

GEM

Interim Monitoring and Evaluation Report

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Contents

1.0 Introduction	2
1.1 Process evaluation	2
1.2 Outcomes Evaluation	3
1.0 Process evaluation	5
2.1 Introduction	5
2.2 Assumptions underpinning the GEM project	5
2.3 Key messages from feedback at this stage	5
2.3.1 What's working well.....	6
2.3.2 Challenges and issues.....	8
2.4 Actions to support the current success could include	10
3.0 Outcomes Evaluation	13
3.1 Results of the combined analyses	13
3.2 Implications and points to consider.....	19
4.0 Update on other aspects of the evaluation	20
4.1 Inclusivity and digital story telling.....	20
4.2 Peer researcher interviews	20
4.3 Mental health impact assessment	20
4.4. Phase 2 Monitoring and Evaluation work packages	20
5.0 Appendices	21
5.1 Revised Outcomes Survey encompassing mental health questions	21
5.2 GEM M&E Phase 2 work packages	27

List of Figures

Figure 1: GEM evaluation model.....	2
Figure 2: GEM Theory of Change	4

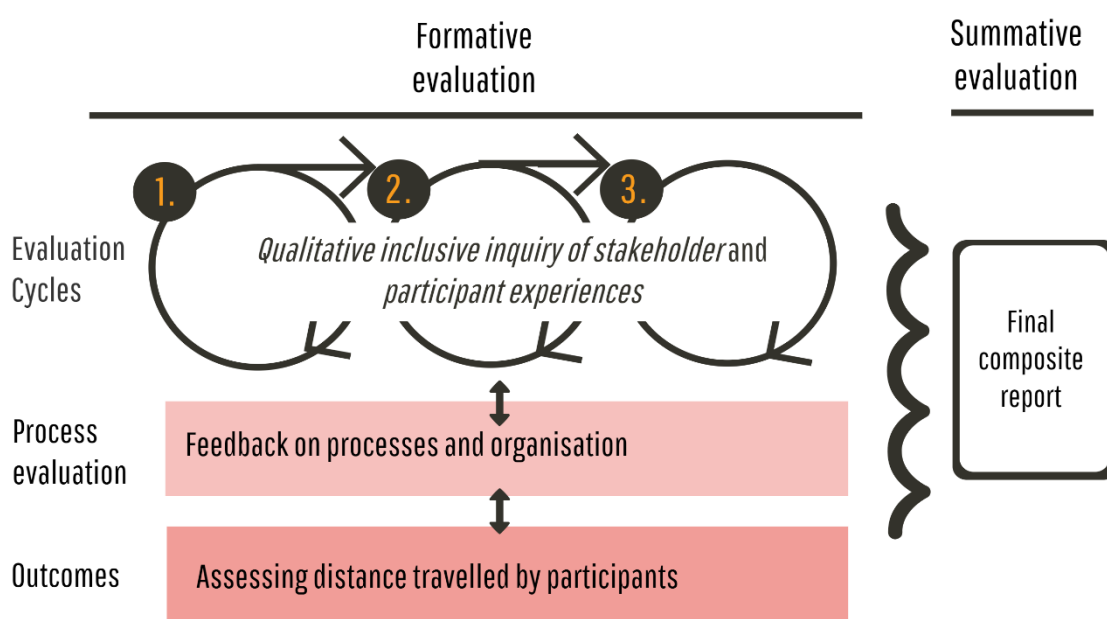
List of Tables

Table 1: Combine Retrospective and Distance Travelled outcomes survey results.....	14
Table 2: GEM Forecast SROI Impact Map	17

1.0 Introduction

This report presents an update of the evaluation findings in respect of the process evaluation and participant data obtained via the evaluation survey¹. The overall Monitoring and Evaluation² framework for GEM encompasses both a process (formative) and outcomes (summative) evaluation. The process evaluation focuses on processes linked to planning, management and delivery of the project, and extent to which planned activities are carried out. The summative evaluation examines the outcomes and impact of the project with the aim of determining overall effectiveness. These are incorporated in a cyclical approach through which data are continuously gathered, analysed and disseminated (Figure 1).

Figure 1: GEM evaluation model



1.1 Process evaluation

This report builds on the previous interim evaluation report (June 2017). The first interim report identified a number of assumptions regarding what makes the project unique and more likely to succeed where others have failed. These are:

- the quality of the partnership with Voluntary and Community Sector delivery partners rooted in the communities they support and who have experience of working with the target groups for the project;
- the intensive one-to-one support of the navigator-developers that puts participants at the heart of the project, responding to each individual on their terms and at their pace;
- proactive efforts to engage the business sector and develop opportunities for participant engagement;
- the value of principles of co-production.

¹ This report does not include monitoring figures on how many participants there are, how many have been exited and in what way they have been exited. Neither does it include monitoring against GEM targets for specific groups of people. This could usefully be incorporated should the OMC and other readers find it helpful.

² See the Monitoring and Evaluation Framework Report of May 2017 and 2018 for full details of the approach.

As part of the continuing cyclical evaluation the process section of the report follows the same structure as the previous interim report (Sept 2018). It draws on data gathered from discussions with 17 participants from Partner Organisations identified prior to commencing the 2019 evaluation cycle with the agreement of the steering group:

- interviews with 4 participants who attended the GEM Participants event at Llanthony Priory on 10/7/19
- Interviews with 3 participants at the Friendship Café 9/8/19
- discussion at participants' coffee morning at the Wilson in Cheltenham 14/8/19 with 5 participants
- group discussion with 5 participants from GL Communities at the Phoenix Centre, Matson on 12/9/19

Feedback from Navigator/Developers:

- one large focus groups held at N/D meeting Oxstalls Campus, Gloucester 16/7/19 (including contribution from N/Ds, Opportunity Hunters, Quality Manager)
- 1 phone interview
- 5 face to face interviews 9/8/19, 14/8/19 and 12/9/19
- telephone interviews with 19 delivery partners;
- interview with one partner from the wider GEM Partnership grouping.

