

AUGUST 2015

CHANCES4CHANGE PROGRAMME EVALUATION

Participatory evaluation of the hub approach

WHAT DO YOU SEE AS THE
PURPOSE OF THE HUB?

Purpose of
Community support
To work in
partnership with
other organisations
to provide support
to people in need

INTERACTIVE HUB
To share particular
expertise - but
not lead it
could assist all
of them & also
provide ideas to help
them all work
better & more effectively

Support for people
To share learning
in delivery methods
and look at the
different approaches
and learning

Support Hub
To help people
to find out what
they need to
do to get started
to let people
know what they
need to do to
get started

**food
matters**

sustainable, fair food systems

Chances4Change programme evaluation

Participatory evaluation of the hub approach

Findings of the participatory evaluation workshops

August 2015



East Sussex hub workshop, Hastings Voluntary Action – 8th June 2015

“The workshop was a great opportunity to tell the stories of what happened”

Southampton workshop participant

Contents

1.	Introduction	3
1.1	Background	
1.2	Participatory evaluation	
1.3	Methodology	
1.4	Participatory workshops	
1.5	Participation	
1.6	The Chances4Change hub approach	
2.	Participatory evaluation findings	8
2.1	Structure	
2.2	Evaluation findings	
	A. OVERARCHING THEMES	9
	B. LOCAL HUBS	11
	C. REGIONAL HUB	16
	D. CENTRAL HUB	18
	E. DELIVERY SUPPORT HUB	23
3.	Conclusions	28
Appendix A	Participatory Workshops – Summary	30
Appendix B	Completed charts	32
Appendix C	Evaluation workshop participants	35

Chances4Change programme evaluation

Participatory evaluation of the hub approach

Findings of the participatory evaluation workshops

1. Introduction

1.1 Background

The Chances4Change programme was a £1.8m programme in the South of England, funded by the Big Lottery and led by Portsmouth City Council. The programme ran from July 2013 to June 2015 supporting people to eat more healthily, be more physically active and have enhanced mental wellbeing.

The programme consisted of five geographical or Local hubs: Brighton and Hove, Eastbourne and Hastings, Portsmouth, Slough and Southampton. Each hub was led by a Public Health team in each location and delivered in collaboration with local statutory and voluntary sector partners. The programme also included a non-geographical Delivery Support Hub which consisted of 6 Chances4Change delivery partner organisations from the preceding phase of the Big Lottery funding.

The five geographical hubs and the non-geographical Delivery Support hub are the focus of the participatory process evaluation of the Chances4Change programme.

1.2 Participatory evaluation

The Chances4Change programme has been evaluated by gathering data throughout the 2-year programme and enumerating engagement and participation in the projects delivered through the 5 geographical hubs. This project level evaluation has gathered information from the supported projects, amalgamated the data at a geographical hub level and reported outcomes as a programme total. The data measures the number of people attending different sessions focused on the three key strands (healthy eating, physical activity and mental wellbeing) and is expressed as a percentage of the original target for number of 'people reached' under each strand. This allows an assessment of the effectiveness of the programme in terms of 'targets hit' – both the engagement of beneficiaries and of mentors/volunteers. The project level evaluation also collected qualitative information in the form of responses to participant feedback questionnaires, observations, interviews and focus groups, building a picture of individual behaviour and attitude change as well as increased skill and knowledge and improved wellbeing, capacity, confidence and mood. Alongside this, feedback data was also gathered on the experiences and achievements of volunteers who had been trained through the chances4change programme.

This report focuses on the participatory evaluation of the Chances4Change process which supplements the project level evaluation by exploring the broader mechanics of the programme as a whole and the processes adopted for its delivery. Key to this is a focus on

the hub approach and an assessment of its effectiveness from the perspective of participating organisations and projects. The focus of the evaluation is on the project lead and key workers on projects at each local hub, and the Delivery Support hub and an understanding of their opinions on the way in which the Chances4Change programme has been structured, managed and supported.

