC

cases partner organisations have developed a deeper engagement with one another and some JSL partnerships have made funding applications outside of the TSC arrangements and several have been successful in leveraging in additional resource to the city.

4.13 Lead partner contracts with funders have been operating well and they too have arrangements for the engagement and support for sub partners. However, some lead partnership arrangements have faltered to an extent, specifically where funding allocations fell below the sums that were applied for. In these cases, where less resource was available, some named partners have subsequently taken a step back and are less involved in partnerships. There is some inevitability of this happening, particularly if funding did not meet the applied levels and where there was less to allocate across the partnerships. In these cases, funding agreements between lead partners and the council have been renegotiated.

4.14 Some lead partnerships have also worked with the organisations within their partnerships to make other funding applications and some have been successful in enabling leverage where TSC monies have been used to attract new funding streams into the city.

TSC addressing beneficiary needs

4.15 In most cases partnerships were created on the basis that partners recognised that jointly they are best placed to respond to their targeted service user / client needs. Many of these needs, at the time of the grant application process, were defined in submissions and these were an important factor in the decisions to fund organisations. However, what became clear through the course of the first year of TSC is that these needs are becoming more complex. Beneficiaries are in many cases presenting multiple

sets of need and while they are being supported through the TSC-funded partnerships there is a healthy cross referral process to other organisations in the city and other TSC funded organisations. This cross referencing of referrals is extremely healthy for the sector which guides people with these needs to organisations that are best suited to provide them with support.

4.16 The impact of this increasing complexity of need for some partnerships has in some cases resulted in services having to innovate producing unplanned outcomes. In some cases, there has been a greater intensity of engagement with fewer beneficiaries due to their complex needs.

4.17 The TSC also sought to deliver for a wide range of beneficiaries reflecting the diversity of the city. To this end projects and programmes have been delivered to address the needs of young people, older people, Black, Asian and Minority Ethnic (BAME) communities, LGBTQ communities, disabled people, people with learning difficulties, people with mental health and well-being needs, parents and carers, victims and survivors of domestic violence and sexual violence, people experiencing food poverty, people in need of advice and people needing community banking/financial advice/support. Across the whole of TSC a wide cross section of the community has been supported and many of those beneficiaries are the most vulnerable in the city and many as previously mentioned

TSC has supported a wide cross section of the community and has focusses on many with complex and multiple needs. Potentially much greater and more complex needs so than was anticipated in the bidding stage.

have complex and multiple sets of needs. What is apparent is that the third sector has an extensive reach enabling it to target resources and engage with the community, this is something that is specific to the sector and critically something that the public sector needs to continue to support.

Programme outputs

4.18 It is often expected of funding programmes to collect the volume and number of people that have benefitted from the funding, i.e. beneficiaries. This service user or beneficiary data has been reported through the monitoring returns of each of the 26 partnerships funded through TSC.

4.19 Different partnerships have used different methods to record beneficiary data, in most cases it has been reported as a simple count of the beneficiaries, in some cases it has been recorded as a count of each beneficiary episode. Disentangling this is critical. It is clear that partnerships have recorded different sets of beneficiaries. It is equally pertinent to bear in mind that pure beneficiary counts do not take account of the time, cost and resources needed to meet the needs of these vastly different sets of people.

4.20 The unitisation of beneficiary numbers varies across many partnerships, but most partnerships have recorded the number of service users that have benefitted from their programmes of activity. In the case of the TSC this needs to be distinguished between

those who were direct service user beneficiaries and those who were beneficiaries resulting from the core funding that the partnerships had received.

- 4.21 Equally some beneficiaries have been counted as single units where in reality they participated in a number of activity episodes, i.e. they engaged more than once and often on multiple occasions. Indeed, some programmes were working with complex sets of need that required multiple engagements and sessions with each beneficiary. This is certainly the case for advice and information providers and for services which were based around counselling, therapy and support for resilience and wellbeing. Clearly this has a strong draw on the sector's organisational resources but equally programmes have been designed for repeat service user activity. This needs to be considered in any analysis.
- 4.22 There are also some partnerships where the focus was on engagement and community development. These partnerships were able to measure number of people engaged to participate in consultation via interviews, focus groups, workshops and surveys. Equally the community development resources provided via the TSC were in many cases focused on organisations and communities and these identified organisational benefits while also addressing potential end user benefits. For example, a volunteer training programme where the explicit beneficiaries are the individual volunteers, however there is an implicit consequence that these volunteers will work with a wider number of service users in due course. In the period of the programme reviewed the details of the training have been recorded but the details of the latter have not been in many cases recorded or calculated.
- 4.23 As previously mentioned, each TSC funded partnership designed their own outcomes to fit into the strategic outcomes of the Prospectus. In doing so partnerships identified outcomes they would deliver and set out specific actions and targets for the delivery of these outcomes. In some cases, partnerships also defined specific delivery outputs. Most identified particular numbers of service users being targeted, and monitoring reports have been reviewed to verify the actual outputs / outcomes delivered that have been accrued.. Several partnerships also highlighted the findings from service user and beneficiary surveys which have been used to identify the impacts the programme and their activities have had on service users, these findings are addressed later in this report.
- 4.24 Beneficiary episodes are based on the average level of engagement multiplied by the volume of beneficiary counts. Finally, to set the data in context the beneficiary counts have been assessed against the city's total 2018 population of 290,395.

Table 1: Beneficiary output data (N.B. Projects funded under SO 1.1 to 1.5 and 3) 2017-2020

Measurements	Targeted	Actuals	Proportionate achievements
Year 1 Beneficiary Counts	25,283	44,494	176%
Year 2 Beneficiary Counts	25,283	28,684	134%
Year 3 Beneficiary Counts	25,283	37,464	148%
Total Beneficiary Counts	75,849	110,642	146%
	Population	%	
Year 1 Beneficiaries counts as a proportion of the city's population	290,395	15.3%	
Year 2 Beneficiaries counts as a proportion of the city's population	290,395	9.88%	
Year 3 Beneficiaries counts as a proportion of the city's population	290,395	12.9%	
Total Beneficiaries counts as a proportion of the city's population	290,395	38.1%	
	Beneficiary episodes		
Total Beneficiary episodes Year 1	158656		
Total Beneficiary episodes Year 2	131762		
Total Beneficiary episodes Year 3	194114		
Total Beneficiary episodes All years	484,532		