1.2 Outcomes Evaluation

The Outcomes evaluation is underpinned by The Theory of Change (ToC) developed during the early stages of the project in which elements of the original GEM outcomes map prepared at the bidding stage has been modified slightly to reflect the wider stakeholder input and detailed consideration by the research team.

The ToC (Figure 2) highlights four distinct but overlapping conceptual pathways along which the short to medium term and longer term outcomes are located, including:

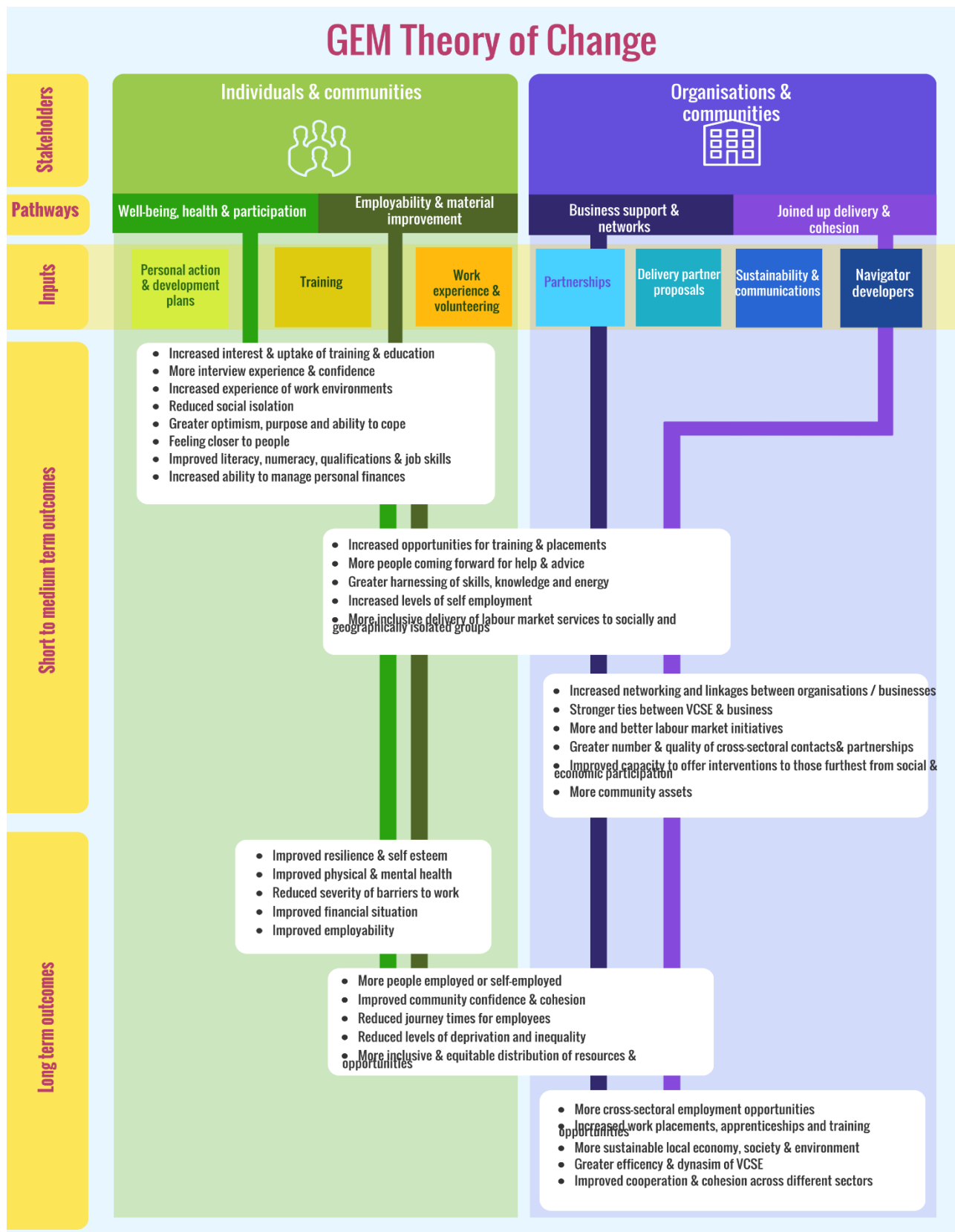
1. wellbeing, health and participation
2. employability and material improvement
3. business support and networks
4. joined up delivery and cohesion

These four pathways provide a means of operationalising the evaluation in providing a clear set of themes which are materially important.

As part of the ongoing evaluation process in respect of the summative evaluation participant data is routinely being captured via an outcomes survey. This section of the report presents the combined findings from the retrospective outcomes survey completed by participants in 2017 and 2018, together with those from the distance travelled surveys undertaken between Sept 2018 and 2019. The combined participant responses is around 450.

The outcomes survey is designed to assess changes over time as perceived by participants in the GEM programme. This is achieved via the use of a number of indicators that are designed to measure change in the identified GEM outcomes.

Figure 2: GEM Theory of Change



1.0 Process evaluation

2.1 Introduction

This report follows a similar structure as the previous interim report (Sept 2018).

2.2 Assumptions underpinning the GEM project

The previous two interim reports (June 2017 and Sept 2018) have identified a number of assumptions regarding what makes the project unique and more likely to succeed where others have failed. At this stage of the project these are confirmed and strengthened.

They are:

- the quality of the partnership with Voluntary and Community Sector delivery partners rooted in the communities they support and who have experience of working with the target groups for the project;
- the intensive one-to-one support of the navigator-developers that puts participants at the heart of the project, responding to each individual on their terms and at their pace;
- proactive efforts to engage the business sector and develop opportunities for participant engagement;
- the value of principles of co-production.

In evaluation terms, these are the ‘theories’ behind the Theory of Change approach taken. They are evident in the proposal documents and data gathered so far continues to support these theories/assumptions.