1.3 Methodology

The Chances4Change evaluation team at Portsmouth City Council recognised the need for a qualitative approach to the process evaluation and decided that a methodology based on Participatory Appraisal (PA) should be adopted. It was felt that this approach would provide a valuable opportunity to hear what participating project workers and hub leads thought about the approach adopted by Chances4Change. In particular they wanted to explore a methodology that brought groups of people together to hear each other, share different perspectives on the issues being discussed and identify key factors and findings that could inform the future management of similar programmes elsewhere. PA is well-suited to participatory evaluation of this kind allowing participants to consider, consolidate and voice their individual opinions, share these with others and identify common perspectives as well as differences of opinion.

1.4 Participatory workshops

The participatory process evaluation was based on 5 geographical hub workshops and a Delivery Support hub workshop facilitated by Food Matters' lead on engagement and participation – Ben Messer. The specific tools and questions used in the workshops focused on stimulating discussion around the key topics as determined by Chances4Change and discussed during a participatory evaluation design meeting and subsequent planning telephone conversations.

A key principle of the PA approach focuses on the use of visual images on charts and interactive exercises aimed at establishing an inclusive, supportive, non-judgemental and relaxed workshop atmosphere where participants are encouraged to voice their opinions and thoughts on the issues. Individual perspectives are surfaced largely through the use of post-it notes for initial individual responses to a series of structured questions. The post-it notes act as a starting point for conversations allowing for opinions and perspectives to be shared often leading to development of consensus on issues through participatory analysis and clustering of common themes. The workshops also used colour coded adhesive dots to understand perspectives on the impact of the hub approach on different aspects of the programme, prioritise the importance of different factors and explore patterns in the way the programme was perceived. Whilst the outputs from the workshops are largely qualitative – participants' opinions and perspectives on the programme – the use of graphic charts, tables and dot voting offers an additional quantitative dimension to the evaluation.

Each workshop adopted a structure based on the same sequence of broad questions followed up by more specific enquiry using a range of evaluation tools and activities. The structure remained fundamentally consistent throughout the evaluation allowing for direct comparison between the outcomes and findings from different hubs.

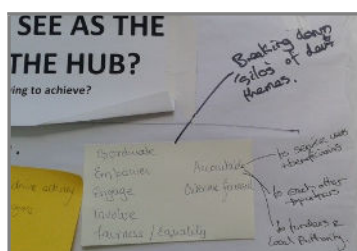
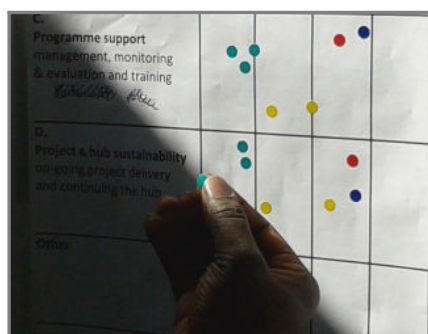
The workshop programme and tools are described in detail in **Appendix A**.

1.5 Participation

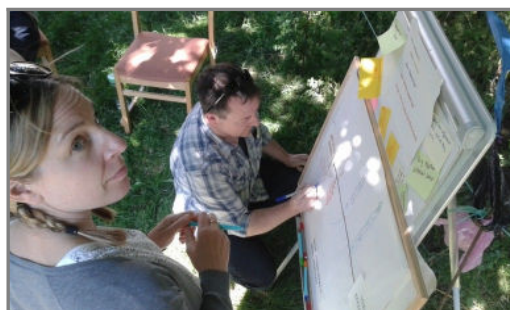
Workshop participants included project workers from delivery projects, Chances4Change community development workers and team leads of the hubs allowing an opportunity for an open exchange of opinions and the potential to identify areas for exploring improvements to the programme. This included staff from statutory agencies and community and voluntary sector partner organisations. However, the number of participants involved varied between the hubs. For example the Southampton hub workshop involved 3 participants (the Public Health lead and the two Chances4Change project officers) whilst in Portsmouth there were 9 participants representing different local authority and community and voluntary sector delivery projects but not including the Public Health lead.