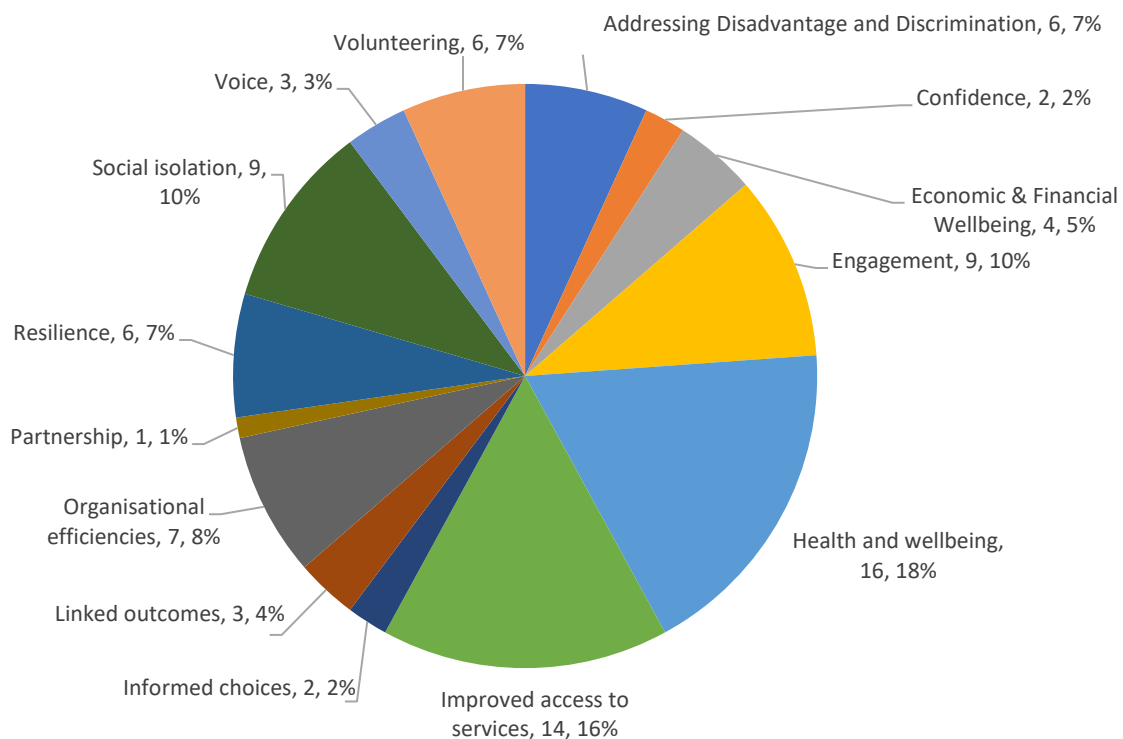
- 4.25 The table above has summarised the headline outputs from the TSC. This only relates to those projects delivering beneficiary focused services under Strategic Objective 1.1 to 1.5 and Strategic Outcome 3 (Community Banking). Projects under the community development local infrastructure and the community engagement outcomes have not been assessed in terms of beneficiary outputs as this was not a focus of this funding. The beneficiary count is therefore based on those targeted levels of beneficiaries in partnerships applications compared to those reported as part of their all year monitoring process. In all years, the beneficiary volume has excelled the targeted level and in year One the beneficiary count was significantly above the targeted volume with 176% increase on the target, this dropped in year Two to 134% and then rose to 148% in year Three. Overall, the profile shows that targets across all three years were exceeded by 146%.
- Beneficiary counts exceeded the target level by 142%
 In total there were 110,642 beneficiaries of these programmes and in total there were 484,532 beneficiary episodes
- 4.26 Beneficiaries were counted as a proportion of the population of Brighton and Hove with in 2018 was 290,395. In year One beneficiaries were equivalent to 15.3% of the city's population, in Year Two it was equivalent to 9.8% pf the population and in year Three it was equivalent to 12.9% of the population. In total the volume of beneficiaries across all years was 110,642 and this equates to 38.1%of the population.
- 4.27 Beneficiaries also in many cases came to engage with the programmes available through TSC more than once and the volume of beneficiary episodes in year One was 158,656, in year Two it was 131,762 and in Year Three it was 194,114. In all three

years these episodes came to 484,532 which is an exceedingly high volume of generated activity through the TSC funding programme.

Programme outcomes

4.28 The prospectus delivers particularly significant social value outcomes. TSC was clearly outcome driven and across the 26 partnerships funded some 90 outcomes were defined by funded organisations. Clearly these related to the Strategic Outcomes defined in the Prospectus. In some cases, outcomes were beneficiary orientated and in others, they were oriented toward sector development. To support this evaluation these outcomes have been coded according to the degree they relate to the Brighton and Hove Social Value Principles Framework and represented in the pie chart below.

Chart 3: TSC Summary of Coded Outcomes



4.29 Strong delivery against social value outcomes is further supported by a sample of service user surveys carried out by key partnerships which indicate a strong level of positive outcomes, this is further examined in section 5 of this report.

4.30 Social value outcomes were not only achieved in isolation but there is also evidence of a 'multiplier' effect that is only visible when social value outcomes are linked to one another. For example, addressing social isolation may improve confidence leading to lifestyle changes that bring improvement to health and wellbeing. The relationship between outcomes is often lost in monitoring and evaluation frameworks but some groups

Planned and delivered outcomes have been diverse linking to the priorities of council and the CCG

between outcomes is often lost in monitoring and evaluation frameworks but some groups

did nonetheless strive to express outcomes as inter-related. This could be explicitly encouraged in the development of future outcome frameworks.

Social value and return on investment

- 4.31 In 2017, the city council, CCG, Community and Voluntary Sector, Community Works and the University of Brighton on behalf of Brighton and Hove Connected developed the city's Social Value Framework. The Framework sets the city's response to the Public Services (Social Value) Act 2012 which requires councils, the NHS and other public bodies to consider how the services they buy might improve the economic, social and environmental wellbeing – the "social value" – of an area when they commission and procure public services. The TSC is reviewed in the light of this commitment to procure wider social value for the residents and communities of the city.
- 4.32 Each partnership, at the point of application, was asked to identify the social value they would bring along with the funding they were seeking. Social value was also identified in the monitoring reports and there was extensive documentary evidence and perspectives as to the social value impact of each grant allocated.
- 4.33 From a pure social value perspective many of the outcomes set within the TSC itself are aligned to the priorities of the Brighton and Hove Social Value Framework. The table below sets out principles of the framework.