2.3 Key messages from feedback at this stage

As with the first interim report, feedback from participants, navigator/developers and delivery partners has been very positive. Even where challenges have been identified, these have generally been framed within an understanding that the project itself is overwhelmingly highly valued.

‘They’ve really motivated me, really supported me. Before I was a complete mess so they’ve pretty much been a real rock. Really good. Helped me a lot.’ (Participant).

‘I’ve met a lot of people. It has definitely built my confidence. Before I was really closed off, really reserved and in my shell. I’ve really opened up and I’m on the right track. I’ve done my DBS so that I can work with people with disabilities in other establishments. I think I’d be quite good at it. Apparently I’ve got a bit of an aptitude.’ (Participant)

- Overall, there is still great enthusiasm for commitment to the project; of all the people we spoke to, no one was critical of the project as a whole.
- For this round of conversations, there was more emphasis on next steps, building on outcomes achieved and concern for the extension and way forward of the project than previously, which is to be expected at this stage of the project.

2.3.1 What's working well

As previously, what came out top is how much the intensive and tailored one-to-one support that GEM affords is highly valued by delivery partners, navigator/developers and participants alike. There was also recognition and value attributed to the difference in the way the project operates and the feeling of being connected and treated in a very kind humane way which for people battling mental health issues is an essential. Most participants spoke about the confidence they had gained from being part of GEM.

'I prefer the 1:1 support. I'm quite shut off but only the past year or so I've been trying to change all of this because of the state I was in. Taking the step to speak to N/D I felt proud in myself that I'm actually asking for help. I swallowed my pride and asked for help but it has benefitted me ten times better asking for help once so it's feeling that now I can speak how I feel instead of having to mask it in front of a group of people. At the Job Centre you have that 1:1 you can speak to them but they are more concerned about "have you applied for this? have you applied for that?" They don't think about how you feel, what you've been through in the past week, what you've had to spend your money on, whether your son's ill, daughter's ill- they're like, "sign this and we'll give you money." I don't want to be like that. I want someone to be there physically helping me, actually showing support, shall we apply for this together, rather than throw them out the door once they've signed the piece of paper.' (participant)

'The project has been helping. The N/D is taking care of me and this is better than the service I received from another organisation locally. She calls me and emails me if anything comes up on the website. It's more of a personal service.' (participant)

'GEM for me personally has been such an anchor point, where whatever the reasons are life has got out of control. I had a job, I had a house, I had all those things you're supposed to have but I was a very unhappy person for a variety of reasons. It just spiralled and I was very closeted in my job, it was the only thing I could do and I lost my job and I had no clue of what I was going to do to start finding work, I wasn't even in the right state of mind. GEM for me has been an anchor point of support, confidence and having somebody be there to kind of guide you through. And the opportunities, everything's an opportunity. I've met a lot of people over the years who are very lost and isolated. All of us need a personal touch at times. There are not many facilities out there that give you a one stop shop. You go, you're supported, its personal'. (participant)

'Volunteering and education opportunities break the cycle-otherwise I'm dealing with it in my own head and in my own four walls and having someone to talk to deals with panic attacks and is essential. It is a long process to get well and to get work and I have to be pushed as well. GEM is good as there are no deadlines and it's about connection versus isolation.' (participant)

The work towards GEM outcomes has been progressing well this year. Feedback from the Managers pointed to the success of the project overall in meeting the partnership targets, much of this success where highlighted linked to the expertise of staff, staffing continuity/ stability, the work of the Navigator/ Developers on the group and their personal skillsets and team working abilities. Many Organisations are beginning to see how beneficial the GEM work is in how they engage with their target groups and how their Organisational practices can learn from this and in addition they are seeing benefits in how their Organisation reaches out to the local community. There was unanimous support and pleasure at the extension of the project for a further two years.

‘The GEM project is brilliant. We love GEM and we have benefited from the project as an organisation as we have employed some of the participants, three people from the project are now in paid positions. We couldn’t have found a better GEM worker and we are very pleased that the project is continuing and has secured additional funding.’ (Manager)

‘The Organisation has had a very good year. We are delighted with GEM as it keeps us in with the valuable county network. Outcomes we can’t make on our own we stay a part of. We are thrilled about the extension and being part of it. Otherwise they would not be any offer support in the local area which is already very isolated. Our N/D is wonderful with people and talented. Participants feel valued and recognised after years and years through the intensive help of the N/D. Our N/D is not unrealistic and gains trust and offers hope to people.’ (Manager)

‘The GEM project fits very well with the organisation and certainly some participants have gone on from the extra mile fund training onto other courses. The N/D has extended the organisations that she works with for example she is partnering with an Organisation around employability. She has developed a number of new contacts and there has been useful cross-referencing between the navigator developers’ (Manager)

Support from others in the GEM project and partnership working is greatly appreciated and was mentioned frequently in interviews with N/Ds and delivery partner managers. This includes friendly, timely responses from GEM office, the range of knowledge and expertise readily shared across the team of N/Ds, support from the Quality Manager and the work with employers by Opportunity Hunters. This year there has been a great deal of recognition of the value of collaboration across the GEM Organisations and wider partnership. Examples given include:

Cheltenham Borough Council homes have worked in partnership to deliver an English as a second language course which has been a very useful partnership.

A partnership with the learning provider to offer online courses and have established computers where participants can access these courses, the sorts of training include things like customer service training etc.

Working with the Job Centre. A reduced rate bus pass is available for people who are out of work, the participants simply hand over the card to the job centre to enable them to gain their bus pass

Easier access to food banks for and meals for participants in the local area who are struggling with their finances

Working with the job centre to try to promote the opening of an outreach job centre locally to avoid people having to always travel to sign on which is quite challenging regarding transportation.

Gloucestershire county council meetings to explore how to support people with additional needs to become support workers. The organisation also runs one of the clubs in Dursley to enable people to access employment support.

