

Walsall's New Deal
Older Persons Project Evaluation
Wider Impact Consultancy
April 2009

“what if. . .?”



Walsall's New Deal
Older Persons Project
Evaluation
April 2009

Consultant's Statement

Wider Impact Consultancy is pleased to produce an extremely positive report on a project that is innovative and without doubt delivering '**value for money**' in its area of operation. According to multi-agency partners, the project is '**adding value**' to services being delivered to local elderly residents.

Whilst there is still some work to do in relation to outputs, we note that there remains opportunity to 'make up ground' in this financial year, and suggest that efforts should be focussed on session attendances.

Whilst we note that due focus should be paid to project outputs, it is our view that due recognition must also be made of **qualitative evidence**, which is often the most important as far as beneficiaries and wider community members are concerned.

Indeed, we noted that, on the whole, those surveyed and interviewed were extremely positive about the project because it is delivering **what is required** in the area and what is **valued by beneficiaries** and the **wider community**.

We believe the project is well on the way to achieving project priorities:

- Tackling social exclusion and increasing community participation
- Ensuring that reliable and recommended services are easily available for older people
- Exploring possibilities of expanding transport and / or subsidised transport for older people
- Increasing evening provision and activities for over 50's
- Additional health provision (which is specific to their needs) at community locations
- Intergenerational work

We are delighted to commend the project and thank those who contributed to this report.

Edwin Lewis, Wider Impact Consultancy Limited
April 2009

© Wider Impact Consultancy, April 2009

Walsall's New Deal Older Persons Project Evaluation



Report Commissioned by
Walsall's New Deal

Delivered by
Wider Impact Consultancy
www.widerimpact.com

Walsall's NEW DEAL
for Communities

BC community
partnership

50 PLUS
Walsall's NEW DEAL
FORUM

Contents

Sections	Description	Page
1.0	Executive Summary	1
1.1	Introduction	1
1.2	Project Funding	1
1.3	Project Aims	1
1.4	Project Delivery	2
1.5	Outputs	2
1.6	Summary of Findings	2
1.7	Good Practice	3
1.8	Lessons Learnt	4
1.9	Recommendations	5
1.10	Methodology	6
2.0	Acknowledgements	8
3.0	Terms of Reference	9
4.0	Methodology	10
5.0	About Walsall's New Deal for Communities	11
5.1	Introduction	11
5.2	Theme Groups	12
6.0	About the Older Persons Project	13
6.1	Introduction	13
6.2	A Strategy for the Elder Persons Programme	14
6.3	New Deal Elder Persons Programme Action Plan	15
6.4	Older Persons Support Worker Project	15
6.5	Key Issues	16

6.6	Outputs	16
6.7	Project Funding	17
6.8	Project Steering Group – Terms of Reference	17
6.9	Bloxwich Community Partnership (BCP)	18
6.10	The Stan Ball Centre	19
7.0	Project Outputs / Outcomes	20
7.1	Introduction	20
7.2	Desk Research / Quantitative Data	20
7.3	Questionnaire Analysis	21
7.4	Project Beneficiaries	21
7.5	Partner Agency Members	23
7.6	Case Studies	26
7.7	Workshops	27
7.8	Beneficiaries Workshop	28
7.9	Partner Agency Members Workshop	29
7.10	Shadowing / Observations	30
7.11	Interviews	34
7.12	Project Delivery	34
7.13	Project Outputs Slippage	35
7.14	Succession Strategies	36
8.0	Summary of Findings	37
8.1	Introduction	37
8.2	Output Summary	37
8.3	Project Outcomes	38
8.4	Good Practice	39
8.5	Lessons Learnt	40
8.6	Summary	40

9.0	Recommendations	41
9.1	Introduction	41
10.0	Conclusions	43
	Appendices	
Appendix A	Older Persons Project Output Return	45
Appendix B	Beneficiaries Questionnaire	46
Appendix C	Partner Agency Members Questionnaire	48
Appendix D	Beneficiaries Graphs	50
Appendix E	Partner Agency Members Graphs	54
Appendix F	Case Studies	57
Appendix G	Beneficiaries Workshop Outputs Grid	60
Appendix H	Partner Agency Members Workshop Outputs Grid	61

1.0 Executive Summary

1.1 Introduction

Wider Impact Consultancy has been invited by **Walsall's New Deal for Communities** (New Deal) to independently evaluate the Older Persons Support Worker Project, which is delivered within the context of the provision of improving health, well-being and service delivery for the over 50's in the Bloxwich East, Blakenall and Leamore areas of Walsall.

The need for the project was identified as a result of New Deal developing a strategy outlining available and accessible service provision for over 50's within the New Deal area of benefit. The strategy highlighted a number of issues together with an action plan, which was later developed into a delivery mechanism and proposed as a project by a third sector organisation, **Bloxwich Community Partnership (BCP)**.

1.2 Project Funding

Total funding for the project is **£167,017.00**

1.3 Project Aims

The project aims to deliver the broad objectives of the Older Persons Strategy by:

- Increasing partnership working to increase the provision of educational, vocational and recreation courses for over 50's, which are better tailored to their needs
- Increasing community empowerment through a number of unique initiatives, e.g. establishing a forum, increasing representation and engagement of over 50's, to increase the voice of the over 50's etc
- Influencing housing providers to improve provision and increasing the uptake of health through warmth
- Improve health and well-being by working in partnership with health trainers, NHS, Social Services and Independent Living Centre
- Improving community safety, reducing the fear of crime

1.4 Project Delivery

Key to the project is the employment of an **Older Persons Development Worker** for 3 years.

Linked to the Elder Persons Strategy, priorities for the worker are:

- Tackling social exclusion and increasing community participation
- Ensuring that reliable and recommended services are easily available for older people
- Exploring possibilities of expanding transport and / or subsidised transport for older people
- Increase evening provision and activities for over 50's
- Additional Health Provision (which is specific to their needs) at community locations
- Intergenerational work

1.5 Outputs

A number of ambitious outputs were agreed between New Deal and the BCP, which include:

- Establish an over 50's forum
- Publish a services directory
- Signpost 770 older people to specific services
- Creation of 134 new community activities for older people
- Setting up 39 new health related activity sessions – with 465 attendees

1.6 Summary of Findings

Whilst there is still some work to do in relation to outputs, we note that there remains opportunity to 'make up ground' in this financial year, and for example suggest that efforts should be focussed on session attendances.

Whilst we note that due focus should be paid to project outputs, it is our view that due recognition must also be made of **qualitative evidence**, which is often the most important as far as beneficiaries and wider community members are concerned.

Indeed, we noted that, on the whole, those surveyed and interviewed were **extremely positive** about the project because it is delivering **what is required** in the area and what is **valued by beneficiaries** and the **wider community**. In addition to summarising project outputs, outcomes and potential wider impacts, we will also be taking opportunity to note 'good practice', 'value for money' and 'lessons learnt'.

There is no doubt that, on the whole, agreed project outputs have yet to be met. This is unfortunate and should ideally have been addressed sooner. However, sight should not be lost of the outputs that **have** been achieved, which are perhaps more realistic outputs for the project:

- Launch of a highly successful and effective **Over 50's Forum**
- A number of **high quality** and well attended **events** and **activities** have been organised and delivered by the Over 50's Forum / Older Persons Development Worker
- A high quality **Service Directory** has been created and distributed to the local community
- A number of committed and effective **community volunteers** have been recruited and trained
- Good use is being made of **community transport**
- Positive **annual reports** have been published
- Clear **annual priorities** and **action plans** have been delivered in collaboration with the Over 50's Forum

1.7 Good Practice

Whilst encouraging community participation is not new, we are impressed with the effectiveness of the project in terms of:

- The appointment of a dedicated Older Persons Development Worker, with a brief to support elderly residents within a defined local community
- Launch and delivery of the highly successful and effective Over 50's Forum
- The manner in which the Older Persons Development Worker has **supported** the Forum, rather than 'taking over' and directing its activities. As a result the Forum has developed

into an effective '*voice of the local community*', that will have reducing reliance on the Worker. This has involved great skill by the Worker, which others could learn from

- The role of the Older Persons Development Worker in 'pointing' local people towards local mainstream services, rather than 'holding their hands too tightly'. This again will encourage community independence and a reduced reliance on the Worker in the future
- The role of Community Volunteers, who are providing much needed support to vulnerable housebound members of the local community
- The manner in which the Older Persons Development Worker has facilitated 'partnership working' that is ensuring that mainstream and third sector agencies are avoiding duplication and replication of scarce and valuable community resources
- The (late) appointment of the Older Persons Project Administrator, **Donna Pinto**, who has provided much needed and valued support to the role of the Older Persons Development Worker

1.8 Lessons Learnt

There is no doubt that the main 'lesson learnt' should be the lack of action regarding project output slippage. Opportunities have been missed to correct this, which have put undue stress and pressure on the Older Persons Development Worker

We believe that whilst the Older Persons Development Worker is highly skilled, hard working and committed, she would value / benefit from closer / more formal line management support (in line with HR practices, policies and procedures normally adopted by private / public sector organisations) from her employer, the Bloxwich Community Partnership (BCP).

It is also apparent that opportunities to support the Older Persons Development Worker have been missed by the project Steering Group that could / should be providing more support in line with its terms of reference.

The Older Persons Project Administrator should have been appointed more or less at the same time as the Older Persons Development Worker by the BCP. Project administration is an important

component of such projects, which should not be a prime role of key staff such as the Older Persons Development Worker.

1.9 Recommendations

Based on our research, we are pleased to make the following recommendations concerning the delivery of this project and potential succession strategies:

1. All those involved in the conception and delivery of this excellent project should be congratulated and thanked for their dedication, hard work and effort. The delivery of such a project requires a **team effort**, which of course involves beneficiaries. Such congratulations should be extended to members of the Over 50's Forum.
2. The Older Persons Development Worker, **Tracey Gould** should be singled out for particular recognition and praise.
3. Immediate steps should be taken to tackle the issue of project outputs slippage. This should include:
 - a. New Deal and the BCP to re-negotiate outputs to be delivered for the remainder of the project
 - b. The project Steering Group should meet and support / direct the Older Persons Development Worker to focus her efforts and time on output targets that have not been met / achieved to date
4. Consideration should be given by New Deal to supporting / training the Chairs / Board members of the various Steering Groups, with particular reference to high level **monitoring / performance management** skills.
5. Consideration should be given by the Bloxwich Community Partnership (BCP) to enhancing HR practices, policies and procedures normally adopted by private / public sector organisations, with particular regard to line management support / staff appraisals / performance monitoring.
6. Meetings should take place with agencies such as New Deal, BCP, the Over 50's Forum, the local authority and other partner agency members to explore the feasibility of retaining the expertise and experience of the Older Persons Development Worker. It has been suggested to us that the Older Persons Development Worker (or similar post – e.g.

Community Development Worker) could be included within the management structure of the Stan Ball Centre. We can see value in this proposal.

7. The momentum behind the role of the Over 50's Forum should be maintained, with an objective of the Forum becoming a **mainstream funded** 'free standing / independent' group. It has been suggested to us that the Forum could be based within the Stan Ball Centre, with support and guidance provided by the Stan Ball Management structure [Older Persons Development Worker]. We can see value in this proposal.
8. Consideration should be given to 'celebrating the 'successes' of the project to date. This could include a high profile event / conference, during which representatives of other areas / localities could be invited to share project 'good practice' and 'lessons learnt'.

1.10 Conclusions

Wider Impact Consultancy is pleased to produce an extremely positive report on a project that is innovative and without doubt delivering '**value for money**' in its area of operation. According to multi-agency partners, the project is '**adding value**' to services being delivered to local elderly residents.

It is clear that the project is playing a significant role in tackling the 'over 50's time bomb' described by research studies such as that outlined by *In My Prime* (Social Research):

By 2031, less than 25 years away, over one-third of the UK population will be over 55, while 22% will be over 65. There are two major implications of this. Firstly, the working lives of individuals will have to extend beyond 65 to ensure that there are enough in the workforce to meet the nation's needs. Secondly, the notion that retirement is just a few twilight years after a lifetime of slog is no longer relevant.

Looking at life expectancy in more detail, in short people are living ever longer. Taking into account improving mortality rates men of 65 now can expect to live until they are 86 and women to 88. And the trend of greater and greater life expectancy will continue for the foreseeable future. Current 40 year-olds who make it to 65 can expect to live into their nineties or very close to.

Whilst the project has the approval of partner agency members, sight must not be lost of the views and opinions of beneficiaries and the wider community. We are impressed by such in two areas:

1. High level support and appreciation highlighted in responses to questionnaires and case study interviews.
2. The involvement of the community in the formation and delivery of the **Over 50's Forum**. This is perhaps one of the best examples of 'good practice' we have witnessed. The group has a solid constitution, is well managed and has a clear sense of purpose and direction. **We strongly recommend that efforts are made to support the long-term future of this Forum.** To 'do nothing' in relation to the Forum should **not be an option**.

Whilst praise has been quite rightly directed at the Older Persons Development Worker, we are fully aware that she has wisely utilised her considerable skills and experience to act as a facilitator, rather than a deliverer of services. In other words, the 'hard work' has actually been carried out by the wider community, the Over 50's Forum, mainstream providers and third sector organisations. This is another example of 'good practice' demonstrated by this project.

We are aware that consideration is being given to the development of the Stan Ball Centre, with a view to the Older Persons Development Worker (or similar post) being included in the management structure. We believe this is a worthwhile idea, **provided** our recommendation **5** above is seriously considered. It is imperative that third sector organisations reflect the professionalism demonstrated by private sector and public sector organisations.

We trust that the shortfalls linked to project outputs do not detract from what is an excellent project. As highlighted in this report, **qualitative evidence** is often the most important as far as beneficiaries and wider community members are concerned.

We are delighted to commend the project and thank those who contributed to this report.