Table 2: Brighton and Hove's social value framework principles

1. Working together across sectors to achieve shared priorities and provide social value outcomes (economic, social and environmental)
2. Being inclusive – improving equality, diversity and inclusion of people in the way we work
3. Supporting local and positive employment experiences – creating work and training opportunities for local people, supporting people to secure work and paying the Living Wage
4. Building community capacity for prevention and early intervention
5. Taking a community-led approach to social value by supporting communities with resources and expertise to build capacity
6. Supporting volunteering as part of delivery
7. Buying local – supporting the Brighton and Hove economy by choosing suppliers close to the point of service delivery
8. Ensuring ethical standards of purchasing and delivering services

- 4.34 The TSC strategic objectives were designed to maximise social value for the city and in defining their own outcomes funded groups also sought to create social value. From a comparison of the principles and the outcomes generated it is clear that 64 out of the 90 outcomes are directly aligned to Brighton and Hove social value principles. The

remaining outcomes address operational questions such as efficiency, operation stability and growth.

4.35 The TSC has provided many opportunities and has clearly delivered strong levels of social value to the city. Partnerships have reported many examples of social value including:

- Training and employment, internships, student placements and volunteering
- Health gain via the reduction of risk of social exclusion and isolation and by building resilience, independence and connections
- Improvement in our environmental footprint by waste reduction
- Purchasing with local businesses and inter-sector collaboration
- In kind contributions and volunteer hours
- Increased funding to the city

Service user / beneficiary perspectives

4.36 Several partnerships undertook surveys of their service users / beneficiaries to ascertain the specific extent to which their prescribed outcomes have been delivered.

4.37 These surveys show that there was an overwhelming sense of benefit for and value to the beneficiary in engaging in the activity. In several cases, this showed a significant

Beneficiaries engaged have shown a strong set of survey responses confirming that outcomes have been achieved for them

growth in health and wellbeing and in developing independence and resilience. Equally there were many beneficiaries that saw value in their participation both socially and economically and this achieved real value and

benefit for them as individuals and in terms of their care and needs.

Economic impact and return on investment

4.38 Assessing the economic impact of the TSC is not without its challenges. It requires breaking down the programme between those elements that support either core funding or via direct service delivery. Additionally the economic impact is also different for those funded organisations that are delivering community engagement, which applies a different cost base, to those organisations providing community development, community infrastructure and those supporting the healthy neighbourhoods agenda.

4.39 The table below reviews the cost base for the delivery of output/beneficiaries from a service delivery perspective. The analysis is therefore only on partnerships funded via the Strategic Outcomes 1.1 to 1.5 and Strategic Outcome 3 (Community Banking).

4.40 The calculation of subsidy per head of beneficiary is calculated by assessing the volume of beneficiaries, both individual beneficiaries and the episodes of activity separately. Both these units are then used

The subsidy per head of beneficiaries was £19/beneficiary and £10/beneficiary episode

to create a unit subsidy against the total volume of funding available. From this analysis the subsidy per beneficiary for programme funded under Strategic Outcomes 1-5 and Strategic Outcome 3 (Community Banking) was £19.43 per beneficiary. For those

episodes of activity this subsidy reduced significantly to £10.31 per beneficiary episode. These subsidy levels are extremely strong and fully demonstrate the value the third sector brings to the delivery of services with complex service users. Moreover, this demonstrates robust value for money across the TSC partnerships funded under these Strategic Objectives.

Table 3: Project cost Analysis (N.B. Projects funded under SO 1.1 to 1.5 and 3) 2017-2020

Measurements	2017-18	2018-19	2019-20	All Years
Funding allocated	£1,088,672.50	£1,088,672.50	£1,088,672.50	£3,266,017.50
Subsidy per individual beneficiary	£24.47	£37.96	£29.06	£19.43
Subsidy per head of beneficiary all episodes	£6.86	£8.26	£5.61	£10.31

Leverage

- 4.41 Leverage is an important factor to assess the impact of grant funding in a local area particularly the ability of that funding to attract new additional resources. A breakdown of the funding allocated to TSC partnerships and the identified levered in funding is set out in the table below.

Table 4: TSC Funding and Levered Funding 2017-2020

Year One 2017-2018			Year Two 2018-2019		
TSC Partnership	TSC Funding	Levered funding	TSC Partnership	TSC Funding	Levered funding
Total	£2,067,643.00	£6,506,940.96	Total	£2,067,643.00	£18,123,202.73 ²
Leverage ratio	3.1470		Leverage ratio	8.7652	
Statement	£1 levers in £3.15		Statement	£1 levers in £8.77	
Year Three 2019-2020			All Years 2017-2020		
TSC Partnership	TSC Funding	Levered funding	TSC Partnership	TSC Funding	Levered funding
Total	£1,979,095.00	£6,213,255.22	Total	£6,114,381.00	£30,843,398.91
Leverage ratio	3.1394		Leverage ratio	5.0444	
Statement	£1 levers in £3.14		Statement	£1 levers in £5.04	

- 4.42 As a proportion of the £6.1M allocated to TSC across all years a further £30.8M was generated by partnerships via additional funding applications. This shows that between 2017 to 2020 there was a ratio of levered in funds where every £1 of TSC funding secured a further £5.04 additional external

TSC partnerships have levered in £30.8M securing a return of £5.04 for every £1 invested
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² This includes £9M from a Big lottery bid win supported by Community Works which came to partnerships in the City.

resource. This is an extremely high return on investment for the council, the city and communities benefiting from activities.

Strengths and weaknesses of the commissioning model

4.43 The delivery of services against strategic outcomes is a clear methodology which should continue; indeed, this was picked up and used in the current round of TSC funding 2020-2023.

4.44 The focus of working with the sector to develop and provide effective engagement with 'hard to reach' groups in the community is critical. The engagement activity has been successful in working with a wide number of communities to secure views, extend community voice and to make communities better aware of the priorities for the local public sector.

TSC has provided a clear method of securing investment into the third sector and enabling targeted services to communities with multiple sets of need

Delivering change and delivering value

4.45 The TSC has been successful in delivering the commitment of the council to support a thriving community and voluntary sector in the city. The drive to develop partnerships to secure the benefits the sector can deliver to the community has been proven by the large volume of outputs and outcomes the programme as a whole has been able to deliver. Clearly some partnerships have fared better than others but collectively it is evident that the sector has supported communities in a constantly demanding and changing environment. TSC has supported services for individuals and communities that are experiencing complex health, social and economic needs. Evidence from the service user surveys conducted has shown that it has helped many people to become resilient, tackle social isolation and supporting people in their pursuit of improved health and wellbeing.