One Organisation summed up what many partner Organisations stated in that:

- GEM dovetails with the Organisation and is an extra line of support for participants through a bespoke 1:1 service
- The project has been so successful the Organisation would like 20years + of GEM
- Partnerships are obviously a major benefit; they already had some but these have undoubtedly grown

‘What has worked well has been the support from the GEM office, particularly dealing with the complexities of the online portal system, egress and they have been able to provide good local support for the navigator developer.’ (Manager)

‘What was really supportive was that during the difficult year when we had a lot of staff sickness we had lots of support from the GEM office.’ (Manager)

The Participants’ Council has been established and is developing well. It needs a constant stream of new participants to be involved, because the successful ones leave when they get employment and exit the programme. Of particular note was the Xmas social and the summer gathering. As one Manager member said:

‘Our N/D has also had a participant succeed in catering where they have been able to secure a part-time post at a Project. Just before Christmas they held a participants Christmas party and the extra mile fund was deployed to pay this and this particular participant undertook all the catering for the event.’

One participant also described his time with the Participant’s Council as being very positive:

‘Gem was useful meeting the team and doing activities. Particularly joining the Participants Council, every 2 months I take part in meetings. We go to different venues in Gloucestershire. I’ve been on for 21 Months- at first I wasn’t massively confident but as time has gone on I’ve become more confident speaking my ideas.’

The Extra Mile Fund is greatly appreciated by N/Ds and participants (but there were some criticisms - see 3.2 below).

‘It’s lovely to be able to plan something with someone instead of saying, we might be able to do something with that depending on funding, you can get things done so much quicker.’ (N/D)

2.3.2 Challenges and issues

Unlike previous years there were some **operational issues** that Organisations raised as challenges this year to do with inconsistencies of staffing. Potentially the instability of contracting impacted according to one Manager. Another felt part time work and being a bit isolated might have been the cause. Most Managers highlighted the importance of their staff team, skills and the links to outcomes. Many mentioned successful working patterns where they benefitted from Full time or even two N/Ds in the Organisation, what worked less well was Part Time NDs as a lot of time was taken over by paperwork.

Several people spoke about the **paperwork** but accepted it is a necessary requirement of the funders. Many said the paperwork at times it gets in the way of the work itself, either through time needed, or having to chase documentation. Examples were cited where at the end of the quarter they have been asked to redo certain pieces of paper as there had been changes. There was a request for advanced descriptions of what they need to do in regards to financial accounting as it was felt it would be easier to deal with this if told in advance and if having to go back over paperwork is punishing and time-consuming.

Extra Mile Fund. All partners were overwhelmingly thankful for the opportunities offered through the EMF. Challenges that many Managers and ND’s mentioned were that the fund had been capped at £150. There has been some frustration regarding the EU requirements

of the extra mile form. The new requirements mean that evidence has to be shown on Annex N. Certain participants had already exited and not been claimed for correctly so the N/D had to go back to the participants to record the paperwork correctly which produced a bit of additional work. Participants themselves felt that as their priorities for the most part involved getting paid work or more education, they would like there to be more funding for equipment and higher-level courses which are more expensive.

‘Going the extra mile funding is beneficial but it took too long to get an answer and now has been capped at £150 per person. It is also a requirement for any spend has to be innovative. One small niggle is that £150 can be a bit limiting. It seems as though the extra mile funding is not about the individuals anymore and doesn’t necessarily recognise that all people have got different needs.’ (N/D)

Some partners highlighted an issue of **knowing when to exit people**. One partner highlighted that some participants are being exited from the projects after they have undertaken training when there is the possibility that they could stay on the GEM projects and gain help into getting the ultimate outcome- paid work. However, if they do not gain work then the outcome of having attended the training is not counted. This lack of flexibility does not encourage navigator and developers to continue to work with people beyond a piece of training. People spoke about the need get the balance right between support and moving people on, and some felt it was unclear how far N/Ds should go to fill gaps left in other services that should be supporting participants.

As a means to tackle **individual isolation of N/Ds** and also as partnerships are growing and thriving across GEM, so the calls for more forums has arisen this year, highlighted below. Some of the Forums were also not felt to be working as effectively as they could, such as the Project Strategy Board which being divorced from the OMC wasn’t able to be effectively a decision- making forum and the Business Sector Leads meeting needing some refocussing. One participant also felt more access to job clubs would be beneficial.

‘An additional opportunity for GEM participants who have exited the project might be that they are kept in touch with the project either through a forum or regularly inviting them to attend events and contact with the participants Council.’ (Manager)

‘a forum that could explore issues about working with disabled people, how to become an exemplar employer what evidence would be useful for this.’ (Manager)

‘A key issue is that our N/D is quite isolated within the organisation and has different priorities to others within the team. The organisation also works across a very large area so there are very little opportunities for peer support within the organisation. In terms of extra support from other navigator developers, the monthly meetings when you are part time take a lot of time out of your month. One way to address this might be to have smaller subgroup meetings with people that you see more regularly as a means to provide that ongoing peer support and to reduce isolation.’ (Manager)

For some N/Ds, **the referrals process** had improved: However, still for many the referrals process was problematic. Some felt they were still being referred people who were unsuitable for GEM. Others felt that information was lacking about potential participants referred from other organisations but recognised that GDPR made the sharing of some information difficult.

‘The referral process is fluid and their organisation have a lot of complex people which the current referral process doesn’t have a sufficient vetting arrangement to identify risks that may be present in regards to the safeguarding of the navigator developer and the barriers that the participant may be experiencing. If a referral is for someone who has a

previous history of offending it is important to alert the navigator developer of this in advance. Otherwise this can make the organisation vulnerable. There is a need for a more formal referral process with more detailed formal information to be passed to the navigator developer.’ (Manager)

Time spent on pre-engagement and no shows cause a great deal of frustration which links to the last reports, where many N/Ds and Managers talked about the tension between supporting individuals, achieving outcomes and dealing with a challenging external environment. Working with people who are the furthest from the labour market brings challenges. The frustration is that missed appointments can quite often slow down progress. Many participants have health issues and are stressed. Normally the organisation when establishing a group aims to have 8 to 10 participants but is likely to sign up 20 because their expectation is that about half won’t turn up and this is often the same with one-to-one support.