2.0 Acknowledgements

Wider Impact Consultancy would like to thank the following for their time and effort in making this report possible:

- | | |
|------------------------------------|---|
| ○ Beneficiaries / Residents | who completed questionnaires |
| ○ Anthony Allen | Bloxwich Community Partnership |
| ○ Cllr. Les Beeley | NHCE Board member |
| ○ Andrew Bradley | Walsall's New Deal |
| ○ Mike Brice | Walsall's New Deal |
| ○ Vera Butler | Resident / Volunteer |
| ○ David Chell | Chief Executive, Bloxwich Community Partnership (BCP) |
| ○ Debbie Chell | Walsall Community Transport |
| ○ Jayne Cooper | WHG |
| ○ Hannah Davis | West Midlands Police |
| ○ Tracy Gould | Older Persons Development Worker |
| ○ David Griffiths | Environmental Community Team N.D.C |
| ○ Andy Guest | Environmental Community Team N.D.C |
| ○ Gillian Hodson | Neighbourhood Community Service |
| ○ John Jones | Chair, Project Steering Group |
| ○ Mandy Keay | Walsall Senior Citizen's Link Line |
| ○ John Lawrence | Walsall Council |
| ○ David Leytham | Age Concern Walsall |
| ○ Richard Maunders | Addaction |
| ○ Marc Neeld | Walsall NHS Community Health |
| ○ Inderjit Nijjer | Local Neighbourhood Partnerships |
| ○ Donna Pinto | Older Persons Project Administrator |
| ○ Ami Reeves | West Midlands Police |
| ○ Margaret Rowley | Resident / Volunteer |
| ○ Manny Sehmbi | Walsall's New Deal |
| ○ Harjinder Singh | Walsall's New Deal |
| ○ Flo Smith | Chair, Over 50's Forum |
| ○ Mick Taylor | Bloxwich Community Partnership |
| ○ Raymond Taylor | Resident / Volunteer |

Contributions have included data, information, time and most importantly honest feedback on the impact of the production of this report.

3.0 Terms of Reference

The terms of reference of this independent evaluation, which has been commissioned by Walsall's New Deal are:

1. Analyse the impact of the project in influencing statutory provision for the needs of over 50's;
2. Identify the benefits and merits of the project;
3. Assess the synergies of the new Stan Ball Centre development and this project to ensure a sustainable service post December 2009;
4. Where it exists, identify good practice and how it has been integrated into delivery mechanisms;
5. Assess achievement of the outputs and outcomes progress to date and to the end of the project;
6. Identify options for the future, including the option of 'Do Nothing'

4.0 Methodology

The brief has been delivered in three sections:

1. Desktop (Secondary) research:
 - Utilising data and information provided by the project and Walsall's New Deal
 - Access to reports and research:
 - *A Strategy for the Elder Persons Programme*, WM Enterprise Consultants, 2005
 - *New Deal Elder Persons Programme Action Plan*, May 2005
 - *In my Prime*, February 2009
 - Joseph Rowntree Foundation
2. Primary research, which includes:
 - **100** Questionnaires completed by beneficiaries / community members and partner agency members
 - **3** Case studies
 - **2** Workshops – beneficiaries / community members and partner agency members
 - One to one interviews with:
 - **Tracy Gould**, Older Persons Development Worker
 - **Donna Pinto**, Older Persons Project Administrator
 - **David Chell**, Chief Executive, Bloxwich Community Partnership (BCP)
 - **John Jones**, Chair, Older Persons Project Steering Group / Vice Chair, Over 50's Forum
 - **Flo Smith**, Chair, Over 50's Forum
 - **Harjinder Singh**, Walsall's New Deal
 - Shadowing / Observations
3. Submission of this final report drawing together the findings of the above sections.

5.0 About Walsall's New Deal for Communities

5.1 Introduction

Walsall's New Deal: New Horizons is a company Limited by Guarantee and a registered charity, with a long term commitment to the regeneration of the areas of Blakenall, Bloxwich East and Leamore. The initiative received a £52 million Government grant from the then Office of the Deputy Prime Minister to be spent on sustainable regeneration spread over a ten year period that commenced 2001.

Figure 1 highlights the New Deal area that has been split into 24 areas, each being represented by a democratically elected patch representative who is that area's delegate on the New Deal.

Figure 1 New Deal Area



5.2 Theme Groups

Walsall New Deal for Communities is committed to regeneration of the New Deal area and involves a number of local projects through 6 theme groups:

1. **Employment, skills and business** - to improve the economic prosperity of the existing and future resident population of Walsall's New Deal area by developing sustainable new businesses, increasing employment and removing the barriers that cause unemployment.
2. **Education and learning** – for the community to value education and to see it as a means of increasing their life choices and of feeling positive about themselves and their place in the world.
3. **Housing and the environment** – to create a local environment that will be really attractive, where people will be proud to live and work.
4. **Crime and community safety** - through a combined partnership to reduce the gap in crime, fear of crime and anti-social behaviour rates to bring the New Deal area within Borough and National averages.
5. **Health and well-being** – to show an improvement in the overall health status of residents.
6. **Community empowerment** - to develop an independent, self sustaining and confident community, that has the resources and capacity to develop its own projects; that builds upon a strong, independent community and voluntary sector that values and encourages the contribution of young people to the regeneration of the New Deal areas of Blakenall, Bloxwich East and Leamore

6.0 About the Older Persons Project

6.1 Introduction

Our research has found that the project has been delivered in direct response to national and local research in relation to the needs and requirements of the elderly population. This is important because according to *In My Prime* (Social Research), by 2031, less than 25 years away, over one-third of the UK population will be over 55, while 22% will be over 65. There are two major implications of this. Firstly, the working lives of individuals will have to extend beyond 65 to ensure that there are enough in the workforce to meet the nation's needs. Secondly, the notion that retirement is just a few twilight years after a lifetime of slog is no longer relevant.

Looking at life expectancy in more detail, in short people are living ever longer. Taking into account improving mortality rates men of 65 now can expect to live until they are 86 and women to 88. And the trend of greater and greater life expectancy will continue for the foreseeable future. Current 40 year-olds who make it to 65 can expect to live into their nineties or very close to.

Even with increased state retirement ages, it appears that men will have a retirement of about 22 years to look forward to and women will have about 24 years. However, 22 or 24 years is a long time to finance oneself without working, a long time to fill in an interesting, fulfilling and valued way, and a long time to stay physically and mentally healthy. It means people will work for, say, 40 to 50 years and then be without paid employment for 20 to 25 years. In itself this is a lot of years but it is also a large proportion of one's life.

But length of life is not automatically associated with quality of life and, while life expectancy is increasing, a number of our final years will be in less than perfect health. On average men can expect about 7 of their final years to be associated with a limiting longstanding illness and women about 9 years (*In my Prime*, February 2009).

Since the late 1990s, the patterns of employment and retirement of people in their fifties and early sixties have become a central policy concern – not just in the UK but throughout the developed world. People, especially men, have been leaving work earlier even though they are living longer. This increases the ratio of years in retirement to years in work, making it potentially harder for

individuals to make adequate pension provision. For the economy as a whole, it raises issues not just for financing pensions but also for labour supply, especially in the next 20 years as the number of 50 to 65-year-olds rises steeply as a percentage of the working-age population. A further concern is that individuals leaving work early may feel prematurely excluded from social participation. (*Joseph Rowntree Foundation*)

6.2 A Strategy for the Elder Persons Programme

We are grateful to **Harjinder Singh**, New Deal: New Horizons Health Theme Manager for access to two key reports that have helped shape the Older Persons project:

- *A Strategy for the Elder Persons Programme*, WM Enterprise Consultants, 2005
- *New Deal Elder Persons Programme Action Plan*, May 2005

The report by WM Enterprise Consultants points out that at the time of publication, 18.5% of the Walsall New Deal community were retired, with the over 65 age group in Walsall projected to rise by 14% between 2001 and 2016. Two key areas were explored by WM Enterprise Consultants in relation to services for elderly residents of the area – **poor health** and **social isolation**.

The report identified a number of 'gaps' in the provision of services for elderly people in the NDC area:

1. **Evening Provision / Activities for Elderly People** – linked to issues such as a lack of evening events / activities, community safety fears, transport provision, activities to engage elderly males.
2. **Community Transport Provision** – linked to a lack of suitable transport.
3. **Support for People who do not wish to Visit Centres / Groups** – pointing to people who are reluctant to leave their own homes and may benefit from befriending and other outreach services.
4. **Health Provision at Community Locations** – building on community based health services based at the Blakenall Village, opportunities for health education and community based access to medical equipment.

5. **Provision of Advice** – linked to the provision of community based, 'non-threatening' approaches that are more likely to reach people who are not claiming benefits, rather than people who are able to visit centrally based council services departments.
6. **Specialist Housing for the Elderly** – linked to the 'independent living agenda', and maintaining informal / family support networks.
7. **Access / Use of Reliable and Recommended Services** – linked to feelings of vulnerability and fear of unscrupulous trades people in areas such as household repairs, plumbers, electricians, decorators and gardening services.

6.3 New Deal Elder Persons Programme Action Plan

In response to the WM Enterprise Consultants report, a **Health & Well Being** theme meeting held during May 2005 agreed the following actions in order of priority:

1. Support those who do not wish to visit centres / groups
2. Reliable and recommended services
3. Expand community transport and / or subsidised transport
4. Joint:
 - a. Friendly neighbourhood service
 - b. Increased evening provision for elderly people
5. Additional health provision / activities for elderly people
6. Greater provision of advice and education created for the elderly
7. Joint:
 - a. Specialist housing for the elderly
 - b. Increased partnership working
 - c. Ensuring regular feedback

6.4 Older Persons Support Worker Project

Linked to the above New Deal Elder Persons Strategy (6.3), negotiations took place with Age Concern, Community Transport and Social Services to develop proposals to deliver the strategy.

Age Concern submitted a project proposal for an Older Persons Support Worker [project], which was subsequently rejected by the Approvals Sub-committee, who asked for further work, to make the proposal more robust. After much deliberation, Age Concern decided not to re-submit a revised project proposal and withdrew from the process.

It was then decided to invite Bloxwich Community Partnership (BCP) and Blakenall Community Association (BCA) to submit proposals to deliver the out standing actions of the Elder Persons Strategy. Subsequently BCP agreed to submit a proposal to deliver the Older Persons Support Worker Project, which was endorsed by the Approvals Sub-Committee on the 12th September 2006.

6.5 Key Issues

Key to the project is the employment of an Older Persons Development Worker for 3 years. Linked to the Elder Persons Strategy, priorities for the worker are:

- Tackling social exclusion and increasing community participation
- Ensuring that reliable and recommended services are easily available for older people
- Exploring possibilities of expanding transport and / or subsidised transport for older people
- Increase evening provision and activities for over 50's
- Additional Health Provision (which is specific to their needs) at community locations
- Intergenerational work

6.6 Outputs

Table 1 highlights agreed outputs. Key outputs over 3 years include:

- Publish a services directory
- Signpost 770 older people to specific services
- Creation of 134 new community activities for older people
- Setting up 39 new health related activity sessions – with 465 attendees

Table 1 Outputs Older Persons Project

Output	2006 / 07	2007 / 08	2008 / 09	2009 / 10	Totals
	Yr 1	Yr 2	Yr 3	Yr 4	
1. Establish Steering Group (frequency of meetings)	1	4	4	4	12
2. Organise and Deliver Launch Event (attendance)	100	0	0	0	100
3. Establish Older Persons Forum (frequency of meetings)	1	4	4	3	12
3 a. Attendance - Older Persons Forum	12	105	120	90	327
4. Organise and Deliver Information Sessions (frequency)	0	4	2	1	7
4 a. Attendance – Information Sessions	0	275	200	100	575
5. Publish Service Directory / Programme of Activities	0	0	4,000	0	4,000
6. Recruit Project Volunteers	2	4	4	3	13
6 a. Signposting / Volunteers Making 10 contacts per month	0	140	300	330	770
7. Access to Community Transport (total registered)	0	200	675	675	1,550
8. Increase Provision of Community Activities / Education Activities (number of activities)	0	9	60	65	134
8 a. Attendance at Activities	0	108	612	780	1,500
9. Exercise and Sports Activities (number)	0	4	20	15	39
9 a. Attendance – Exercise and Sports Activities	0	48	240	180	468
10. Prepare Annual Report	0	1	1	1	3
11. Set Annual Priorities and Action Plan	0	1	1	0	2

6.7 Project Funding

Total funding for the project is **£167,017.00**, which represents 3% capital and 97% revenue spend.

6.8 Project Steering Group – Terms of Reference

The Steering Group acts on behalf of the sponsor (Bloxwich Community Partnership) and New Deal for Communities, to provide the strategic framework for the project.