4.46 The targeting of these resources has supported many groups and individuals in the community who are least able to access services and who have considerable needs which the public sector cannot best meet. Through the evaluation process there was little mention of groups or communities that have missed out on programmes delivered through this funding. One area where this may have been the case is for those that are unwaged, unemployed and those living in the social rented market. Arguably some of these more socio-economic target groups may have been supported through the community development and community infrastructure programme as well as the advice and community banking programmes.

4.47 There is also a strong strategic value of the TSC to organisations, public sector agencies and the city. The TSC investment provides the strength and depth for organisations to develop, and this is essential to enabling them to contribute to the wider development of services and support for the city's communities. For several organisations the stability that the

Core funding has enabled Partnerships to develop more innovative approaches to engaging communities with multiple needs developing a wider set of preventative services and supporting public sector efficiencies

TSC affords the sector is crucial allowing them to develop deeper and make greater and more imaginative connections within communities and on growing the reach and impact of services. It also has huge value in terms of the stability it gives organisations, which has allowed many to invest time and energy in developing the wider set of preventative services and to support the public sector efficiency agenda. It has also allowed organisations to provide their expertise from the 'coal face' in terms of prevention, wellbeing, quality of life and emerging issues. This is a strategic benefit to the third sector and to the city council. Finally, it has given several organisations the breathing space to develop new activity, build new contractual arrangements and secure additional external funding, all of which has provided a stronger and more sustainable sector in the city.

5. Strategic outcome evaluation

Summary evaluation of impact by strategic outcome

- 5.1 This section will review the impact of each of the strategic outcomes delivered through the Third Sector Commission between 2017 and 2020. In doing so it will strive to isolate the impact against the core priorities set within the Prospectus and thus highlight the value of how funding contributed to these priorities.
- 5.2 The section below describes the partnerships within each strategic outcome of the TSC and seeks to add flavour by describing the activities they have undertaken and the outputs and outcomes they have achieved.

Strategic Objective 1.1

- 5.3 This strategic outcome sought partnerships that would enable adults with complex needs and or long-term health conditions, who are at risk of exclusion and social isolation, to fulfil their potential socially and economically in the city, so that they have the tools to self-manage their health conditions effectively (where possible), and to improve their resilience, independence and connections in the city. Seven partnerships are delivering programmes against this outcome. These partnerships are set out below:

Table 5: Strategic Outcome 1.1 Partnerships

Partnership	Target area of operation
Advice Matters Partnership, made up of Citizen Advice Brighton & Hove, Money Advice Plus, Brighton Housing Trust, St Luke's Advice Service, Youth Advice Centre (Ref. 27)	Advice, guidance and information for the most vulnerable across the city
Brighton Housing Trust (BHT), B&H Food Partnership, Fareshare Sussex (Ref 42)	Tackling food poverty, and distributing food amongst the homeless
Impetus 'Neuro Diversity', ADHD Aware (Ref 4)	Targeted mental health and wellbeing support for those with Asperger's Syndrome and ADHD
Brighton Oasis Project, BHT Threshold (Ref 28)	Women and families affected by substance misuse
MindOut, AllSorts (Ref 11)	Supporting the mental health and wellbeing of adults and young people from the city's the LGBTQ community
Lunch Positive (Ref 19)	HIV support and wellbeing
Impetus 'Befriending' (Ref 14)	Reducing social isolation through befriending
RISE & Survivors Network (Ref 33)	Victims of domestic violence and survivors of sexual assault

- 5.4 The partnerships funded under this strategic outcome were allocated £1,709,385 across all three years of TSC and collectively they achieved 43,463 beneficiary counts and a total of 288,439 beneficiary episodes.
- 5.5 The partnerships worked together to develop other funding streams and from the funding base of the £1,709,385, the partnerships evidenced that they levered in

£11,527,629 which shows that for every £1 of TSC funding a further £6.50 was levered into the city.

- 5.6 These partnerships worked with adults that had multiple and complex needs. Their focus was varied, and many beneficiaries were supported with advice, guidance and information particularly around their social economic and welfare needs. Many were provided with counselling, therapeutic support and one to one case worker support. Many beneficiaries were able to build their lives and become more resilient and less vulnerable by linking into services that were bespoke to their needs and which were able to provide direction/support to help them be more self-sufficient. The paragraphs below provide a short description of the work of each partnership.
- 5.7 The Advice Matters Partnership coordinated between them a range of advice and guidance activities for a diverse set of clients. This included, immigration advice, legal casework for housing and immigration, welfare benefits advice, social welfare law, generalist advice including debt management, benefit entitlement, employment and relationship problems. Between 2017-20, 24,245 clients were supported with their advice issues, at a subsidy of £33 per client, and £7 per client session. Advice provided by Advice Matters has generated an estimated £4,774,286 in additional funding to support clients across all three years.
- 5.8 The BHT, First Base, B&H Food Partnership and Fareshare Sussex are working in partnership to deliver significant improvements to how food is distributed amongst local homelessness services and to develop a better way of working with these clients. This includes providing healthy meals, supporting people to learn how to eat well, supporting some people into work via the catering industry and making relevant referrals of homeless people into appropriate services.
- 5.9 Impetus and ADHD Aware. Impetus through Aspire has run fortnightly social groups for people with Asperger's Syndrome and people with ADHD. The sessions for both cohorts are designed to reduce social isolation and increase social support, thereby improving their mental health and confidence. The partnership is also working with other agencies to become better equipped to meet the needs of clients with multiple neurodiverse conditions.
- 5.10 Brighton Oasis Project and BHT Threshold have developed a partnership to work with women with complex and substance misuse needs to improve their health and wellbeing, become more economically active and to work with their children to improve their life chances and to provide women with a stronger voice in relation to health and social care commissioning.
- 5.11 MindOut and AllSorts are working in partnerships to deliver a range of advocacy, advice, information and guidance, peer group support and anti-stigma campaigning and training for young people and adults from the LGBTQ community. They are seeking to prevent the negative impacts of multiple disadvantage and discrimination, to help people access generic support to reduce the stigmatisation, prejudice and discrimination they may face and to develop their social capital.
- 5.12 Lunch Positive is delivering weekly HIV Lunch Club sessions. At these lunch club sessions Lunch Positive have delivered a safe and supportive community space for

people with HIV to meet, benefit from a healthy meal and other nutritional support, form supportive friendships, share peer support, access advice and information, access services from visiting partner organisations, and become involved in volunteering.