Some feedback questioned whether **GEM participants who have lost a job** could be readmitted to the GEM program. Current rules currently don’t allow for this but they are seeing more examples where this would be very helpful.

GEM benefits participants, but in ways that could **not be captured as BBO outcomes** on the exit paperwork. The future evaluation work will be focussing on ways to capture this.

Support for participants moving into employment has been introduced this year and is welcomed. One Manager stated they would like to see movement on the in-work support. There has been some proposal that an in-work support officer would be appointed, however it is felt that due to the complex needs of some participants it would be preferable if it were their navigator developer who can provide their in-work support.

With regards the **Participants Council** it was suggested that one key challenge is the N/Ds raising this with potential participants to build numbers taking part in the Council. One suggestion as a way to resolve this was through adding requirements on the entry form or prompts that ensures that navigators and developers tell the participants at the outset about the opportunity to join the participant Council. An additional proposal was that the participant council would be strengthened in terms of new people joining this if there was a mentoring scheme that could be established. The mentoring would be undertaken potentially by exited participants who could mentor new participants. What would be required would be an agreement that exited participants undertaking this role could access funding for expenses.

2.4 Actions to support the current success could include

Based on the synthesis of the findings presented in this report, the following key action points were agreed through discussion - with the OMC in the first instance. They are based on doing more of what works and addressing those challenges that can support the success of the project and shape what may follow. To this end, we suggest the following areas for consideration initially:

a. Where possible in contracting of N/Ds reduce fractional posts, 2 NDs in an Organisation seems the best models for future developments. Overwhelmingly what is prized is the expertise of the Navigator/ Developers and their personal skillsets and team working abilities and staff and staffing continuity/ stability. Many managers mentioned successful working patterns where they benefitted from Full time or even two N/Ds in the Organisation.

b. Paperwork is still a big problem for the teams as it gets in the way of the work itself. The main positive solution was to have advance notice of changes as examples were cited where at the end of the quarter they have been asked to redo certain pieces of paper as there had been changes. There was a request for advanced descriptions of what they need to do in regards to financial accounting as it was felt it would be easier to deal with this if told in advance and if having to go back over paperwork is punishing and time-consuming. Central team aware and to feedback to funders.

c. Review the Cap on EMF. Many N/Ds, Managers and even some participants cited examples where a removal of the CAP would enable further and more beneficial activity to happen. The Job Centre funds can ease pressure on the EMF, for example when preparing for job applications- ensure in good time N/Ds think about interview clothing to ensure other funds and not EMF can be utilised for this purpose. Central team to introduce flexibility back in to EMF to tackle feedback from team re cap whilst also providing advice and training on other sources of funding.

d. When to exit seemed a common question across team though they were very positive about the individual support given when their work was reviewed, there could be a need for more training/ advice to teams on this topic. For example if not 100 percent sure, the participant could be exited onto work start, for e.g. Possibly needs some further training/advice for nav dev. Or at least keep it on nav devs agenda. There is a need for performance management to be supported and the suggestion was to establish a buddying system for peer to peer support- formalise and assign buddies, phonecalls and to utilise the end of N/D meeting for review of cases. Central team to review with Managers, the supervisory arrangements for N/Ds

e. Review best use of people's time and extending partnership opportunities through forums- there were calls for more forums locally to reduce isolation and maximise networking and also a review of the central forum. The focus for the GEM team is on making better what is there, rather than pursue different models.

f. Consider developing clearer guidelines / formal system for referrals, who to accept, how often to see participants. The issues were clearly articulated at the N/D meeting and also were raised by Managers. Some relate to safeguarding of staff and other just to improve efficiencies. The Gem team take safeguarding issues seriously and aim to review safeguarding across all partners once more and set up a GCC safeguarding training for new NDs. Staff to remind N/Ds they don't have to accept referrals if not certain and if there are any ongoing issues to feed back to central team.

g. Readmission on people who have exited GEM was mentioned by people who had been in employment and then dropped out again and wanted to re-enter the programme. The frustration was clearly that they still needed support but were unable to access this. This is a regulation established by the funder so for N/Ds in this situation, the next steps is to signpost to other programmes as participant's can't re-enter GEM if they have claimed an outcome.

h. N/Ds are able to support participants once they start work for up to a month and possibly beyond based on a case by case in discussion with the GEM team. There are other support services available such as access to work that N/Ds will be made aware of.

i. Revisit ways to promote the Participants Council across the partnership through potential mentoring scheme introduction and the central team to revise the entry form as a memory prompt for N/Ds.

3.0 Outcomes Evaluation

This section of the report presents the combined findings from the retrospective outcomes survey completed by participants in 2017 and 2018, together with those from the distance travelled surveys undertaken between Sept 2018 and 2019. The combined participant responses is around 450.

3.1 Results of the combined analyses

Previous analyses of the outcome survey data to inform the SROI model have been based on retrospective data whereby participants were asked to provide scores relating to before and since for the same item. In autumn 2018 the retrospective survey was replaced with a single item Distance Travelled survey, which participants have subsequently completed on induction to the programme, and again during their exit interview.

By October 2019, around 700 participants had completed the survey once, and around 300 twice (i.e. on both entry and exit). The difference between the mean scores for items recorded at 'entry' and 'exit' thus represents their distance travelled in the GEM social outcomes during the time that they were on the programme.

As previously, data were transformed into proportions to conform to the SROI framework, with distance travelled (DT) differences presented in terms of percentage change in column 6 of table 1. To provide the most accurate and up to date SROI model the average of 2017, 2018 and 2019 were taken to compute the indicator values for the 2019 model. This overcomes the fact that retrospective data tends to over-estimate change and DT data under-estimate the equivalent change.