The Steering Group was tasked to meet regularly and review:

- The strategic objectives and priorities of the project
- Progress made in the delivery of the action plan

- Management information and data appropriate to the project to ensure milestones and outputs are being met
- Promotion and publicity of the project
- Staff development and welfare
- Development and the provision of services
- Quality assurance
- Resource management
- Annual reports – progress of the project

Membership includes representatives from:

- Walsall Council Adult Services
- Walsall Council Leisure, Culture and Lifelong Learning
- Walsall PCT
- Bloxwich Community Partnership
- Local Service provider
- Walsall Community Transport
- Walsall Housing Group
- Walsall Police
- WALCAT / Walsall C. C. Ed / Walsall Community College
- Key agencies – Age Concern, CAB etc.
- NDC Health Theme Officer
- NDC Board representative
- Representation from the Older Person's Forum

6.9 Bloxwich Community Partnership (BCP)

The BCP has been operating in the Bloxwich area for nearly 30 years. Formerly based at the T.P. Riley school site, The Organisation now operates from a number of centres in the Bloxwich area:

- Elmore Row Centre
- Electric Palace

- Stan Ball Centre (subject to re-build – [see 6.10](#))
- Old Millfields Nursery
- Holy Trinity Church (Short Heath) IT Suite
- Blakenhall Community Centre

Mission Statement - *Bloxwich Community Partnership seeks to improve the lives of people within the local community by providing high quality services able to meet individual and collective needs. The Association strives to create a committed and skilled workforce and work closely with our partners for the benefit of the community. The Association will continuously work towards improving the service we provide and the way we provide it.*

6.10 The Stan Ball Centre

Aimed at supporting local elderly residents, plans are well advanced to re-build the Stan Ball Centre, which will allow visitors the opportunity to shape their visits according to their personal requirements. Future activity programmes can be described under 8 main headings:

1. Information, Advice and Guidance
2. Health Issues
3. Adult and Community Learning
4. Social Care
5. Interest and Self Help Groups
6. Drop-In Facilities
7. Social Activities
8. Private Hire

7.0 Project Outputs / Outcomes

7.1 Introduction

We are grateful to the Older Persons Development Worker **Tracy Gould** and New Deal: New Horizons Finance and Monitoring Officer **Andrew Eardley** for their support in providing information and data relating to the project. We will be presenting both quantitative and qualitative evidence, which has been obtained by a variety of research methods:

- Desk research
- Questionnaires
- Case studies
- Workshops
- One to one interviews
- Shadowing / observations

7.2 Desk Research / Quantitative Data

Appendix A lists **outputs** achieved by the project up to 31 March 2009. The table highlights **proposed** outputs and **actual** outputs. Based on proposed and actual data, areas of particular note include:

- The frequency of information sessions is up by 30%
- Attendance at Forum meetings is down by 54.7%
- Attendance at information sessions is down by 57.7%
- Distribution of the Service Directory is up by 25%
- Volunteer contacts is down by 63.6%
- Access / registrations for community transport is down by 57.8%
- The number of community activities / educational activities is down by 67.1%
- The number of exercise and sports activities is down by 46.1%
- Attendance at exercise and sports activities is down by 52.7%

It should be noted that there remains a further **9 months** of outputs to be included in the final year (year 4) of the project.

7.3 Questionnaire Analysis

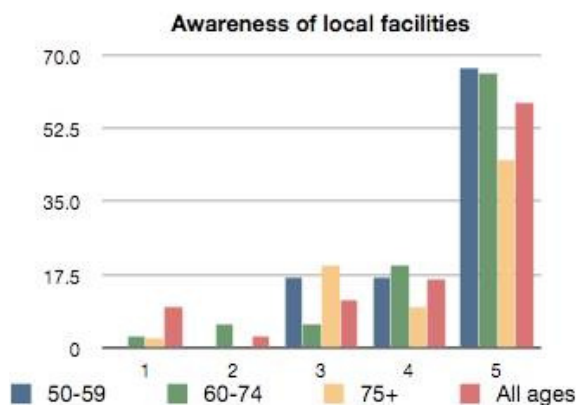
Appendices B and C highlight research questionnaires that have been targeted at:

- Project beneficiaries
- Partner agency members

7.4 Project Beneficiaries

Our aim was for 100 questionnaires to be distributed to / returned by project beneficiaries. We are pleased to report that a respectable **68%** of questionnaires were completed and returned. **Graphs 1 to 5** highlight research outcomes. Details of all research outcomes in this area are highlighted at **Appendix D**.

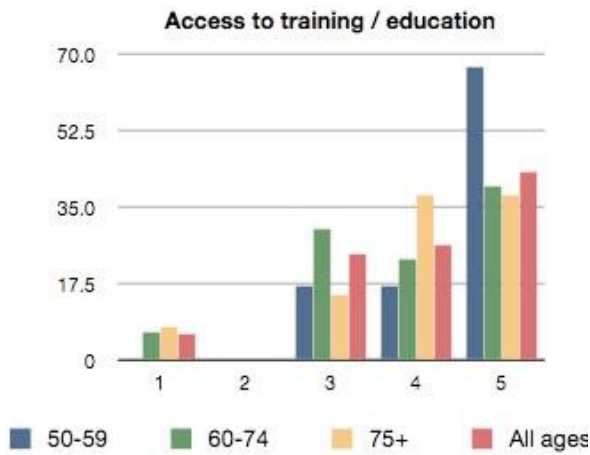
Graph 1



Notes

- There is high awareness of the project across all age ranges

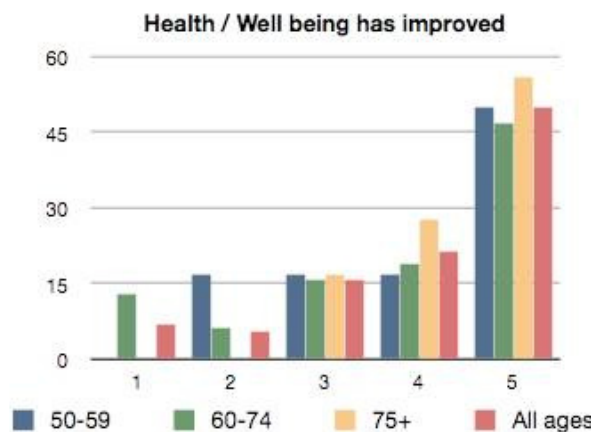
Graph 2



Notes

- There are high levels of access to training and education across all ages. This is particularly noticeable in relation to the 50 to 59 age range.

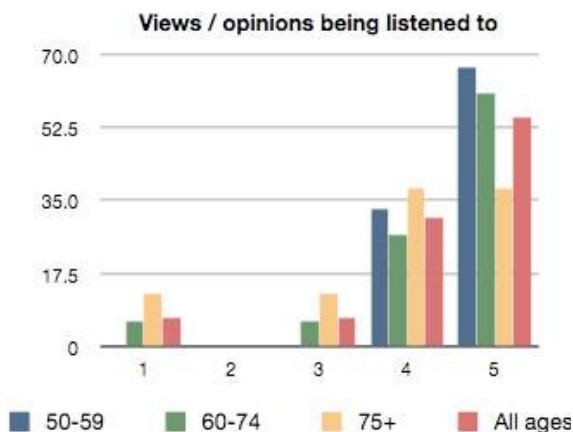
Graph 3



Notes

- Whilst health and well-being has improved across all age ranges, satisfaction levels are more 'spread' than in the previous two graphs / survey questions

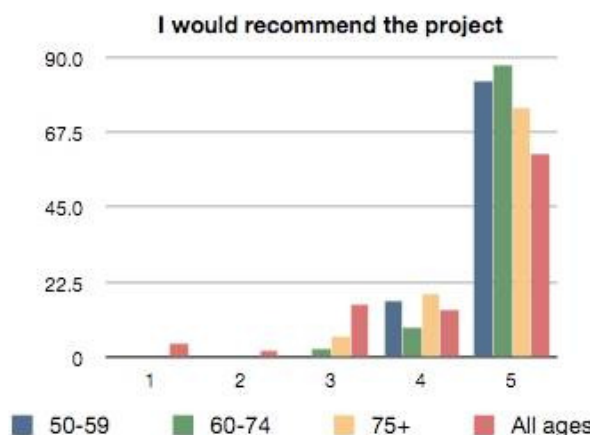
Graph 4



Notes

- It is noticeable that the majority of clients / beneficiaries surveyed feel their views and opinions have been listened to

Graph 5



Notes

- It is encouraging to note that the majority of clients / beneficiaries appear supportive of the project and will recommend it to others

We make note of a number of comments made by recipients of the questionnaires:

- *'I feel that it a valuable project, providing an innovative service to maintain independence and prevent isolation'.* **Julie Bellingham**
- *'I value finding out about long term health providers and having opportunities to meet experts on different area'.* **Margaret Lyons**
- *I feel it is really useful and I come to learn – I love it!* **Patricia Pilbean**

7.5 Partner Agency Members

We are grateful to the following partner agency members who kindly responded to the questionnaire highlighted at **Appendix C**.

Anthony Allen, Bloxwich Community Partnership

Andrew Bradley, Walsall's New Deal

Debbie Chell, Walsall Community Transport

Jayne Cooper, WHG

Hannah Davis, West Midlands Police

David Griffiths, New Deal for Communities

Andy Guest, New Deal for Communities

Gillian Hodson, Neighbourhood Community Service

Mandy Keay, Walsall Senior Citizens Link Line

John Lawrence, Walsall Council

David Leytham, Age Concern Walsall

Richard Maunders, Addaction

Marc Neeld, Walsall NHS Community Health

Inderjit Nijjer, Local Neighbourhood Partnerships

Ami Reeves, West Midlands Police

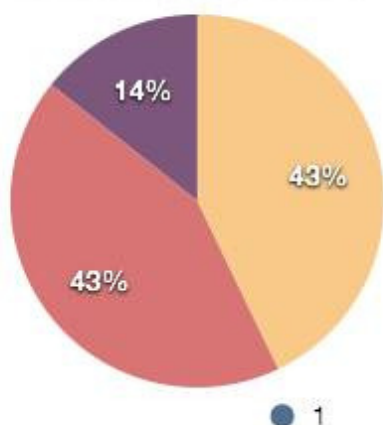
Manny Sehmbi, Walsall's New Deal

Mick Taylor, Bloxwich Community Partnership

Graphs 1 to 6 highlight responses to the questions highlighted within **Appendix C**. Details of all research outcomes in this area are highlighted at **Appendix E**.

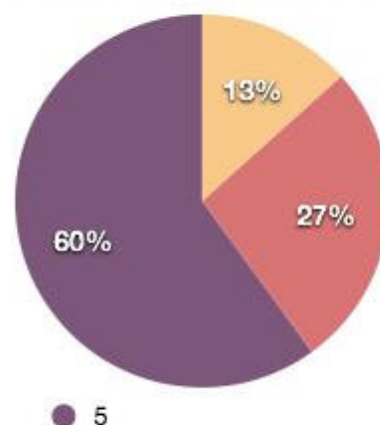
Graph 1

Provided Access to Education



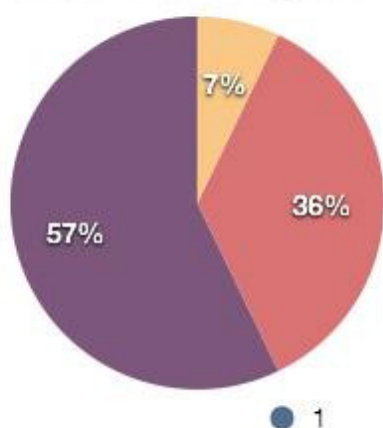
Graph 2

Enable Awareness of Facilities



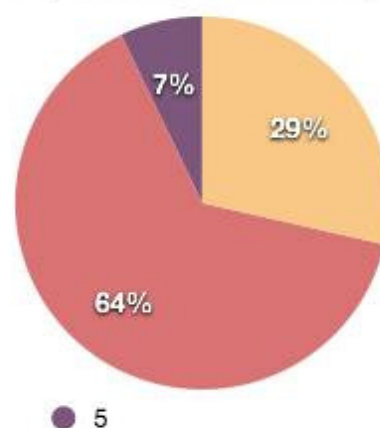
Graph 3

Enabled a 'Community Voice'



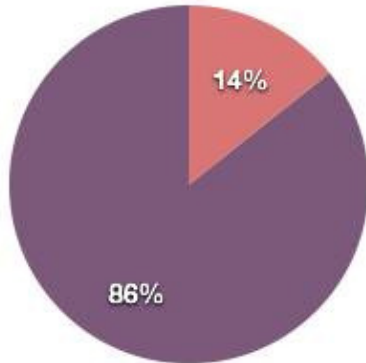
Graph 4

Improved Health / Well Being



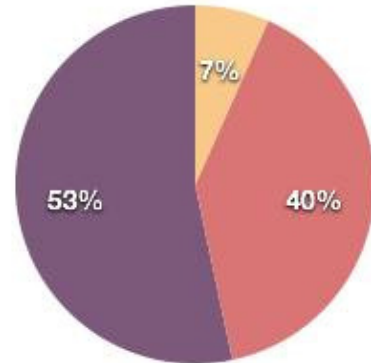
Graph 5

Should be Sustained Long-term



Graph 6

'Adds Value' to Mainstream Services



Notes

It is encouraging that, on the whole, partner agency members are extremely supportive of the project and an impressive **86%** of respondents feel very strongly that the project (or something similar) should be sustained long-term. We make note of a number of comments made by recipients of the questionnaires:

- *'We have developed good partnership working and been able to develop projects such as those related to health and community safety, as well as encouraging engagement and participation with the community. Having an officer with a specific remit has enabled me to refer members of the community to the officer for support and information. The community have found this easy, accessible and not a daunting experience'. **Manny Sehmbi**, Community Development Worker*
- *We are proud to have a very good close working link with members from the group by supporting all their initiatives and ideas. **Ami Reeves** PCSO, West Midlands Police*
- *'The Forum has been an integral part of the Local Neighbourhood (LNP) strategy in terms of engagement and shaping partner services in the area. Without it there would have been a gap by where older people in the area would have been harder to reach and engage with'. **Inderjit Nijjer**, Local Neighbourhood Partnerships Officer*

- *'I would be very keen to see the project / New Deal continue, as Tracey is a wonderful individual and is committed to seeing the project succeed'* **John Lawrence**, Social Worker, Walsall Council
- *'The Drop-In was set up in partnership with the Older Persons project. This has been hugely successful and has enabled elderly people to meet socially, have lunch and also receive advice on any issues they may have. We have brought in other agencies when necessary. I hope this project continues.'* **Mandy Keay**, Project Manager, Walsall Senior Citizens Link Line
- *'Whilst the project took some time to get off the ground, since the appointment of the Development Worker the profile of the project is now well known in the area. We have assisted the project in providing transport for a variety of their events and regularly transport up to 50 residents to a community cinema once a month. We continue to be supportive of the project.'* **Debbie Chell**, Assistant Manager, Walsall Community Transport
- *'We have helped identify vulnerable elderly people who would like a visit from the Neighbourhood Community Service and remain independent in their own homes. We have been liaising closely with Tracy [Older Persons Development Worker] and have been pleased to support the project.'* **Gillian Hodson**, Team Leader, Neighbourhood Community Service
- *'We would like to see main stream funding for the Over 50's project to increase staffing levels.'* **Andy Guest / David Griffiths**, Environmental Community Team
- *'There is a great need for this project, which empowers the elderly and removes the isolation that many feel.'* **Mick Taylor**, Trustee, Bloxwich Community Partnership (BCP)
- *'The project supports the BCP vision and is making a real impact within the New Deal community and beyond.'* **Anthony Allen**, Chair, BCP

7.6 Case Studies

We are grateful to the following local residents / project beneficiaries who kindly agreed to be interviewed on a one to one basis and provide the case studies highlighted at [Appendix F](#):

- **Vera Butler**
- **Raymond Taylor**
- **Margaret Rowley**

In summary:

All three are praising of the project and the Older Persons Development Worker, Tracy Gould.