- 5.13 Impetus, Somerset Day Centre, Trust for Developing Communities (TDC), LGBT Switchboard, Sussex Interpreting Service have worked together to support the Impetus befriending service and Somerset Centre day services to target their already established befriending services to BME communities, LGBTQ communities and to communities who speak different languages in the city.
- 5.14 Rise and Survivors Network support adult survivors of domestic violence and sexual abuse with complex needs, who are at risk of exclusion and social isolation, to fulfil their potential socially and economically in the city, so that they have the tools to improve their resilience, independence and connections in the city. This project will strengthen strategic collaboration between two specialist providers to improve survivor safety, independence, and resilience through high quality provision.

Strategic Objective 1.2

- 5.15 This strategic outcome aimed to fund partnerships that would enable children, young people (0-25 years) and families who have multiple disadvantages and or complex needs to fulfil their potential and reduce their risk of exclusion and social isolation by building their resilience, independence and connections, so they can participate in the social and economic life of the city. Four partnership were delivering activities against this outcome. These partnerships are set out below:

Table 6: Strategic Outcome 1.2 Partnerships

Partnership	Target area of operation
Carousel, Same Sky (Ref 12)	Arts Programme with Young People with Learning Disabilities
Brighton Women’s Centre, Mother Uncovered (Ref 13)	Women and families with complex needs
YMCA Downslink, Sussex Nightstop (Ref 3)	LGBTQ Young People with housing needs
Amaze/Extra time (Ref 18)	SEND Children and Parents

- 5.16 In total across all three years this strategic outcome was funded to the value of £403,650 and collectively the partnerships achieved 25,999 beneficiary counts and 74,588 beneficiary episodes.
- 5.17 The partnerships worked to develop other funding streams and from the funding base of the £403,650 partnerships evidenced that they levered in £2,934,199 which shows that for every £1 of TSC funding a further £7.27 was levered into the city.
- 5.18 These projects have worked with young people that have multiple and complex needs. Some beneficiaries were supported with advice, guidance and information. Many were provided with one to one case worker support. Many beneficiaries were able to be

better support through better managed partnerships securing external resources and building the organisational capacity of the partners.

- 5.19 Carousel and Same Sky are working to integrate learning disability communities with arts and artistic events across the city. It targets a commitment to enable a more accessible and integrated arts and cultural scene city wide, by supporting a more broadly skilled and culturally connected staff and volunteer workforce. In particular it seeks to enable greater inclusion of those with learning disabilities and their families in major public events and thereby to provide positive representation of learning disability role models as leaders to young people and children across the city.
- 5.20 Brighton Women’s Centre (BWC) and Mothers Uncovered. Partnership projects and services include peer group drop-in support, food bank and holistic therapies. The overall key aims of all these services is to plan, co-ordinate and deliver support to women to be less isolated, improve their mental health well-being, provide volunteering opportunities will result in improved further education, training and employment and to improve their financial resilience.
- 5.21 YMCA Downslink, Sussex Nightstop have come together to deliver a targeted nightstop service for LGBT young people. Sussex Nightstop accept young people referrals to use bed nights with Volunteer Hosts. YMCA Downslink Group support young people to access housing services. Between them they seek to support LGBT young people with complex needs to be less isolated, safer, with secure housing, more resilient and independent and to support volunteering and community involvement for LGBT residents.
- 5.22 Amaze and Extratime work together to provide and improve services for families with children and young people (CYP) with special education needs and disabilities. The TSC investment goes towards core costs thus supporting the resilience / sustainability of both organisations and enabled a wide range of activities for families with disabled children, including high quality advice, information and support services (IAS) to CYP and their parent carers and play, leisure and social activities (short breaks) for CYP.

Strategic Objective 1.3

- 5.23 This strategic outcome sought to fund partnerships that would create safe and more inclusive neighbourhoods and community space that encourages greater use and ownership by citizens. Two partnership were delivering activity against this outcome. These partnerships are set out below:

Table 7: Strategic Outcome 1.3 Partnerships

Partnership	Target area of operation
The Bridge, Hangleton and Knoll Project, Whitehawk Inn (Ref 34)	Community Learning Partnership
Friends Families and Travellers, Trust for Developing Communities (Ref 29)	Targeted Work with Gypsy and Traveller Communities

- 5.24 In total over the 3 years of TSC this strategic outcome was funded £289,293 and collectively the partnerships achieved 8,892 beneficiary counts and 30,771 beneficiary episodes.
- 5.25 The partnerships worked to develop other funding streams and from the funding base of the £289,293 the partnerships evidenced that they levered in £954,121 which shows that for every £1 of TSC funding a further £3.30 was levered into the city.
- 5.26 The Community Hubs' Learning and Skills (CHLS) Partnership brought together Whitehawk Inn, the Bridge and Hangleton and Knoll Project and is based on a long and successful track record of specific neighbourhood delivery and partnership working, including Routes, Neighbourhood Learning, and Money works. CHLS has shared community learning expertise and have influenced the role of community learning in the strategic and statutory structures across the city, in part improving community learning opportunities but also representing the voice of community learners.
- 5.27 Friends and Families of Travellers (FFT) are delivering joined up and needs led group work with children and adults from the Gypsy and Traveller Communities. FFT regularly attends strategic and operational meetings to represent the needs of the city's Gypsy and Traveller Community. FFT deliver cultural training, the St Michaels Way homework club, after school activity and holiday activity, 1-1 case work for Brighton Gypsies and Traveller young people and facilitation of the women's resident group at St Michaels Way and facilitate meetings, workshops and discussions with members of the community at St Michaels Way.

Strategic Objective 1.4

- 5.28 This strategic outcome sought to fund partnerships that would enhance community wellbeing, improving people's sense of belonging through greater, more inclusive and innovative cultural and leisure opportunities for people that improve their physical and mental wellbeing and resilience. Two partnerships were delivering activity against this outcome. These partnerships are set out in the table below:

Table 8: Strategic Outcome 1.4 Partnerships

Partnership	Target area of operation
Stay up late (Ref 38)	Support for people with learning difficulties to engage in evening entertainment
Albion in the Community Age UK (Ref 20)	Physical activity for older people particularly those with cancer

- 5.29 In total this strategic outcome was funded £99,078 and collectively it achieved 579 beneficiary counts and 3,552 beneficiary episodes.
- 5.30 The partnerships worked together to develop other funding streams and from the base of the £99,078 of TSC funding partnerships were able to provide evidence that they

levered in a further £27,029 which shows that for every £1 of TSC funding a further £0.27 was levered into the city.