The moderated order according to the self-reported change in outcome statements since starting GEM is thereby given in column 8. The top six statements exhibiting higher levels of self-reported change are shaded grey. This approach helps to demonstrate the type of outcomes that GEM has addressed during its third year of implementation, as well as those in which it is proving most successful.

It is also useful to note the types of outcome where GEM has proved consistently successful in delivering change for participants since the previous reporting period, or those where it has become more (or less) successful in delivering over time. The table therefore includes the equivalent change recorded from the analysis of retrospective data collected in May and June of 2018 (column 5), thus demonstrating the trajectory of change being affected by GEM as the programme continues, and the associated areas where it is having a greater (or lesser) impact as time goes on.

Table 1: Combine Retrospective and Distance Travelled outcomes survey results

Q No	Statement	Theory of Change Outcome	% Change 2017 (Retro)	% Change 2018 (Retro)	% Change Oct 2019 (Dist. Trav.)	2019 SROI Indicator of change*	Change order 2019 (2018)
5.	I often get a chance to learn new things	Improved sense of competence engagement and purpose	+42	+44	+24	+37	2 (3)
4.	I find it easy to obtain help and advice in relation to employment or training	Reduced barriers to receiving help and advice	+44	+46	+22	+37	3 (2)
11.	I regularly volunteer or got involved in community activities	Increased levels of interest and take up in training, volunteering and educational/ vocational opportunities	+22	+32	+18	+24	5 (5)
6	I feel that I am making a difference to my life and/or the life of others	Improved sense of competence engagement and purpose	+22	+50	+24	+32	1 (1)
8.	I generally feel very positive about myself	Improved resilience and self esteem	+29	+40	+17	+29	4 (4)
12.	I feel ready to take up a new opportunity in terms of my skills, knowledge and attributes	Improved employability through job-ready knowledge, skills and attributes	+27	+40	+03	+23	6 (4)
15.	I will try something even if there is chance it might not work	Improved confidence and motivation to engage with and access new opportunities	+22	+32	+02	+19	9 (6)
9.	I feel generally healthy and have good energy levels	Improved physical and mental health	+16	+29	+14	+20	8 (8)

16.	I can do pretty much anything that I set my mind to	Improved positive functioning and coping strategies	+23	+31	+08	+21	7 (7)
14.	I often meet socially with friends, relatives or colleagues	Reduced social isolation	+11	+23	+11	+15	9 (9)
13.	I am often bothered by feeling on edge, or by having trouble concentrating	Improved physical and mental health	+12	+15	+15	+14	10 (10)
10.	I find it easy to manage my own finances	Improved financial literacy and ability to manage finances	+9	+15	+11	+12	11 (10)
7.	I have a wide range of skills to help me at work, in training or in my daily life	Improvement in life and work skills	+22	+34	+22	+26	6 (5)
Mean change			+23	+33	+15	+24	

*Mean of 2017, 2018 and 2019 scores

As previously, two areas of consistency between the 2018 and 2019 results are particularly evident - the impact of GEM in improving the competence, engagement purpose of participants - through offering them a chance to learn new things - and the removal of barriers to receiving help and advice. These items have consistently scored highly since the GEM programme began, not only demonstrating the consistency of GEM in improving personal and motivational attributes, but also providing validation of the survey itself, with only marginal differences shown between 2017, 2018 and 2019 survey completions for two of the highest scoring questions.

While it is less straightforward this time to compare the magnitude of change in specific outcomes across the two time periods (due to the change in methodology from retrospective to distance travelled), the analysis reaffirms that GEM continues to positively impact on the sense of purpose and the opportunity to learn new things, confidence and motivation to access new opportunities, and improvised resilience, positive functioning and coping strategies of its participants. Thus, the impact of GEM on the personal functioning and motivational attributes of participants is significant.

Survey results were used to update a third forecast Social Return on Investment (SROI) model for GEM (See table 2). This indicates a benefit to investment ratio (BIR) of 1: 2.39, on a par with the previous BIR. The original forecast SROI model for GEM which used retrospective participant data gathered during 2017 equated to benefit-to-investment ratio (BIR) of 1: 1.57.

NB. No Qualitative findings were available this year due to these questions being omitted from the survey copies received by UoG for data input.

Table 2: GEM Forecast SROI Impact Map

Outcome	Survey Q No(s)	Change Score (2019)	Deadweight	Attribution	Financial Proxy	Proxy Value (£) / Unit	Drop-off rate	Present Value (PV)*
Improved sense of competence, engagement and purpose	5, 6	+39	0.07	0.56	Value attributed to positive functioning for volunteers based additional additional median wages earned	£2,940 / per person p.a	0.10	£1,916,939
Reduced barriers to receiving help and advice	4	+38	0.07	0.56	Unit cost of approved social worker (ASW) for community social care	£1,380 / per person p.a	0.10	£869,286
Increased levels of interest and take up in training, volunteering and vocational opportunities	11	+27	0.15	0.49	Value of volunteering in England	1497.6 / per person p.a	0.10	£542,666
Improved confidence and motivation to engage with and access new opportunities	15	+22	0.07	0.56	Value of improved confidence in young people	215 / per person	1	£20,339
Improved resilience and self esteem	8	+29	0.07	0.56	Cost of Cognitive behavioural therapy (CBT) to build psychological resilience and self esteem	£1,240 / per person	1	£152,854
Improved financial situation of target participants	7, 10	+18	0.15	0.49	Valuation for improved emotional wellbeing arising through the Common Assessment Framework	649 / per person	1	£39,429
Improved employability through job-ready knowledge, skills and attributes	12	+23	0.15	0.49	Employment Incentive costs	£3,800 / per person	1	£304,917
Improved physical and mental health	9, 13	+16	0.07	0.56	Cost of reduced health care to maintain good physical health (based one A&E and 4 GP visits p.a) plus Mental health service costs per individual (anxiety and depression) @ £942 averaged over 5 years	£420 / per person p.a	0.10	£112,663
Improved positive functioning and coping strategies	16	+22	0.07	0.56	Well-being valuation of improved autonomy and control	1400 / per person	1	£130,436
Reduced social isolation	14	+15	0.07	0.56	Annual value attributed to meeting friends and relatives more frequently	£13,333 / per person p.a	0.10	£3,315,273
Improved financial literacy and ability to manage finances	10	+12	0.15	0.49	Average cost of 2 hours financial advice	300 / per person	1	£12,036

Improvement in life and work skills	7	+24	0.15	0.49	Cost of employability skills training in regular sessions with counsellor/coach	£1,650 / per person	1	£134,290
Total								£7,551,132
Investment in GEM (Grant)								£3,165,200
BIR								2.39

* Discounted to 3.5% following UK HM Treasury standard

** Based on living wage rate of £7.20 per hr) multiplied by average number of hours per week volunteers undertake in UK = 4.