Areas of note include:

- The project is meeting the needs of local elderly residents
- Local residents are being sign posted to local services / support agencies
- The Older Persons Development Worker is providing leadership and direction
- Older Persons Development Worker is able to 'stand back' and allow people to 'help themselves'
- The Older Persons Development Worker cares and is willing to 'go that extra mile'

The project is 'adding value' to their lives, in terms tackling issues such as:

- Bereavement support – when it is required
- Depression, isolation and loneliness
- Filling their days
- Reducing their being a burden to their children / families
- Motivation / fulfilment / satisfaction / purpose to their lives
- Keeping them 'young', fit and well
- Opportunities to support others and their local community

7.7 Workshops

Two workshops have been held as part of our research:

- **Beneficiaries Workshop**, 1 April 2009
- **Partner Agency Members Workshop**, 9 April 2009

7.8 Beneficiaries Workshop

A workshop hosted by Wider Impact Consultancy was held at the Blakenall Community Centre and was attended by 14 local people who included the Chair of the Over 50's Forum, **Flo Smith** and Vice Chair **John Jones**. A number of key questions were asked of the group:

- *What has been good about this project?*
- *What has the project done for the community?*
- *Why has it worked?*
- *What could have been done better?*
- *Would you like to see the project continue – if yes, why?*
- *What will be the impact of the project ending?*
- *What next? / Wish list?*

Outcomes of the workshop are highlighted at **Appendix G** and are summarised as follows:

- The role of the Older Persons Development Worker [Tracy Gould] has been valued and has played a significant role in making the project a success
- There has been a high level of community involvement
- The community has been empowered
- People are supporting each other, working together and acting as a 'community'
- Older people have been encouraged to leave their homes and get involved in activities
- People have been given something to do
- People have been encouraged to get involved with learning
- The project has been well organised
- The project could have been publicised better
- The project is filling gaps that are not / cannot be filled by main stream agencies
- The impact of the project ending will be extremely negative / 'devastating'
- If the project ends without a succession strategy, stagnation will occur – with things reverting back to where they were prior to the project starting
- There is a strong community will for the project, or something similar, to continue

- The Over 50's Forum is unsure it has the skills / capacity / experience to raise the funds and manage the project when current funding ends
- There is a high reliance on the Older Persons Development Worker to deliver a succession strategy

What Next - The issue of a succession strategy was discussed at some length and it was encouraging to note that the Chair of the Over 50's Forum (**Flo Smith**) took control of the workshop and opened a debate on the way forward. It was noted that the group as a whole were adamant that the situation regarding older peoples' services were not going to revert back to where they were prior to the project starting. There was a recognition that focus of the Over 50's Forum may need to change from organising activities / events, to one of ensuring a succession strategy. The group also recognised opportunity to link the succession of the project, or something similar, with the planned development of the Stan Ball Centre.

7.9 Partner Agency Members Workshop

A 'breakfast' workshop was hosted by Wider Impact Consultancy and delegates included:

Anthony Allen, BCP

Cllr. Les Beeley, NHCE Board Member

Mike Brice, Walsall's New Deal

Dave Chell, BCP

Debbie Chell, Walsall Community Transport

Jayne Cooper, WHG

Hannah Davis, West Midlands Police

Tracey Gould, Older Person Project

David Griffiths, N.D.C.

Andy Guest, N.D.C.

Gillian Hodson, Neighbourhood Community Service

John Jones, Chair, Steering Group

John Lawrence, Walsall Council

David Leytham, Age Concern Walsall

Marc Neeld, Walsall NHS

Inderjit Nijjer, Local Neighbourhood Partnership

Donna Pinto, Older Person Project

Ami Reeves, West Midlands Police

Flo Smith, Chair, Older Person's Forum

Mick Taylor, BCP

A number of key questions were asked of the group:

- *Strengths?*
- *Weaknesses?*

- *Opportunities?*
- *Threats?*
- *What next?*
- *One word to describe the project?*
- *Wish list?*

Outcomes of the workshop are highlighted at [Appendix H](#) and are summarised as follows:

Strengths – wanted and valued by local people, who have been involved with delivery. A dedicated worker, who has been working closely with multi-agency partners.

Weaknesses – Unrealistic time limited outputs and target led. Management support and barriers to marketing opportunities.

Opportunities – The future development of the Stan Ball Centre, and helping to shape BCP strategies for the next 5 years. Access to volunteers and opportunities to consolidate with multi-agency partners. Personisation agenda (Local Authority).

Threats – Long-term funding, loss of skills / dedicated worker and danger of community becoming disillusioned.

Words to Describe the Project – Community empowerment / community led, enthusiasm, creative, inspiring.

What Next - It became clear that on the whole the group were supportive of the project and there was an understanding that the project, or something similar, should continue. There was agreement that linked to the re-build of the Stan Ball Centre, discussions should take place between the BCP, New Deal, the Local Authority, the Over 50's Forum and other key agencies concerned with the over 50s agenda.

7.10 Shadowing / Observations

We took the opportunity to shadow the Older Persons Development Worker, Tracey Gould, with particular emphasis on her involvement with the Over 50's Forum and her role in working with agencies tasked with supporting over 50s.



As this photograph demonstrates, the Worker (centre) has a close working relationship with the Forum and we noted a high level of trust, empathy and respect from both sides. The worker plays a supportive role to the Forum, which is chaired by **Flo Smith** (front row – second from left). It is clear that the Forum is in control of agendas / meetings.

We were impressed to note that the Worker 'takes a back seat' during discussions and only steps in when advice and support is required / requested. The Worker never misses an opportunity to 'point' Forum members to where answers / resources may be located, rather than promise to do the work on their behalf.

There is no doubt that the Worker is respected and valued by multi-agency partners. She has an in-depth knowledge and data base of those who can support the over 50's, which she readily shares with others.

We are grateful to the Over 50's Forum and the Older Persons Development Worker for providing details of project activities / achievements that include (source, *Older Persons Project End of Year Reports*):

- **New Deal 50 Plus Forum** - The Forum meets every two months at different venues within the New Deal footprint area. Forum members invite speakers to the meetings from key service providers and organisations to the meetings to talk about the services they deliver and are available for local people. The meetings are informal but productive and have empowered residents to make informed decisions regarding issues and concerns that arise
- **Project Volunteers** - The project has 9 volunteers empowering and building confidence within the community, organising activities for residents, helping at the Stan Ball, escorting elderly residents to hospital appointments and visiting elderly, isolated and vulnerable

- residents in their homes. Regular volunteer meetings are held to discuss ideas and opportunities, and exchange information
- **Directory** - Through working in partnership with key agencies, the project produced a directory of services for over 50s. **5,500** copies of the directory were distributed door-to-door within the footprint area and are also available at Blakenall Community Centre and Blakenall Information Centre
 - **Database** - An over 50s database of **945** local residents has been collated through events, activities and meetings delivered over the previous two years and is a key provision of community mapping
 - **Information Sessions** - The project has organised "One Stop Information" events at community facilities within the New Deal footprint area, with a variety of key agencies and service providers having stands with information, giving advice and support and of course freebies for local residents
 - **Isolation / Housebound** – The project has worked closely with the Community Empowerment Team, community wardens (now the Environmental Community Team), Social Services, Neighbourhood Community officers and Walsall Housing group's Neighbourhood Impact Officers to identify, address issues and signpost elderly, isolated and housebound residents within the New Deal community
 - **Community Transport** - Through working in partnership with Walsall Community Transport (WCT) and Ring 'n' Ride, the project has provided transport for all events, activities and forum meetings for over 50s. Local people have used community transport to attend events like the One Stop Information, digital camera field trip, theatre trips and the Southport Flower Show. WCT has delivered a shopping scheme for residents to shop at local supermarkets
 - **Community Activities & Events** - The project has worked with key service providers and organisations like Blakenall Library, the Community Empowerment team and the Sports Strategy programme to deliver a 50+ Club at the library, develop a Women's group called 'Women Together' that organised an awareness Heath Walk, 50+ fitness taster sessions, 50+ Circuit training with NHS Walsall and Christmas Craft Taster workshop. The project has also worked closely with Age Concern Walsall to deliver events like the spring into

Action event at the Forest Art centre and Walsall Senior Citizen Link Line Open Door project organised drop in sessions at Christchurch church hall, Blakenall every Thursday morning and Christmas luncheons.

- **Additional Health Provision** - Through work OPDW have carried out with Age Concern Walsall, the project has identified a need to provide aids and adaptations. The OPDW has worked with the Long Term Conditions project that provided the project with funding to deliver a **pilot scheme of providing such equipment**.

With an increased shortage of chiropodists and high costs through the NHS, the OPDW was approached by Angel Feet, a Foot Care Practitioner to provide **drop in chiropodists surgeries** at Blakenall Community centre that have been extremely successful. Other health activities delivered by the project were **Tai Chi, 50+ fitness sessions** and **50+ circuit trainings** in partnership with NHS Walsall, New Deal Sport Strategy programme and the College of Continuing Education



This photograph demonstrates best practice and excellent partnership working between Walsall New Deal for Communities Community Empowerment team, the Women Together Group, Addaction, NHS Walsall, West Midlands Police and Bloxwich Community partnership Older Persons Project. The event was a **health walk** organised by the 'Women Together' volunteers to raise awareness regarding drugs and alcohol and was a great opportunity to promote healthy walking, exercise and access to information and summarises one of the successful activities that has been achieved.

Partnership Working

We are impressed to note details of local partners the project has links with. For example:

- Age Concern
- Blakenall Library
- CAB
- Centre of Independent Living
- College of Community Education
- Contin You
- Community Empowerment Network
- Community Transport
- Environmental Community Team
- Jobcentre Plus
- Local Neighbourhood Partnership
- New Deal for Communities
- NHS
- PCT
- Ring 'n' Ride
- Senior Citizens Link Line
- Shop Mobility
- University of the 3rd Age (U3A)
- Walsall Council
- Walsall Housing Group
- West Midlands Police
- Work on Horizon

7.11 Interviews

We are grateful to the following who have been interviewed on a one to one basis:

- **Tracy Gould**, Older Persons Development Worker
- **Donna Pinto**, Older Persons Project Administrator
- **David Chell**, Chief Executive Bloxwich Community Partnership (BCP)
- **John Jones**, Chair, Older Persons Project Steering Group / Vice Chair, Over 50's Forum
- **Flo Smith**, Chair, Over 50's Forum
- **Harjinder Singh**, Walsall's New Deal

Based on research findings, our discussions have been focussed on three main topics:

- Project Delivery
- Project outputs slippage
- Succession strategies

7.12 Project Delivery

There is a consensus of opinion that on the whole the project has been focussed at the correct groups, and is greatly appreciated by beneficiaries within the local area. This is due in a great part to the hard work and dedication of the Older Persons Development Worker, **Tracy Gould**.

It is noted that Tracey Gould has been supported by the appointment of the Older Persons Project Administrator, **Donna Pinto**, who has provided valued and essential administrative support. It has been noted that this post has been funded by the **BCP**.

It is also noted that the BCP has agreed to fund the project for a **further 3 months** beyond the 31 December, which is when current New Deal funding for the project is due to end. This has been welcomed by all parties, and as highlighted at **7.14** below, aims to assist with succession of the project (or something similar).

There is recognition of the valued role of the Over 50's Forum, expertly chaired by **Flo Smith**. Under the guidance of Flo Smith and supported by the Older Persons Development Worker, the Forum is growing in strength, confidence and influence in the local area.

7.13 Project Outputs Slippage

There is no doubt that the lack of performance in relation to delivery of project outputs has worried and caused a degree of stress to the Older Persons Development Worker **Tracey Gould**. We feel this has been unfair to her and ideally should have been tackled. Based on our research we feel that a number of factors have contributed to this:

- A number of project outputs appear to be unrealistic, and whilst it was possible that the original delivery agent (Age Concern) may have been better placed to deliver such demanding outputs, the BCP seemed initially to lack the capacity / experience and / or contacts (e.g. partner agencies / volunteer networks) to deliver such demanding outputs. It seems it may have been wise for outputs to have been re-negotiated by New Deal / the BCP before the project commenced, or at some point during project delivery
- We are concerned about an apparent lack of project governance in terms of **performance management** demonstrated by the project Steering Group, the BCP and New Deal. The terms of reference of the project Steering Group are clear (see **6.8**). It seems that whilst project Steering Group meetings were well organised, there has been a lack of focus on **project performance**, in relation to the **outputs**, that have demonstrated slippage

- throughout the delivery period. It therefore appears that this issue has been somewhat 'brushed under the carpet' by the project Steering Group, the BCP and New Deal
- We note that project Steering Group meetings have not been as frequent as originally planned. Apparently this was due to the non-attendance / interest of partner agency members. There is a degree of recognition that perhaps, it would have been wiser for such meetings to have been more frequent, with an objective to address output slippage
 - We were surprised to learn that the BCP does not appear to adopt regular 'line manager', written / recorded supervision meetings with the Older Persons Development Worker. As a result, we are aware that, at times, the Worker felt isolated and in need of support. Had such (regular) meetings have taken place, it has been suggested that opportunity could have been taken to formally address this issue and perhaps reduce / eliminate the stress and concern clearly felt by the Older Persons Development Worker
 - As a result of all of the above, it seems that opportunities have been missed to either re-negotiate the outputs, or for the Older Persons Development Worker / BCP to be supported in taking positive action to address this issue
 - We do however take note that there remains a further 9 months of the project to run, with a further 3 months to be funded by the BCP. Clearly there is an opportunity for this issue to be addressed, **providing** outputs are achievable and realistic.