- 5.31 Stay Up Late, with Impetus, Carers Centre have develop the Gig Buddies programme to support people with learning disabilities and or autism, their parents, carers and victims and witnesses of hate crimes. The Gig Buddies programme is a volunteer befriending scheme for people with learning disabilities and or autism supporting isolated people to be active in their communities through matching them with a 'buddy' who shares the same cultural interests.
- 5.32 Albion in the community (AITC) have led this partnership with Age UK. AITC's health team works across Sussex to improve health and wellbeing of people of all ages, abilities and backgrounds delivering targeted health programmes to address behaviour change, physical activity, and cancer-related projects. Age UK deliver services for older people. The project will offer 3 months physical activity for people over 50 on low incomes and living with or beyond cancer.

Strategic Objective 1.5

- 5.33 This strategic outcome sought partnerships that would support innovative action to make best use of energy, resources and facilities, support positive engagement of people with the environment and enable healthy and sustainable communities. One partnership delivered its programme against this outcome:

Table 9: Strategic Outcome 1.5 Partnerships

Partnership	Target area of operation
Brighton Food Partnership (Ref 6)	Reduce food waste, improved spare food distribution and improved nutritional advice and partnership support to secure better food waste outcomes

- 5.34 In total this strategic outcome was funded £164,610 and the partnership through its wider networks achieved 25,147 beneficiary counts and 65,220 beneficiary episodes.
- 5.35 The partnership worked together to develop other funding streams and from the base of the £164,610 of TSC funding the partnership was able to provide evidence that they levered in £208,125 which shows that for every £1 of TSC funding a further £1.26 was levered into the city.
- 5.36 The Brighton and Hove Food Partnership, Real Junk Food Partnership, FareShare, Food Matters have come together to reduce the amount of edible food that gets disposed of by intercepting it and distributing it to places that give food / provide a shared meal to vulnerable people and to increase the number/ skills of people volunteering on community food projects that intercept and redistribute and/or share food. The partnership also supports people who attend shared meal projects, food banks, pay as you feel cafes to be less isolated, eat better and connected to advice and information.

The partnership also supports the better coordination of surplus food distribution, emergency food and shared meals programmes across the city.

Strategic Objective 3: Community Banking Partnership

- 5.37 This strategic outcome brought together existing providers of community banking and financial support provision and thus built on partnerships that were best placed to provide community banking services for local people.

Table 10: Strategic Outcome 3 Partnerships

Partnership	Target area of operation
Money Works: Community Banking Partnership (Ref 7)	Financial advice, support, education, capacity building for local residents that are financially excluded

- 5.38 In total this strategic outcome was funded £600,000 across all three years and the partnership achieved 6,472 beneficiary counts and 21,862 beneficiary episodes.
- 5.39 The Money Works partnership worked together to develop other funding streams and from the base of the £600,000 of TSC funding partnerships were able to provide evidence that they levered and delivered £4,855,551 (predominantly benefiting clients) which shows that for every £1 of TSC funding a further £8.09 was levered into the city.
- 5.40 Citizens Advice Brighton and Hove, St Luke's Advice Service, East Sussex Credit Union, BHT Advice Centre, Brighton Unemployed Centre Families Project, Whitehawk Inn, The Bridge, Money Advice Plus, Hangleton and Knoll Project, Possability People are working together to support financially excluded residents, through improved advice, education, capacity building and strengthened local partnerships.
- 5.41 It would seem that the Community Banking Partnership was the most successful partnership in achieving leverage with a leverage ratio of 8.09. Collectively they have demonstrated the addition of new funding that they have brought into the city much of which has directly supported local people.

Strategic Objective 2.1 Specialist capacity building services, community development, Healthy Neighbourhood Fund and targeted community engagement

- 5.42 The single outcome with the largest budget is the community development and engagement outcome. The outcome sought to fund partnership to provide infrastructure support, provide community development expertise and to target engagement with hard to reach groups.
- 5.43 The partnership was led by Community Works and brought together providers of generic and specialist capacity building and infrastructure services, community development, Healthy Neighbourhood Fund and organisations that engage effectively with people. The programme sought to eliminate duplication, maximise different expertise, knowledge, learning, resources and networks, and provide a clear, understandable and accessible pathway of support for different sizes and types of groups and organisations in the city. In addition the partnership supported some of the engagement lots CE1 to CE3.
- 5.44 with the key organisations involved in the delivery of this programme were, Trust for Developing Communities, The Resource Centre, Hangleton and Knoll Project, Serendipity, Faith in Action, LGBT Switchboard, LGBT Working to Connect, Friends Families and Travellers, Clare Project, Sussex Interpreting Services.
- 5.45 Through this partnership the following three broad themes were provided:
- Infrastructure support for community and voluntary sector organisations to support them to be more effective at delivering services and sustaining their activities / organisation, this includes support for organisations in their development, fund raising, access and training of volunteers, equipment and resources, and in developing and delivering bespoke support to community and voluntary organisations.
 - Community development both in targeted locations and with targeted communities including the BME Community, LGBTQ and Gypsy and Traveller Communities in the city and specific support to deliver the Healthy Neighbourhood Fund.
 - The targeted engagement with hard to reach groups including BME, Gypsy and Traveller, LGBTQ, transgender and disabled. (note for the purposes of this evaluation these engagement activities are addressed outside the engagement programme listed below)
- 5.46 The leverage that this partnership has generated from their TSC funding is set out in the table below. In short for every £1 of TSC funding the partnership has brought a further £4.22 into the city. This is reflective of the £10,253,489 brought into the city through support for organisation's funding bids and which is in part made up of a £9M lottery bid award that was supported by this partnership.
- 5.47 There have been strong levels of delivery from this programme and the highlights are set out below:

Table 11: Community Infrastructure, Development and Engagement Outputs SO 2.1 2017-2020

Headline Partnership Outputs	2017-18	2018-19	2019-20	Total
Infrastructure Support for V&C Groups more effective at delivering services				
Number of interventions made	459	448	424	1,331
Number of community and voluntary sector groups receiving support	317	366	315	998
Volunteer, staff and trustees supported	372	389	523	1,284
Website visits	7,260	8,204	6,614	22,078
Information accessed	17,305	25,912	19,534	62,751
Groups hiring equipment and use of print room	1,249	1,182	626	3,057
Funding groups have accessed	£392,181.00	£9,056,300.00	£87,500.00	£9,535,981.00
End user beneficiaries of resource centre	22,000			22000
Number of volunteering opportunities promoted via partnership	272	278	154	704
Groups and organisation supported to be more effective in using volunteers	136	163	289	588
In kind support brought to infrastructure services	£63,340.00	£128,460.00	£126,500.00	£ 318,300.00
Volunteers supporting infrastructure services	148	149	179	476
Volunteer hours	2,956.60	2,710	4,289	9,956