3.2 Implications and points to consider

The updated SROI model provides a number of useful implications for GEM as the programme progresses and continues to highlight the success of the Navigator-Developer model, its potential to improve the confidence and self-esteem of participants, its role in reducing social isolation amongst harder to reach groups. The following high-level points noted in 2018 can be reiterated:

- The survey findings provide solid evidence of the outcomes being generated for participants across the two principal domains of the GEM outcomes map: psycho-social, well-being and health; and employability and material improvement. The personal impacts on the lives of participants continue to prove significant in addition to the employment targets.
- The prospective value being delivered for the county through these outcomes of £7.6m represents a forecast return on investment of around £2.40 for every £1 invested through the GEM Big Lottery/ESF grant.
- In advance of the start of the two- year extension to the GEM programme and in light of previous M&E findings which the current analysis continues to support, it would be useful to review the following points:
- Extend and deepen the success of GEM in generating psycho-social outcomes for participants through increased opportunities for meeting, socialising and networking; gaining new skills; volunteering and improving self-esteem.
- Deploy or adapt the Going the Extra Mile Programme to deliver additional opportunities in areas outside the main centres of population and to further assist the funding of courses and training programmes for harder to reach groups - both socially and geographically.
- Consider a 'Vital Next Steps' programme for those exiting the programme to help ensure that the momentum and progress gained for participants through GEM isn't lost and will be more likely to be sustained. This could usefully include the offer of some personal performance coaching, which like GEM is goal and action orientated.
- Previous findings have indicated that it would be especially prudent to focus on opportunities that help make a leap from volunteering to employment and provide further opportunities for participants to meet and get to each other and to meet other prospective employers and training providers not yet engaged - for example through the forthcoming employers event planned for April 2020.

4.0 Update on other aspects of the evaluation

4.1 Inclusivity and digital story telling

Work to deepen the inclusivity of the evaluation has continued and is on-going. Two of the inclusive evaluation pilots were to be taken forward by the team at Creative Sustainability and this will be reported on in early 2020.

The pilot of the digital storytelling methodology is now complete and has proved very successful, yielding two high quality digital stories from GEM participants, in audio and visual format.

These two tranches of work are to be combined into one ‘inclusivity’ work package during the next phase of the M&E, starting in January 2020.

4.2 Peer researcher interviews

The peer researcher interviews were completed in September although analysis has been delayed in order to set up the work necessary for the mental health impact assessment (see below). Twelve interviews have been transcribed and are currently being analysed using NVivo software. The analysis will be complete and findings written up by the end of January 2020.

4.3 Mental health impact assessment

Although this comprises a work package planned for Phase two of the evaluation, the preparation was necessarily brought forward to coincide with the launch of the revised GEM paperwork in October 2019. The prep work has involved: researching and reviewing the options for gathering mental health impact data; incorporating the chosen method into the existing GEM outcomes survey; redesigning the survey to facilitate this - and at the same time, given its increased length, make it more user friendly for participants; and undertaking an analysis of the GEM survey data to help facilitate the merging of the two data sets in the forthcoming analysis of mental health impacts.

A copy of the revised outcomes survey is contained in Appendix One (5.1).

4.4. Phase 2 Monitoring and Evaluation work packages

The plan and costing of Phase two of the M&E has been agreed with the OMC and work on this will begin in January 2020. An (un-costed) copy of this workplan is contained in Appendix Two (5.2).

5.0 Appendices

5.1 Revised Outcomes Survey encompassing mental health questions

PARTICIPANT SURVEY - ENTRY























Dear GEM Participant,





















- This survey helps the monitoring and evaluation team understand how GEM is affecting the lives of its participants.
- Completing this survey helps demonstrate the impact of GEM to its funders, improve the GEM programme, and inform the design of future employment inclusivity programmes in Gloucestershire and beyond.
- The questions are based on what your life is like now and your thoughts and feelings at this point towards the end of your GEM journey.
- You will not be named in any of our reports. Only combined measurements for the whole participant cohort will be reported.
- The GEM evaluation and this participant survey comply with current privacy and data protection regulations. Information concerning the privacy statement (General Data Protection Regulation - GDPR) is available from Prof. Paul Courtney (pcourtney@glos.ac.uk), University of Gloucestershire
- Your data will be stored securely for as long as GEM considers it is to be useful for research purposes and it may be archived at the end of project in a public data repository.
- Further information about the GEM evaluation project can be obtained from Prof. Paul Courtney (pcourtney@glos.ac.uk).






SECTION A: To what extent do you agree with the following statements?
















Please place a tick under the picture which best describes what your life is like.