7.14 Succession Strategies

We feel that the decision to commission this evaluation with 9 months of the project to run (with a further 3 months to be funded by the BCP) was wise, as it has provided time and opportunity for those concerned with delivering the project (e.g. New Deal, BCP, the Over 50's Forum, the local authority and other partner agency members) to focus due attention to project succession.

We have noted a general agreement between New Deal and the BCP for the project, or something similar to be continued in the area, which could be linked to the planned development of the **Stan Ball Centre**. We have also noted that such opportunity is acknowledged and generally supported by the Over 50's Forum and partner agency members (see 7.8 and 7.9).

8.0 Summary of Findings

8.1 Introduction

Whilst there is still some work to do in relation to outputs, we note that there remains opportunity to 'make up ground' in this financial year, and for example suggest that efforts should be focussed on session attendances.

Whilst we note that due focus should be paid to project outputs, it is our view that due recognition must also be made of **qualitative evidence**, which is often what is the most important as far as beneficiaries and wider community members are concerned.

Indeed, we noted that, on the whole, those surveyed and interviewed were **extremely positive** about the project because it is delivering **what is required** in the area and what is **valued by beneficiaries** and the **wider community**. In addition to summarising project outputs, outcomes and potential wider impacts, we will also be taking opportunity to note 'good practice', 'value for money' and 'lessons learnt'.

8.2 Output Summary

There is no doubt that, on the whole, agreed project outputs have yet to be met. This is unfortunate and as highlighted at 7.13 should have been addressed sooner. However, sight should not be lost of the outputs that **have** been achieved, which are perhaps more realistic outputs for the project:

- Launch of a highly successful and effective **Over 50's Forum**
- A number of **high quality** and well attended **events** and **activities** have been organised and delivered by the Over 50's Forum / Older Persons Development Worker
- A high quality **Service Directory** has been created and distributed to the local community
- A number of committed and effective **community volunteers** have been recruited and trained
- Good use is being made of **community transport**

- Positive **annual reports** have been published
- Clear **annual priorities** and **action plans** have been delivered in collaboration with the Over 50's Forum

8.3 Project Outcomes

We feel that the views of beneficiaries and partner agency member's best highlight project outcomes (see [Section 7](#)). In summary, based on survey respondents / case studies / interviews:

Beneficiaries

- There is high awareness of the project across all age ranges
- Local residents are being sign posted to local services / support agencies
- There are high levels of access to training and education across all ages. This is particularly noticeable in relation to the 50-59 age range
- Health and well-being has improved
- The majority of clients / beneficiaries feel their views and opinions have been listened to
- The majority of clients / beneficiaries are supportive of the project and will recommend it to others
- The project is 'adding value' to local services (e.g. bereavement support / home visits to the housebound)
- The project is helping to reduce elder persons' dependence on family members
- The project is enabling opportunities for people to put something back into their local community

Partner Agency Members

- The project is proving access to training / education
- The project is enabling a 'community voice'
- The project is helping to improve community health / well-being
- The project 'adds value' to mainstream services
- The project should be sustained long-term

- *'The Forum has been an integral part of the Local Neighbourhood (LNP) strategy in terms of engagement and shaping partner services in the area. Without it there would have been a gap by where older people in the area would have been harder to reach and engage with'.* **Inderjit Nijjer**, Local Neighbourhood Partnerships Officer

8.4 Good Practice

Whilst encouraging community participation is not new, we are impressed with the effectiveness of the project in terms of:

- The appointment of a dedicated Older Persons Development Worker, with a brief to support elderly residents within a defined local community
- Launch and delivery of the highly successful and effective Over 50's Forum
- The manner in which the Older Persons Development Worker has **supported** the Forum, rather than 'taking over' and directing its activities. As a result the Forum has developed into an effective '*voice of the local community*', that will have reducing reliance on the Worker. This has involved great skill by the Worker, which others could learn from
- The role of the Older Persons Development Worker in 'pointing' local people towards local mainstream services, rather than 'holding their hands too tightly'. This again will encourage community independence and a reduced reliance on the Worker in the future
- The role of Community Volunteers, who are providing much needed support to vulnerable housebound members of the local community
- The manner in which the Older Persons Development Worker has facilitated 'partnership working' that is ensuring that mainstream and third sector agencies are avoiding duplication and replication of scarce and valuable community resources
- The (late) appointment of the Older Persons Project Administrator, **Donna Pinto**, who has provided much needed and valued support to the role of the Older Persons Development Worker

8.5 Lessons Learnt

- There is no doubt that the main 'lesson learnt' should be the lack of action regarding project output slippage. Opportunities have been missed to correct this, which have put undue stress and pressure on the Older Persons Development Worker
- We believe that whilst the Older Persons Development Worker is highly skilled, hard working and committed, she would value / benefit from closer / more formal line management support (in line with HR practices, policies and procedures normally adopted by private / public sector organisations) from her employer, the Bloxwich Community Partnership (BCP).
- It is also apparent that opportunities to support the Older Persons Development Worker have been missed by the project Steering Group that could / should be providing more support in line with its terms of reference outlined at 6.8.
- The Older Persons Project Administrator, **Donna Pinto** should have been appointed more or less at the same time as the Older Persons Development Worker by the BCP. Project administration is an important component of such projects, which should not be a prime role of key staff such as the Older Persons Development Worker

8.6 Summary

Apart from the obvious slippage of project outputs we believe the project is well on the way to achieving project priorities highlighted at 6.5:

- Tackling social exclusion and increasing community participation
- Ensuring that reliable and recommended services are easily available for older people
- Exploring possibilities of expanding transport and / or subsidised transport for older people
- Increase evening provision and activities for over 50's
- Additional Health Provision (which is specific to their needs) at community locations
- Intergenerational work

9.0 Recommendations

9.1 Introduction

Based on our research, we are pleased to make the following recommendations concerning the delivery of this project and potential succession strategies:

1. All those involved in the conception and delivery of this excellent project should be congratulated and thanked for their dedication, hard work and effort. The delivery of such as project requires a **team effort**, which of course involves beneficiaries. Such congratulations should be extended to members of the Over 50's Forum.
2. The Older Persons Development Worker, **Tracey Gould** should be singled out for particular recognition and praise.
3. Immediate steps should be taken to tackle the issue of project outputs slippage. This should include:
 - a. New Deal and the BCP to re-negotiate outputs to be delivered for the remainder of the project
 - b. The project Steering Group should meet and support / direct the Older Persons Development Worker to focus her efforts and time on output targets that have not been met / achieved to date
4. Consideration should be given by New Deal to supporting / training the Chairs / Board members of the Steering Groups, with particular reference to high level **monitoring / performance management** skills.
5. Consideration should be given by the Bloxwich Community Partnership (BCP) to enhancing HR practices, policies and procedures normally adopted by private / public sector organisations, with particular regard to line management support / staff appraisals / performance monitoring.

6. Meetings should take place with agencies such as New Deal, BCP, the Over 50's Forum, the local authority and other partner agency members to explore the feasibility of retaining the expertise and experience of the Older Persons Development Worker.

It has been suggested to us that the Older Persons Development Worker (or similar post – e.g. *Community Development Worker*) could be included within the management structure of the Stan Ball Centre. We can see value in this proposal.

7. The momentum behind the role of the Over 50's Forum should be maintained, with an objective of the Forum becoming a **mainstream funded** 'free standing / independent' group. It has been suggested to us that the Forum could be based within the Stan Ball Centre, with support and guidance provided by the Stan Ball Management structure [Older Persons Development Worker]. We can see value in this proposal.
8. Consideration should be given to 'celebrating the 'successes' of the project to date. This could include a high profile event / conference, during which representatives of other areas / localities could be invited to share project 'good practice' and 'lessons learnt'.

10.0 Conclusions

Wider Impact Consultancy is pleased to produce an extremely positive report on a project that is innovative and without doubt delivering '**value for money**' in its area of operation. According to multi-agency partners, the project is '**adding value**' to services being delivered to local elderly residents.

It is clear that the project is playing a significant role in tackling the 'over 50's time bomb' described by research studies such as that outlined by *In My Prime* (Social Research):

By 2031, less than 25 years away, over one-third of the UK population will be over 55, while 22% will be over 65. There are two major implications of this. Firstly, the working lives of individuals will have to extend beyond 65 to ensure that there are enough in the workforce to meet the nation's needs. Secondly, the notion that retirement is just a few twilight years after a lifetime of slog is no longer relevant.

Looking at life expectancy in more detail, in short people are living ever longer. Taking into account improving mortality rates men of 65 now can expect to live until they are 86 and women to 88. And the trend of greater and greater life expectancy will continue for the foreseeable future. Current 40 year-olds who make it to 65 can expect to live into their nineties or very close to.

Account should also be taken of research such as that by the Joseph Rowntree Foundation:

Since the late 1990s, the patterns of employment and retirement of people in their fifties and early sixties have become a central policy concern – not just in the UK but throughout the developed world. People, especially men, have been leaving work earlier even though they are living longer. This increases the ratio of years in retirement to years in work, making it potentially harder for individuals to make adequate pension provision. For the economy as a whole, it raises issues not just for financing pensions but also for labour supply, especially in the next 20 years as the number of 50 to 65-year-olds rises steeply as a percentage of the working-age population.

Whilst the project has the approval of partner agency members, sight must not be lost of the views and opinions of beneficiaries and the wider community. We are impressed by such in two areas:

1. High level support and appreciation highlighted in responses to questionnaires and case study interviews.
2. The involvement of the community in the formation and delivery of the **Over 50's Forum**. This is perhaps one of the best examples of 'good practice' we have witnessed. The group has a solid constitution, is well managed and has a clear sense of purpose and direction. **We strongly recommend that efforts are made to support the long-term future of this Forum.** To 'do nothing' in relation to the Forum should **not be an option**.

Whilst praise has been quite rightly directed at the Older Persons Development Worker, we are fully aware that she has wisely utilised her considerable skills and experience to act as a **facilitator**, rather than a deliverer of services. In other words, the 'hard work' has actually been carried out by the wider community, the Over 50's Forum, mainstream providers and third sector organisations. This is another example of 'good practice' demonstrated by this project.

We are aware that consideration is being given to the development of the Stan Ball Centre, with a view to the Older Persons Development Worker (or similar post) being included in the management structure. We believe this is a worthwhile idea, **provided** our recommendations (5) outlined at **Section 9** are seriously considered. It is imperative that third sector organisations reflect the professionalism demonstrated by private sector and public sector organisations.

We trust that the shortfalls linked to project outputs do not detract from what is an excellent project. As highlighted in this report, **qualitative evidence** is often the most important as far as beneficiaries and wider community members are concerned.

We are delighted to commend the project and thank those who contributed to this report.

Appendix A

Older Persons Project Output Return

New Deal for Communities Project Outputs	2006 / 07		2007 / 08		2008 / 09		2009 / 10		Totals	
	Year 1 2006 / 07		Year 2 2007 / 08		Year 3 2008 / 09		Year 4 2009 / 10			
	Proposed	Actual	Proposed	Actual	Proposed	Actual	Proposed	Actual	Proposed	Actual*
1. Establish Steering Group (frequency of meetings)	1	1	4	4	4	3	3		12	8
2. Organise and Deliver Launch Event (attendance)	100	72	0	0	0	0			100	72
3. Establish Older Persons Forum (frequency of meetings)	1	0	4	4	4	6	3		12	10
3 a. Attendance - Older Persons Forum	12	0	105	47	120	101	90		327	148
4. Organise and Deliver Information Sessions (frequency)	0	0	4	7	2	3	1		7	10
4 a. Attendance – Information Sessions	0	0	275	104	200	139	100		575	243
5. Publish Service Directory / Programme of Activities	0	0	0	0	4000	5501	0		4,000	5501
6. Recruit Project Volunteers	2	2	4	4	4	3	3		13	9
6 a. Signposting / Volunteers Making 10 contacts per month	0	0	140	56	300	224	330		770	280
7. Access to community Transport (total registered)	0	0	200	308	675	325	675		1,500	633
8. Increase Provision of Community Activities / Education Activities (number of activities)	0	0	9	15	60	29	65		134	44
8 a. Attendance at activities	0	0	108	328	612	498	780		1,500	826
9. Exercise and Sports Activities (number)	0	0	4	5	20	16	15		39	21
9 a. Attendance – Exercise and Sports Activities	0	0	48	50	240	171	180		468	221
10. Prepare Annual Report	0	0	1	1	1	1	1		3	2
11. Set Annual Priorities and Action Plan	0	0	1	0	1	0	0		2	0

Appendix B
Beneficiaries Questionnaire



Thank you for taking the time to complete this short questionnaire, which will be used as part of an evaluation of the **Older Persons' Project**.

Please feel free to contact me if you have any questions about this survey.

Edwin Lewis, Director, Wider Impact Consultancy

Personal Information

Name

Gender Male ☐ Female ☐

Ethnic Origin

Age 50 – 59 ☐ 60 – 74 ☐ 75+ ☐

Postcode

Accommodation Homeowner ☐ Tenant ☐

Registered disabled Yes ☐ No ☐

Own car Yes ☐ No ☐

Question 1

Which of the following have you received support with through the Project? (please tick all that apply)

Health / Fitness / Tai Chi / Dancing etc. ☐

Transport ☐

Education ☐

Involvement in my community / area ☐

Question 2

How would you rate the following regarding the Project?