Headline Partnership Outputs 2017-18	2017-18	2018-19	2019-20	Total
Community Development Outputs				
People involved in the development of neighbourhood action plans in Bevendean, Bristol Estate and Whitehawk, Hollingdean and Saunders Park, Moulsecombe and Bates Estate, Portslade and Portland Road, Queens Park and Craven Vale, Tarner and Eastern Road, Hangleton and Knoll,	1,126	390	709	2,225
Number of people managing community groups in these areas	1,536	814	955	3,305
Events held and run by the local community	92	558	636	1,286
People from BME Communities involved in groups	451	766	1,033	2,250
People from LGBTQ Communities involved in groups	241	77	67	385
Disabled people involved in groups	662	339	313	1,314
Funding applications supported	42	80	50	172
Funding groups have successfully accessed via support	£160,888.50	£479,039.00	£222,380.63	£862,308.13

Headline Partnership Outputs 2017-18	2017-18	2018-19	2019-20	Total
Community Engagement outputs via Community Works contract				
Number of people engaged with directly	11,957	41,374	9,341	62672
Engagement via social media 'hits'	16,748		20,450	37198

Infrastructure Support

- 5.48 The bulk of the infrastructure support has been delivered by Community Works and the Resource Centre, within the Community Works partnership. Both organisations have worked with community and voluntary organisation across the city and supported these groups to build their capacity both from an organisations set up, development, survival and growth perspective but also with key issues including funding and fund raising and in the case of the Resource Centre with equipment, printing and event support. Organisational information, advice and guidance has been delivered on a one to one basis, via training and development and support for volunteers, staff and trustees and via resource materials and web-based engagement. The value and impact of this support to individual organisations and hence to the wider community is significant. The data in the table above sets out the organisational impact rather than the wider community impact which is difficult to fully calculate but is significantly larger particularly in terms of direct beneficiary impact. Much of this infrastructure funding has been core funding to infrastructure bodies and as such provides much of the underlying funding to secure outcomes for the wider sector.

Community Development

- 5.49 Community development support was provided in the areas of Bevendean, Bristol Estate and Whitehawk, Hollingdean and Saunders Park, Moulsecombe and Bates Estate, Portslade and Portland Road, Queens Park and Craven Vale, Tarner and Eastern Road, Hangleton and Knoll. There has been extensive activity and much community development gain and learning. Indeed, across this area of this programme there has been many outcomes delivered:

Community Development Outcomes

- Communities have defined, highlighted, promoted and delivered local priorities via their neighbourhood action plans
 - Improved joint working between community, statutory and private sector based on community led neighbourhood priorities
 - Communities have improved relationships and networks within their areas and across all sectors
 - Residents feel included in community and neighbourhood activity including communities of interest and those with intersectional identities
 - People and groups become more skilled and knowledgeable about community activities / resources and digital technology
 - People and groups use resources and digital technology in their neighbourhood activities
- 5.50 The Healthy Neighbourhood Fund (HNF) contributes to the development of neighbourhood and ward-based citizen led initiatives to address their health and wellbeing. It helps build local infrastructure capacity at a neighbourhood level by engaging local people, using participatory budgeting to prioritise, fund and support healthy activities in their neighbourhood. Where possible an asset-based approach is

used - building on local strengths, developing individual / group capacities, good practice and 'what works'

Healthy Neighbourhood Fund outcomes

- Improvements against wider factors which affect health and wellbeing and health inequalities (wider determinants)
- People are helped to live healthy lifestyles, make healthy choices and reduce health inequalities (health improvement)
- Reducing numbers of people living with preventable ill health and people dying prematurely, whilst reducing the gap between communities (Healthcare public health and preventing premature mortality).

5.51 To date progress on Neighbourhood Action Plans (NAP) are:

- Moulsecoomb & Bates Estate NAP completed
- Hangleton and Knoll - NAP completed
- Bevendean, Bristol Estate and Whitehawk - NAP completed
- Hollingdean and Saunders Park NAP completed.
- Portslade and Portland Road NAP completed
- Tarner and Eastern Rd Nap completed
- Queens Park and Craven Vale NAP completed

5.52 Community development learning has included:

- Identified need for more focused 'development' work on inclusive representation
- Organisations led by communities of identity – nearly all citywide resource goes towards supporting such organisations and is overstretched, e.g. Syrian Community, Racial Harassment Forum, No Holds Barred, etc.
- Neighbourhood action planning works best when community partners take the lead in practicalities. This includes choosing time and venue of meetings. Choosing and sending the agenda and invitation list. This means that council officers need to expect out of hours meetings and events as part of their role. This also means that it is vital to have a robust community partner leading e.g. HDT in Hollingdean.
- Value of Community Development Work is exemplified in their ability to support community groups with things like fundraising and bringing in other resources to strengthen community groups. Community Development work can also bring in other voluntary and statutory sector partners to work with community groups - to maximise impact.
- Trust for Developing Communities have increasingly brought their broad range of services and beneficiaries together in a more integrated model. This has proved effective for example through their community building work stream which is supporting building across neighbourhoods. TDC's Older People delivery hours are now being added to community development worker roles to maximise intergenerational working and more cohesive community support. They are looking at further integrating their youth work and work with ethnic

minority communities. Moreover, they we now have community development workers with pan-neighbourhood briefs on issues including

- Food poverty
- Digital inclusion
- Green spaces & Parks
- Community Safety
- Planning & Capital Developments
- Small group governance and sustainability
- Social isolation
- Community buildings