STATEMENTS	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
1. I find it easy to obtain help and advice about employment or training.	 1	 2	 3	 4	 5
2. I often get a chance to learn new things.	 1	 2	 3	 4	 5

STATEMENTS	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
3. I feel that I am making a difference to my life.	 1	 2	 3	 4	 5
4. I have a wide range of skills to help me at work, in training or in my daily life.	 1	 2	 3	 4	 5

5. In general I feel very positive about myself.	 1	 2	 3	 4	 5
6. I feel generally healthy and have good energy levels.	 1	 2	 3	 4	 5
7. I feel that I can manage my money and finances.	 1	 2	 3	 4	 5
8. I regularly volunteer or get involved in activities to help others.	 1	 2	 3	 4	 5

STATEMENTS	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
9. I feel ready to take up a new opportunity - for example, training / work / volunteering.	 1	 2	 3	 4	 5

<p>10. I often meet socially with friends, relatives or colleagues.</p>	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  1 </div> <div style="text-align: center;">  2 </div> <div style="text-align: center;">  3 </div> <div style="text-align: center;">  4 </div> <div style="text-align: center;">  5 </div> </div>
<p>11. I will try something even if there is a chance it might not work.</p>	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  1 </div> <div style="text-align: center;">  2 </div> <div style="text-align: center;">  3 </div> <div style="text-align: center;">  4 </div> <div style="text-align: center;">  5 </div> </div>
<p>12. I can do pretty much anything that I set my mind to.</p>	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  1 </div> <div style="text-align: center;">  2 </div> <div style="text-align: center;">  3 </div> <div style="text-align: center;">  4 </div> <div style="text-align: center;">  5 </div> </div>

The Warwick–Edinburgh Mental Well-being Scale (WEMWBS)

Below are some statements about feelings and thoughts.

SECTION B: Please check the box that best describes your experience of each <u>over the last 2 weeks</u> .					
STATEMENTS	None of the time	Rarely	Some of the time	Often	All of the time
1. I've been feeling optimistic about the future.	1	2	3	4	5
2. I've been feeling useful.	1	2	3	4	5
3. I've been feeling relaxed.	1	2	3	4	5
4. I've been feeling interested in other people.	1	2	3	4	5
5. I've had energy to spare.	1	2	3	4	5
6. I've been dealing with problems well.	1	2	3	4	5
7. I've been thinking clearly.	1	2	3	4	5
8. I've been feeling good about myself.	1	2	3	4	5
9. I've been feeling close to other people.	1	2	3	4	5
10. I've been feeling confident.	1	2	3	4	5
11. I've been able to make up my own mind about things.	1	2	3	4	5
12. I've been feeling loved.	1	2	3	4	5
13. I've been interested in new things.	1	2	3	4	5
14. I've been feeling cheerful.	1	2	3	4	5

Warwick–Edinburgh Mental Well-being Scale (WEMWBS)

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Please use this space to share your experience of completing the Warwick–Edinburgh Mental Well-being (WEMWBS) Scale:

SECTION C: Please rate how important the following experiences are to you in your GEM journey. Feel free to add further experiences relevant to you and rate these as well.

EXPERIENCES	Not Important	Slightly Important	Fairly Important	Important	Very Important
1. Having one-to-one support	1	2	3	4	5
2. Building confidence	1	2	3	4	5
3. Gaining work related skills	1	2	3	4	5
4. Improving social interaction skills	1	2	3	4	5
- Other (please specify and rate)					
5.	1	2	3	4	5
6.	1	2	3	4	5
7.	1	2	3	4	5
8.	1	2	3	4	5

5.2 GEM M&E Phase 2 work packages

GEM M&E Work Packages (Jan 2020- Dec 2021)	Description	Staff Lead
WP 1 - Distance Travelled Outcomes Evaluation	Continued processing, data entry and analysis of psych-social outcomes distance travelled survey; annual updates of SROI model; Final analysis and computation of evaluative SROI.	PC/CB
WP 2 - Process Monitoring and Evaluation	Process evaluation using a range of approaches to gather qualitative feedback from all stakeholders on the processes and relationships and their relation to outcomes that can be reported back into the project and facilitate changes that can enhance effectiveness and to make improvements to GEM.	LB
WP 3 - Mental health impacts and access to services	Quantitative assessment of mental impacts of GEM on a random stratified sample of GEM participants based on a pre-developed conceptual framework. Co-led with an ex-GEM participant with appropriate methodological expertise. This will be combined with an assessment of access to mental health services and the gaps plugged by GEM - from the participant's perspective, and via the wider partnership configuration (WP 6).	PC/FM
WP 4 - Inclusive case stories	This will build on the piloting of digital case stories and inclusive evaluation techniques piloted during the first phase, and combine successful elements to explore more deeply and showcase the journey of the hardest to reach participants within and beyond GEM. An 'Oscars' event will be held at the end of the project where all inclusive case stories will be screened to participants and guests	AG/AB

WP 5 - Economic Impact analysis (CBA)	Economic Impact Analysis based on the New Economic Foundation's (NEF's) case study methodology, with bespoke social value benefits and cost savings to the state aggregated up to programme level. This will augment the SROI estimates produced in WP1 as well as providing a form of validation to improve robustness of the estimates, and clarify the story behind them. In addition to WP1 there are links to the perceived and actual costs explored in WP6, thus providing a more comprehensive assessment from both participant and partner perspectives.	PC
WP 6 - Partnership Assessment	<p>This assessment will focus specifically on the processes and outcomes of the GEM partnership.</p> <p>A partnership logic model will be developed and used to inform a mixed methods data collection framework to identify and explore those aspects which both enhance and impede effectiveness.</p> <p>This Work package will also integrate elements of WP 5 (CBA) by exploring perceived and actual costs and benefits from partnership working and WP 3 (Mental health) by examining the relationship between partnership working and access to mental health services.</p>	CB
WP 7 - Green Impact	<p>Green Impact will enable partners to evidence progress on sustainable development</p> <p>Based around an online toolkit which breaks sustainability down into easy to follow actions</p> <p>The toolkit acts as a guide to help you improve organisation's sustainability performance.</p>	LB

	External contract allocated to NUS to lead on this work for the cross cutting theme- sustainability.	
WP 8 - Project Management and Dissemination	Project management duties, including planning; staff and task management; convening bi-monthly steering meetings; attendance at bi monthly OMC meetings; attendance at other partnership meetings as necessary; report writing - including recommendations arising from all WPs - separately and together. - and dissemination.	PC/LB