(1 is low – 5 is high)

My awareness of the facilities / resources in my local area	1 2 3 4 5
Access to training / education opportunities	1 2 3 4 5
Support from Project Staff / volunteers	1 2 3 4 5
My views / opinions are being listened to	1 2 3 4 5
My health / well being has improved	1 2 3 4 5
I feel safer / more positive	1 2 3 4 5

Question 3

How would you rate the Project on the following? (1 is low – 5 is high)

The project is a valuable local resource	1 2 3 4 5
The project is better than other support I have received in the past	1 2 3 4 5
Similar projects should be available everywhere	1 2 3 4 5
I would recommend the project to others	1 2 3 4 5
I have benefited in ways I was not expecting	1 2 3 4 5
<i>(Please give details below)</i>	

Anything else you wish to add? (please continue on a separate piece of paper if necessary)

For further information, please contact **Edwin Lewis** at Wider Impact Consultancy on 0845 165 0491, or email edwin@widerimpact.com

Appendix C
Partner Agency Members Questionnaire



Thank you for taking the time to complete this short questionnaire, which will be used as part of an evaluation of the **Older Persons' Project**.

Please feel free to contact me if you have any questions about this survey.

Edwin Lewis, Director, Wider Impact Consultancy

Personal Information

Name

Organisation

Job Title

Phone No

Email

Question 1

In what capacity have you been involved with the Project? For example:

*(please tick **all** that apply)*

Health / Fitness / Tai Chi / Dancing etc.

☐

Transport

☐

Education

☐

Community Involvement / Participation

☐

Community Safety

☐

Steering / Forum Group

☐

Other *

☐

* Please specify *(please continue on a separate sheet of paper if necessary)*

Question 2

How would you rate the following regarding the Project?

(1 is low – 5 is high / 0 – not applicable / unsure)

The Project has enabled community awareness of community facilities / resources in the local area	0 / 1 2 3 4 5
Provided access to training / education opportunities	0 / 1 2 3 4 5
Support to volunteers	0 / 1 2 3 4 5
Enabled a platform for community members views / opinions	0 / 1 2 3 4 5
Improved / enhanced community health / well being	0 / 1 2 3 4 5
Improved / enhanced community safety	0 / 1 2 3 4 5

Question 3

How would you rate the Project on the following?

(1 is low – 5 is high / 0 – not applicable / unsure)

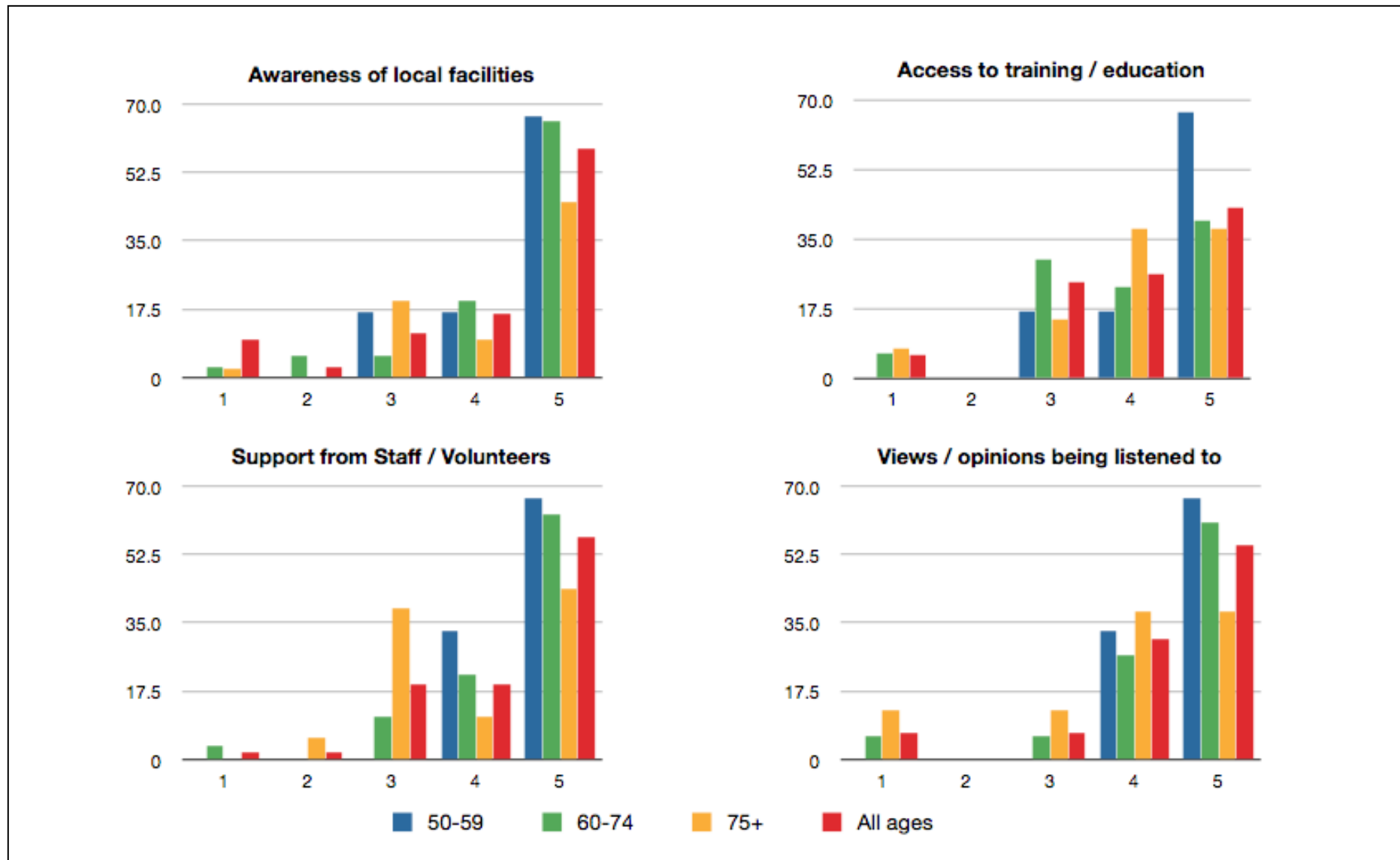
The project is a valuable local resource	0 / 1 2 3 4 5
The project 'adds value' to mainstream services available for the over 50s	0 / 1 2 3 4 5
The Project supports my own / my organisation's objectives	0 / 1 2 3 4 5
Similar projects should be available everywhere	0 / 1 2 3 4 5
The Project (or something similar) should be sustained long-term	0 / 1 2 3 4 5

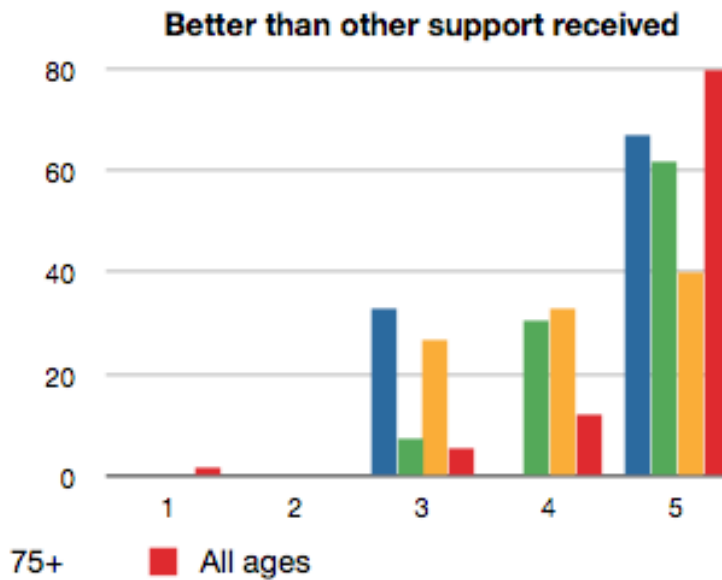
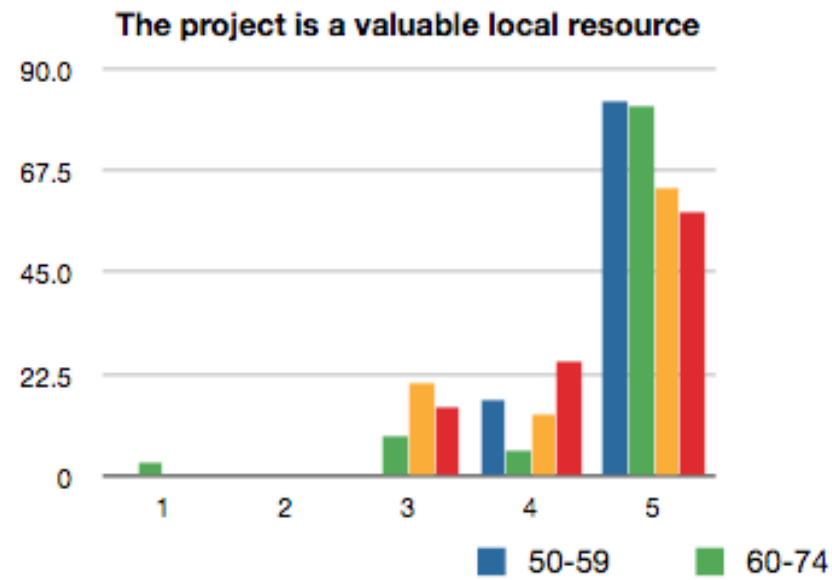
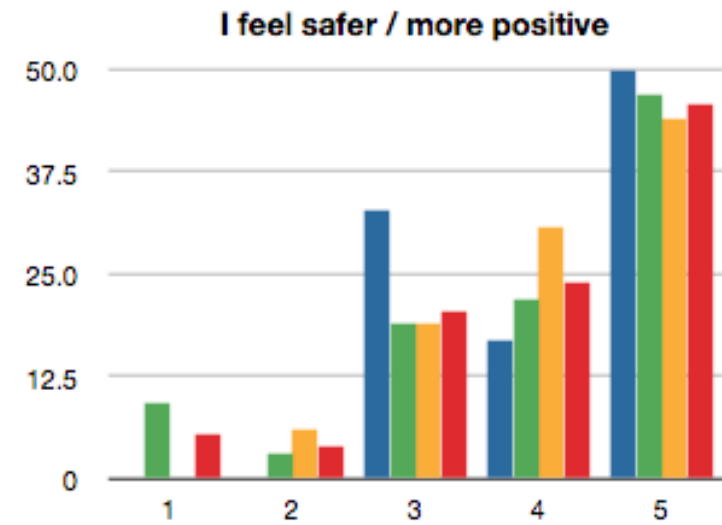
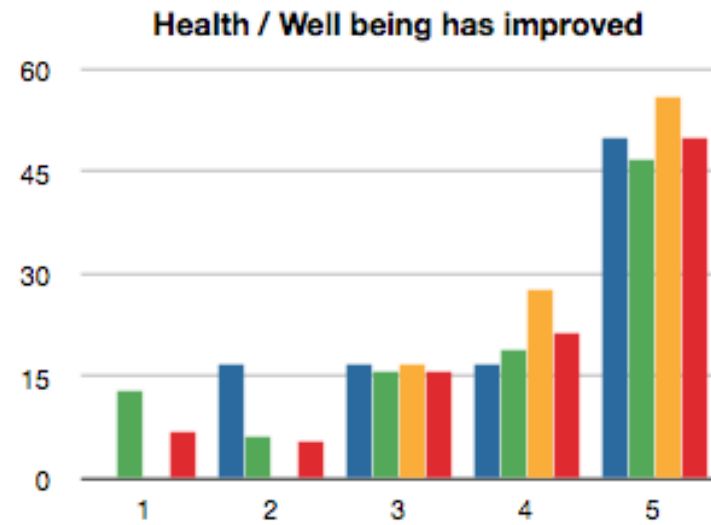
Anything else you wish to add about your involvement in the Project or about the Project in general? *(please continue on a separate sheet of paper if necessary)*

For further information / contribution please contact **Edwin Lewis** at Wider Impact Consultancy on 0845 165 0491, or email edwin@widerimpact.com

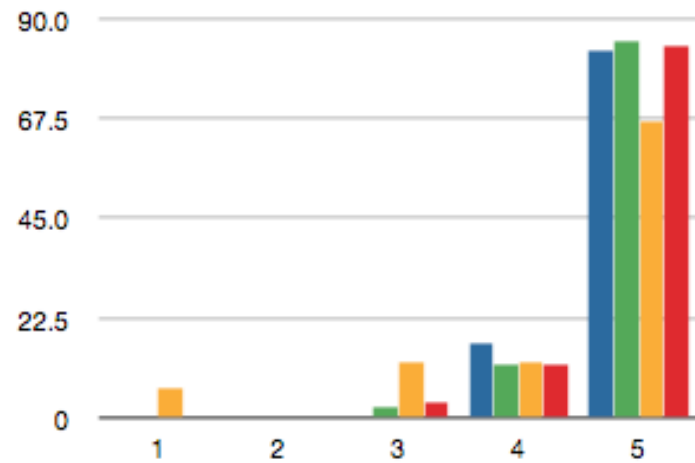
Appendix D

Beneficiaries Graphs

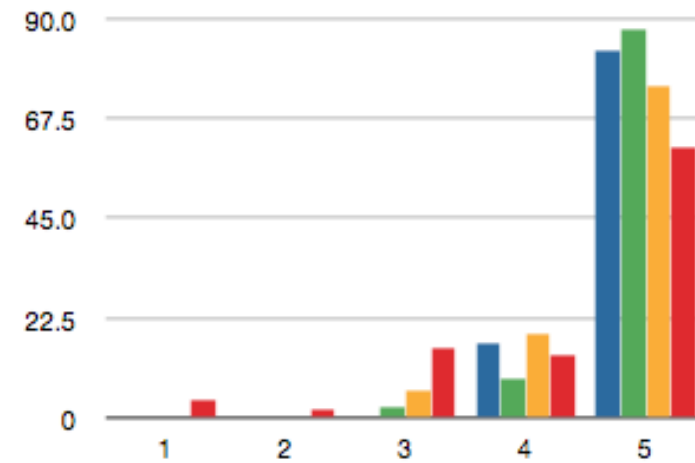




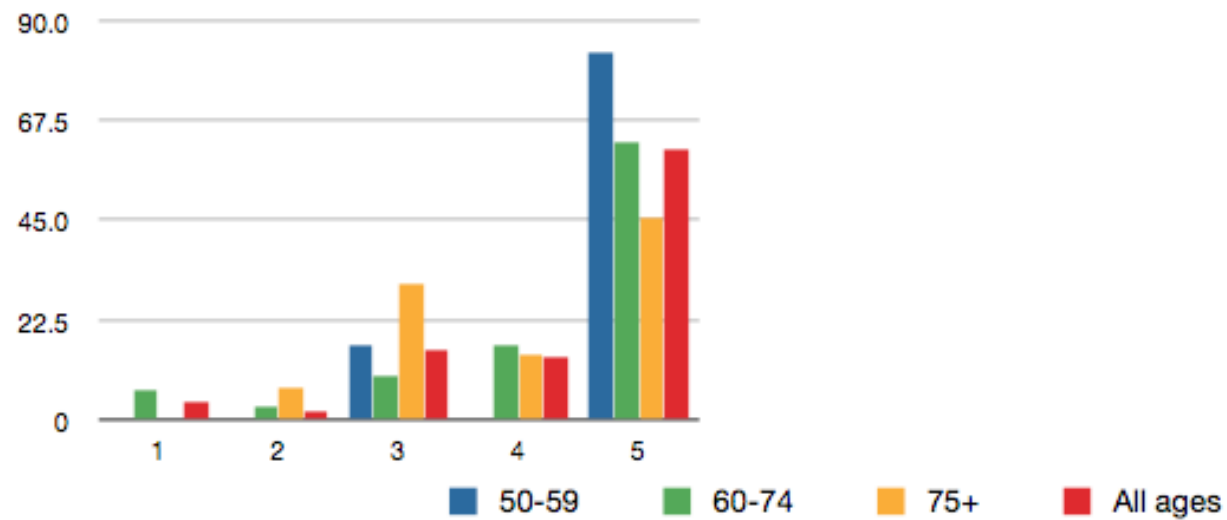
Similar projects should be available everywhere