Community Engagement

- 5.53 The council's Community, Equalities and Third Sector Team, joined forces with the CCG and Adult Social Care to develop this area of the TSC programme. In essence the community engagement component of TSC is a way in which the public sector can purchase targeted engagement with key groups in the city through the community and voluntary sector, who have regular access with these communities of need and interest. Collectively the community engagement theme funds £390,826 of engagement activity per year. This is made up of £195,397 from the city council (CETS, Adult Social Care and Public Health and includes £50k Healthy Neighbourhood Funding) and £195,429 from the CCG. These engagement programmes with LGBTQ, gypsy and Travellers, BME communities, SEN and SEN parents/carers, disabled people, people living with a long-term health condition or impairment, older people, young people, adults and young people with mental health needs, learning disabled, and users of health and social care services.
- 5.54 In total there are 10 targeted programmes of engagement. Partnerships included:
- Trust for Developing Communities (BME, Migrant and Refugee communities)
 - Friends and Families of Travellers (Gypsy and Travellers)
 - Switchboard (LGBTQ)
 - Amaze and Brighton Carers Centre (carers and parents of SEN young people)
 - Possibility People (disabled people)
 - Age UK Brighton and Hove (older people)
 - YMCA Downslink, AllSorts, Extra Time, BMEYCP (young people)
 - Mind YMCA Downslink (adults and young people with mental health needs)
 - Speak out, Impetus, Amaze (learning disability)
 - Impetus, Healthwatch Brighton and Hove (Brighton and Hove Lay Assessors)
- 5.55 In many cases, engagement is linked to community development where people are supported to develop 'voice' which in turn builds capacity to participate in volunteering and become more informed. Each programme of engagement works has a named lead agency that has direct access to these communities of need / interest and each have worked to develop engagement activity including, surveys, workshops, focus groups,

targeted presentations and regular client interviews. In some cases, the development of this programme of funding has supported the establishment and or maintenance of networks of people and communities so that their voice is heard and effectively represented. In some cases, these networks have been the vehicle of engagement and or points where debate and discussion happen. The commissioners of the engagement define the subject matter they are seeking to engage the community on and have built this into an engagement programme.

- 5.56 The essential product of this work is an engagement report drawing on the findings of the targeted engagement and the specific methodologies used to glean the views and perspectives of those engaged. Discussions with the provider partnerships, the council and the CCG have suggested that these arrangements are working well and that the council and the CCG are happy with the engagement activity they have purchased.
- 5.57 In comparison to the other parts of the TSC, this is the most contractually focused element with services that are more akin to procured services. The third sector certainly plays its part, as they are clearly best placed to work with the communities, they represent to secure targeted engagement findings. Moreover, by choosing to deliver this engagement through quasi-representative bodies this ensures that public money is spent to best effect and that services are responsive to identified need whilst meeting the priorities and agendas of the council, CCG and Adult Social care.
- 5.58 One critique from providers is that they do not always know what has happened to the consultation and engagement reports that they have delivered, and this feedback is valuable if only to keep those engaged onboard with this work and motivated that their input has been heard or that their views have been acknowledged, considered and or addressed. Another concern raised was that often the design of the engagement programme is less planned and on some occasions the new subject of engagement is only provided at the start of the quarter the engagement is due to commence. In these situations, providers need to respond to the immediate priorities at hand. This makes the planning of the engagement more complex and providers are less able to build engagement, consultation and research into existing networks and regular engagement points in the year.

Summary

- 5.59 What is clear from this review of the strategic outcomes of the TSC programme is that there is a wide range and diversity of organisations and activity the programme has procured. This provides significant value to the city and the public sector and critically to the third sector and to communities and residents.

6. Acronyms

6.1 Many of the sector have utilised acronyms throughout the review of the monitoring data assessed as part of this Evaluation. The key acronyms utilised are set out below:

ADHD	Attention deficit hyperactivity disorder
BHCC	Brighton and Hove City Council
BHCCG	Brighton and Hove Clinical Commissioning Group
BHT	Brighton Housing Trust
BME	Black and minority ethnic
BMEYCP	Black and Minority Ethnic Children and Young People
BWC	Brighton Women's Centre
C&TSP	Communities and Third Sector Commissioning Prospectus
CCG	Clinical Commissioning Group
CEO	Chief Executive Officer
CHLS	Community Hubs' Learning and Skills
CYP	Children and Young People
FFT	Friends and Families of Travellers
HIV	Human immunodeficiency virus
JSL	Joint and Severally Liable
JSNA	Joint Strategic Needs Assessment
LGBTQ	Lesbian, Gay, Bisexual, Transgender, Questioning
NAP	Neighbourhood Action Plan
NHS	National Health Service
SEN	Special Educational Needs
SEND	Special educational needs and disability
TDC	Trust for Developing Communities
TSC	Third Sector Commission
V&C	Voluntary and Community
VCS	Voluntary and Community Sector
YP	Young People

7. Thanks, and Acknowledgements

7.1 Throughout the course of this evaluation we have been supported by the partnerships engaged through the TSC as well as commissioners and the steering groups we reported to. We would like to thank all those who have supported this evaluation. Those listed are the key contacts we have engaged with and we would like to extend our thanks to all those others who have supported us as well.

Name	Organisation
Emma McDermott	Brighton and Hove City Council
Jane Lodge	Brighton and Hove CCG
Jess Sumner	Community Works
Dr Mary Darking	University of Brighton
Dr Carl Walker	University of Brighton
Sam Warren	Brighton and Hove City Council
John Reading	Brighton and Hove City Council
Donna Edmead	Brighton and Hove City Council
Alison Burrell	Brighton and Hove CAB
Emily Ballantyne	Brighton and Hove CAB
Jo Berry	Brighton Housing Trust
Jo Crease	Impetus
Jo-Anne Welsh	Brighton Oasis Project
Jess Wood	AllSorts Youth Project
Helen Jones	MindOut LGBTQ Mental Health Service
Gary Pargeter	Lunch Positive
Emma Baars	Impetus
Jo Gough	RISE
Caroline Sharp	RISE
Fabia Bates	Survivors Network/Community Works
Jay Breslaw	Survivors Network
Elizabeth Hall	Carousel
John Varah	Same Sky
Sarah Parsons	Carousel
Lisa Dando	Brighton Women's Centre
Alison Marino	Sussex Nightstop
Julia Harrison	YMCA Downslink
Rachel Travers	AMAZE Brighton and Hove
Sam Price	Extra Time
Jo Martindale	Hangleton and Knoll Project
Simon Hughes	Brighton Housing Trust (BHT) - Whitehawk Inn
Sarah Juliet Mann	Friends, Families, Travellers
Michelle Gavin	Friends, Families, Travellers
Paul Richards	Stay up Late
Kate Ogden	Stay up Late
Sarah Byrne	Albion in the Community
Jenny Hacker	Age UK

Name	Organisation
Vic Borrill	Brighton and Hove Food Partnership
Helen Starr-Kedde	Brighton and Hove Food Partnership
Dani Ahrens	Brighton Resource Centre
Chris Lau	The Carers Centre for Brighton & Hove
Mandy Crandale	Possability People
Rachel Cashman	Age UK
Bernadette Ashcroft	Age UK
Mark Cull	YMCA Downslink Group
Sarah Danily	Mind in Brighton and Hove
Sarah Pickard	Speak out
Mike Byrne	Brighton Housing Trust