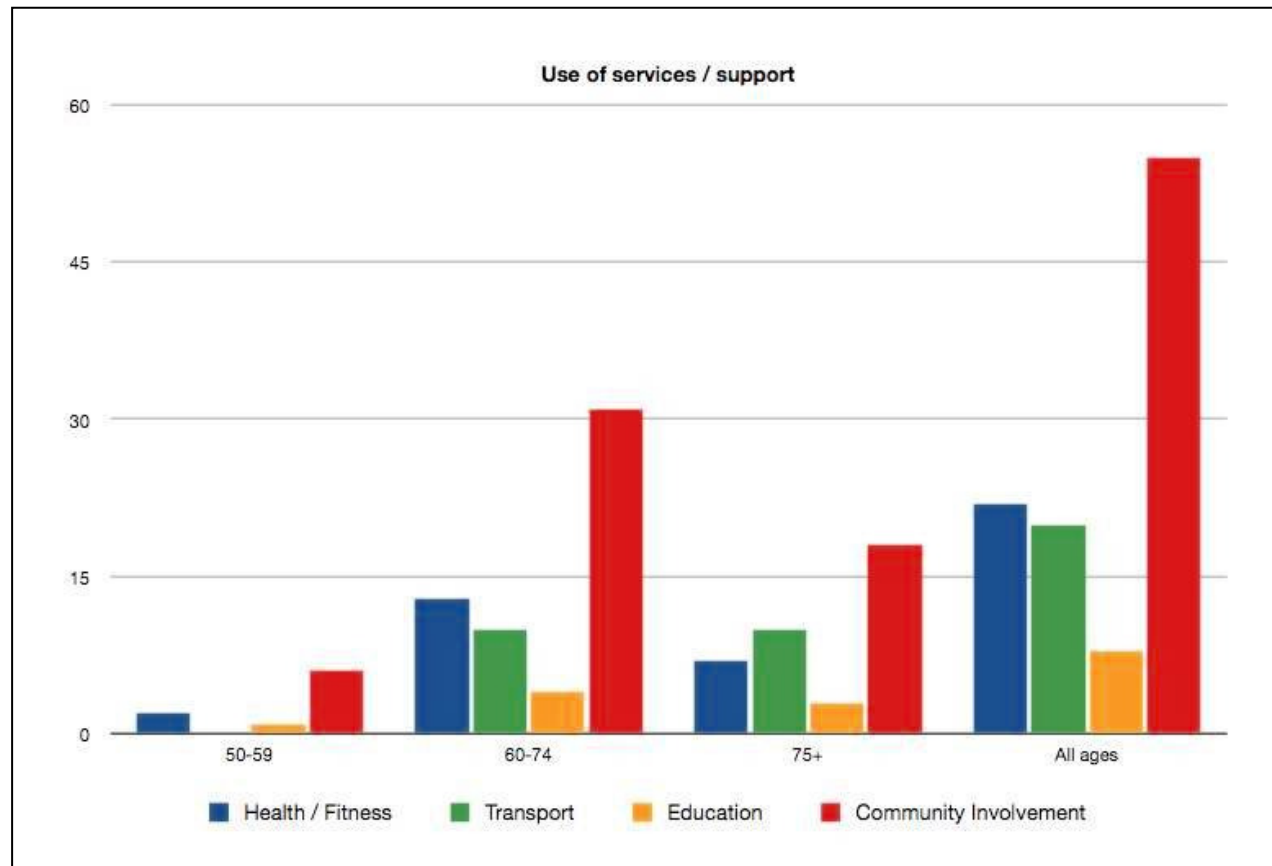


I would recommend the project

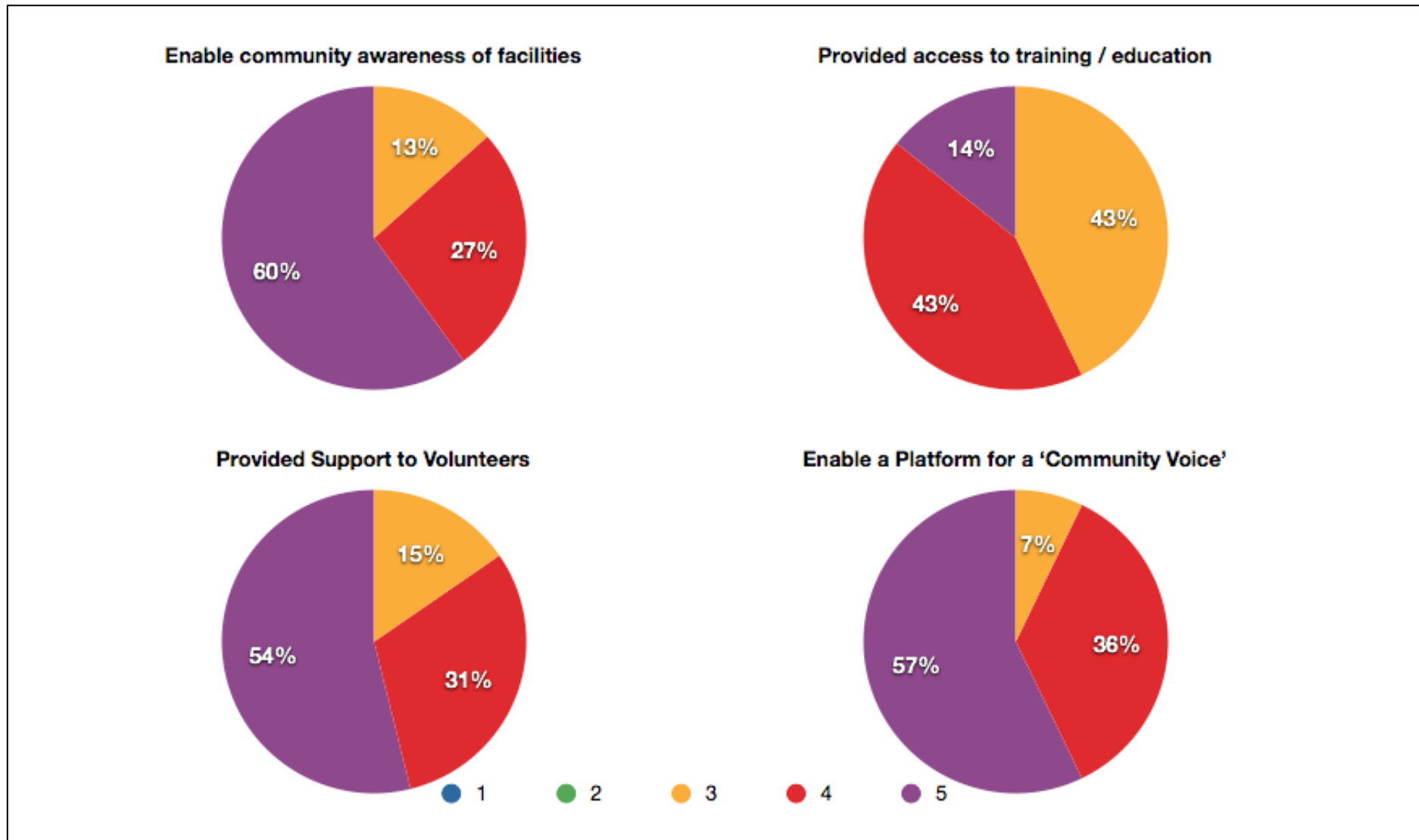


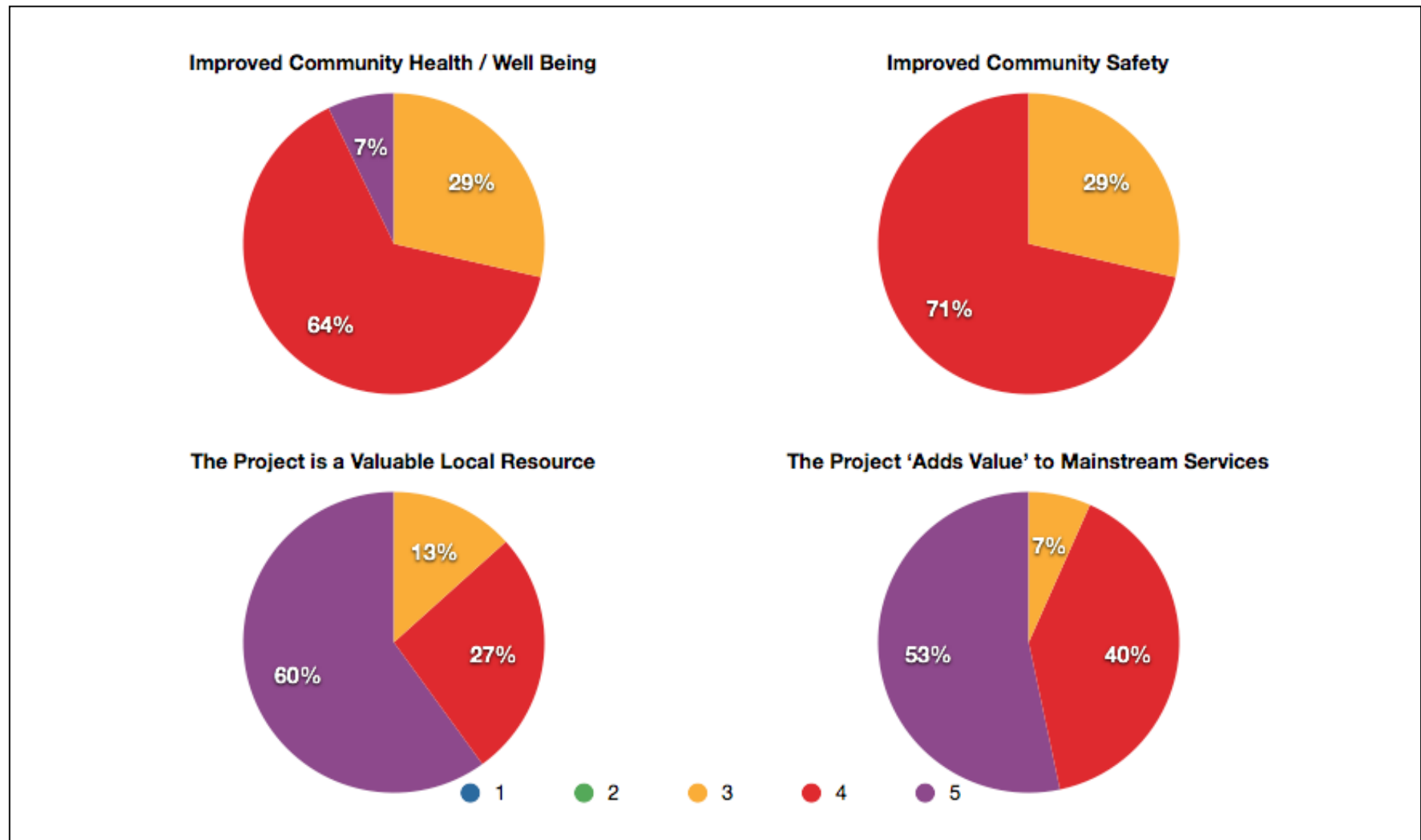
Benefited in unexpected ways

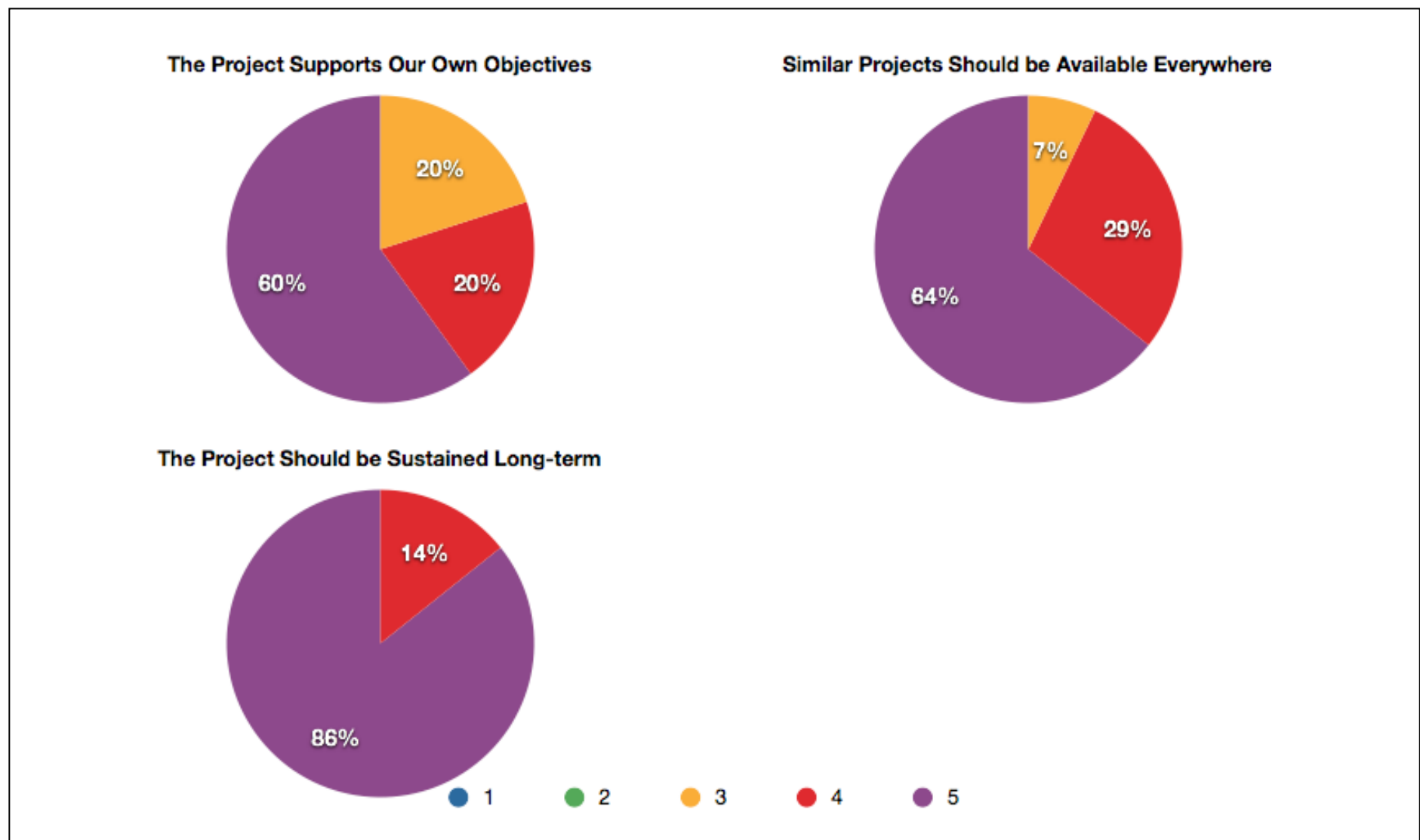




Appendix E
Partner Agency Members Graphs







Appendix F Case Studies

Case Study 1 Vera Butler

Vera is 70 years 'young' and has been a resident of the Bloxwich area for over 40 years. She is a widow and lives on her own in a local authority managed apartment. She has three children and 4 grandchildren.

Vera lost her husband some 13 years ago and in her own words, *'I coped well with the loss of my husband as I was working and my family were wonderful. Work and colleagues kept me busy and helped me in so many ways'.*

Vera met a lovely partner, Fred some 4 years ago, who unfortunately recently passed away. She says, *'I found it harder to cope this time. I was not working and did not want to burden my family. I felt so alone and was grieving. I knew I needed to do something and approached the local authority Bereavement Services. Unfortunately there was a 3 month wait, which was no help at all. I needed support then, not in 3 months time. Fortunately they referred me to a number of agencies. I did contact most of them, but they just were not for me.*

That was until I contacted Tracey [Older Persons Support Worker]. Tracey was wonderful and it was immediately clear she understood where I was and what my needs were. Tracey referred me to one of her volunteers, Jenny, who came to see me within a day or so. Again, Jenny was wonderful and provided the support and help I needed. She was someone apart from family who I could open up to and she helped me with the grieving process.

She also got me out of the house and we went for lunch at the Blakenall Village Centre. I never knew it was there! We went to other meeting places and I started to meet new friends and found things to do in my local community. I enjoyed the Bingo, quiz nights and even went to Tia Chi, although it was not for me.

I have since joined the WS3 Club [local Church group] and am never in during the week. My family can only ever catch me at weekends. I am so grateful to Tracey. She smiles with her eyes and really cares for people. She knows who can help you and what is going on in the local area. She is very easy to get on with, never rushes you. Tracey is warm, compatible and is so genuine.

Vera has an 'action plan'. *'I am now a volunteer for Tracey and am helping to support people who cannot leave their own homes. I visit them and try to bring them on. I use the Patch Reps and Tracey is always there to refer you to people and agencies that can help you to support others in the community. When I am ready, I want to be trained to deliver bereavement support. I know what others are going through and want to put something back into my community.*

In summary, *'This project has saved me. Without it I would have really struggled and would not have received the support I needed. I feel I have been liberated and am determined to support others who may have been in the place I was. Lonely, grieving and isolated'.*

Case Study 2 Raymond Taylor (Ray)

Ray is 62 years old, single and lives alone. He has lived in the area all of his life and lives in local authority managed accommodation. He has no children.

Ray was a Storekeeper and has not worked full time since being made redundant in 1982, as he suffers from depression. He has however been a carer for a friend who recently passed away.

He says, *'I was lost when my friend died. I wanted to carry on helping people and looked for volunteer opportunities. Someone put Tracey onto me and I have not looked back since then. I got to find out what is going on in my local area for elderly people and to be honest, I was amazed.'*

After a while CCRB checks were carried out on me and when I was cleared, Tracey put me in touch with 4 local men so far, who are more or less house bound and I visit two at the moment and cheer them up for a couple of hours. I also keep an eye on their needs and refer them to agencies if they need support. When the weather is OK I take one chap out in his wheel chair. I keep to regular days, as we all need some order in our lives'. I understand I am the only male volunteer on Tracey's books.

Ray is also appreciative of how the project has helped him, *'I can talk for England and it gives me something to do. I keep my mind active and it all helps with my depression. I have my own routine and generally leave my house around 9.30 in the morning and get back quite late.'*

I have my dinner at the Blakenall Village Centre and take part in the activities. We have regular volunteer meetings and we provide support to each other.

Ray has no doubts of the benefits of the project and the support Tracey provides, *'Tracey is always there if you have a problem and knows who can support particular needs as they arise. She is not a control freak and empowers others to help themselves and to help others in their local communities. She stays in the background and knows when to step in.'*

Without the project and the support offered to elderly residents and people like me, there would be a big gap in this community. Tracey and the project are filling a gap that no one else is filling. I am happy now and want to stay that way please!'

Case Study 3 Margaret Rowley

Margaret is 60 years 'young', single and has 3 children. She lives on her own in a housing association property and has lived in the area for over 31 years.

Thanks to New Deal, Margaret is a busy woman, *'I am a Patch Rep and a volunteer for Tracey. I enjoy keeping busy and putting something back into this community. Before New Deal there was nothing really for elderly residents. The project is wonderful and facilities such as the Blakenall Village Centre are wonderful. New housing is being built and there is a real sense of 'community.'*

I am an experienced carer and enjoy supporting my community. I have recently played a major role in delivering a national conference and understand what is needed in areas such as ours. We need more of the same.

Margaret is praising about the project and Tracey's role, *'The project is there for people who otherwise would be forgotten and miss out on public services. It adds value to what is on offer, or what is missing. There used to be a community centre, but it closed down.*

Tracey is good at standing back and understanding what is really needed. She plays a supporting role and sign posts elderly residents to local services. She also facilitates local people to help themselves. It is not just about trips, which are important to many people. It is about mobilising a local community to be a part of the regeneration of their local area. We now have a voice in our community and thanks to the project and those involved in it, we are being listened to and utilised.

Margaret does have a number of concerns, *'We are all worried about what happens when the New Deal money runs out and the project ends. We need to know soon what is next. I understand the Stan Ball Centre is going to be re-built. That will be a good thing. Hopefully Tracey will be a part of that'.*

She is also keen for over 50s not to be categorised, *'I still feel young at 60 and resent being classed as elderly and infirm. Just because you are a little older than 50, it does not mean you have no energy and cannot play a role in your community. The project needs to provide a range of activities for the different age groups and continue to recognise that people such as me and others can make a real difference in our local communities.*

Appendix G – Beneficiaries Workshop Outputs Grid

What has been good about this project?

- Tracey getting funding for activities
- Volunteer visitors put in contact with housebound
- Tracey's commitment
- The enthusiasm and commitment to making it against all odds
- Meeting new people to talk about how to get on with our lives as we get older
- Community / local involvement
- It has brought people together
- Provided the opportunity for socialisation
- Community empowerment
- Link for the community

What has the project done for the community?

- Got old people of New Deal area out of their houses
- Given people somewhere to go and something to do
- Identified the more vulnerable through meeting
- It has kick started many activities for 50+
- Encouraged people to get involved with learning
- Made the community a better place
- Brought the community together, helping one another

Why has it worked?

- Because it has been run by dedicated people
- Well organised
- New Deal money and Tracey
- Funding accessed by Tracey
- Because it is being run by a good committee who are interested in the older person
- By involving the community in what is going on
- Volunteers input, choice of events
- Created friendships and given useful information
- A wide selection of projects on offer
- People working together

What could have been done better?

- Nothing, it was all done first class
- Not a lot
- Little or nothing
- No idea
- More funding
- More ideas
- Publicity – needs to get to people in homes
- More networking at the start
- More support for Tracey as she had to do all the spade work

Would you like to see the project continue – why?

- Project fills a need – without it there will be a big gap
- Helps to create a friendly community
- Community activities organised
- To see over 50's enjoying themselves
- Opportunity to share experiences
- The basic idea is a good one
- Helping people keep healthy
- If voluntary groups take over, cost will go up
- Very informative with health problems
- People are getting involved, confidence builds and more groups develop
- Because I enjoy coming and discussing different activities and projects

What will be the impact of the project ending?

- Loss of community activities
- Stagnation / isolation may occur, opportunities cease
- That it has been a waste of time and resources
- Devastated because it gets you out of the house for social and serious discussions
- Loss of a valuable resource
- Loneliness for the elderly
- Not meeting the people we have made friends with
- Lots of people will be very upset and feel lost
- Will need more volunteers to run activities and will cost more
- Loss of learning opportunities

Wish List

- That the scheme may continue so it brings all old people together
- Tracey to continue
- Funding to continue
- Over 50's activities to continue
- To keep Tracey as she does a fabulous job
- To target people with specific learning needs
- For the project to continue and prosper
- To get funding to carry on, keep Tracey in place
- That the project continues with Tracey at the helm
- More over 50's to get involved
- Meetings and activities to continue
- For Tracey to continue and over 50's involvement

What next?

- Funding - £210,000
- Donations? Co-op, WHG, Accord
- Business plan – completed by July
- Tracey to be released from activities / forum to focus on strategic plan
- Ideally keep Tracey as she has 90% of the knowledge
- Commitment required from committee members
- Get MP's / Councillors on board Tweddle, Philips, Winnick & Smith
- Avoid political influences
- Groups to grow with a variety of activities at BCC
- To carry on meeting new and interesting people
- For the funding to continue opening new doors

Appendix H – Partner Agency Members Workshop Outputs Grid

<p>Strengths</p> <ul style="list-style-type: none"> Local People want it Dedicated worker Multi-agency working Community engagement Community intelligence / knowledge Based in the community Provides access and awareness Close working relationship Community cohesion Reassurance Social inclusion Gives the community a voice Focal point for agencies to engage with Building a community network Volunteer led 	<p>Weaknesses</p> <ul style="list-style-type: none"> Uncertainty about long term funding Area specific Barriers to marketing opportunities Staffing Has to meet targets – at what cost? Lack of activities that encourage 50-60 age group Unrealistic outputs Leaving things to others People not getting involved and taking part Time limited Management support No agreed exit strategy No negatives – Police Disillusion 	<p>Opportunities</p> <ul style="list-style-type: none"> Stan Ball Centre Going into wider community Develop voluntary service Funding? Help shape BCP strategic plan for next 5 years Increase befriending through buddy scheme Attract more volunteers – young people Personalisation agenda – funding Stan Ball Joint working to deliver advocacy Capacity building Example of good practice Consolidate links with partners 	<p>Threats</p> <ul style="list-style-type: none"> Loss of funding: loss of community Not enough participants Not enough willing volunteers to organise Environmental team finishing OPD worker finds alternative employment Lack of long-term funding If finishes, will lose link with group Community disillusion preventing future involvement Loss of skills and dedicated worker Needs to be kept out of the hands of the local authority Project may need to change to meet new funder's requirements
<p>What next?</p> <ul style="list-style-type: none"> Funding Expansion of project Multi-agency funding and support Mainstream funding Develop and extend Widen project to all of footprint area Develop succession strategy for older people with BCP, New Deal and other agencies Negotiate with local authority Personalisation Increased involvement by police New Deal / BCP to sit down and talk We need a Tracey More staff – Tracey to lead campaign Petition / lobby for Project and Tracey Agree future with New Deal Develop under New Deal and BCP 	<p>Wish List</p> <ul style="list-style-type: none"> To carry on after December For project to continue Keep Tracey at all costs! Additional staffing Secure new funding Development workers funded mainstream Extra funding Larger numbers attending Permanent Tracey to stay Patch Reps to do more 	<p>One Word to describe the Project</p> <ul style="list-style-type: none"> Awesome Great Success Enthusiasm Respected Engagement Creative x 2 Social Connect Empowerment x 2 Supported x 2 Inspiring Community-led Tracey Trips Achieved Supportive Buffet! (Police) 	

...measurable results
to help avoid expensive mistakes.

widerimpact
Innovators in Regeneration & Community Well Being

Widerimpact Consultancy

Unit 103
Staffordshire University
Business Village Stoke
72 Leek Road
Stoke On Trent
ST4 2AR

0845 165 0491

www.widerimpact.com