The reason for these variations in attendance was attributed to a number of factors including: staffing changes - the hub lead for Slough (responsible for delivery, evaluation, and liaising with Central Hub) moved on to a new job prior to the evaluation workshop; the way the hubs were managed and structured - the Southampton and Brighton hubs worked with external partners whereas the Portsmouth hub consisted of projects that were delivered internally and outsourced; availability of staff - some key informants were unavailable on the workshop dates including project managers in Portsmouth (who were knowledgeable about the hub approach) and key project leads from the Delivery Support hub (who had experience of partnering with other projects across several hubs); the understanding of the purpose of the workshop; the way in which the workshop was promoted; and the importance placed on the evaluation by the people involved. Because of these differences, the experiences outlined in this report may not fully represent the perspectives of each hub member including those who did not attend.

The workshop participants for each hub workshop are given in **Appendix C**.



Images from the participatory workshops – clockwise from top left: impact grid, Southampton; clustering common themes, Hastings; evaluation line in the garden in Brighton; considering others' perspectives, Hastings; purpose of the hub approach, Southampton.



1.6 The Chances4Change hub approach

The Chances4Change hub approach was a response to the need for a regional funding mechanism with locally responsive delivery. The lead organisation was Portsmouth City Council – described by workshop participants and throughout this evaluation as the **Central hub** – managing and co-ordinating the programme and providing accountability.

The local responsiveness was achieved through the establishment of 5 geographical hubs – referred to as **Local hubs** in this evaluation – led by the Public Health team in each location (Brighton and Hove, East Sussex, Portsmouth, Slough and Southampton) and delivered in collaboration with local statutory and voluntary sector partners.

The programme also included a non-geographical **Delivery Support hub** which consisted of 6 Chances4Change delivery partners from the previous Chances4Change programme phase. The aim was for these organisations to share their expertise across the Local hubs whilst also sustaining their work.

The final dimension to the hub approach involved bringing together the local hubs in a **Regional hub** or regional forum events where experiences and practice could be shared and capacity building training opportunities could be offered.

The Chances4Change website provides the following brief description of each of the Local hubs and the Delivery Support hub.

- **Brighton and Hove**

For the mental well-being side of the project, the Public Health team in Brighton and Hove Council is partnering with Impact Initiatives and Youth Collective to deliver mental health sessions for young people. Sessions focus on emotional resilience, anti-bullying, peer support and Youth Mental Health First Aid using creative approaches. The Public Health team is also partnering with the Brighton and Hove Food Partnership. They work with community based food projects to increasing access for people with disabilities and learning difficulties, and people who are overweight or obese. Physical activities are promoted through gardening and allotment growing.

- **East Sussex**

Led by the Public Health team in East Sussex County Council, 3VA is commissioned to deliver the project in Eastbourne with Voluntary Action Hastings delivering in Hastings. It is Community Assets based approach and aims to work with existing organisations and networks to improve outcomes around healthy eating, physical activity and mental well-being.

- **Portsmouth**

The programme is delivered via 6 projects targeting people recovering from substance misuse, BME communities, school staff and young people, disabled people, people with Mental Health issues and people on low income. We recruit and train champions and volunteers within local communities for example Community Cookery leaders, Fitness champions, Wheels for All volunteers and Safeguarding champions, building the assets of communities.

- **Slough**

The programme is delivered via 6 projects working across the life course of Slough residents; Walk and Talk Together works with young families to encourage physical activity through walking in parks and open spaces. The walks are also intended to support language development to residents of Slough in need of English classes or other relevant services; Cooking courses for young carers and care leavers who are not in education, employment or training; Courses focus on budgeting, cooking, employability, sport and fitness and social media skills; Mental Health First Aid and Domestic Abuse Training for Slough residents. Training is designed to equip people with the skills to recognise symptoms of mental health problems and domestic abuse; 'Caring partnerships' works in partnership with 'Sing for your life'. In this project 'singing boxes' are installed in care homes and residents are encouraged to sing along to the songs and if possible dance.

- **Southampton**

Led by Southampton City Council's Public Health the multi-agency partnership focuses on Black and Minority Ethnic (BME) migrant communities and asylum seekers. A model of community engagement and empowerment is used to improve the health and well-being of the community (including homeless people), through development of volunteer community champions. Technology and social media will also be used to educate (both the community and professionals), encourage positive behaviour change and community integration and cohesion. The project aims to: ensure there is enhanced support for the most vulnerable in the community improving outcomes for BME communities; help overcome many of these barriers for the communities through the development of champions focusing on three key strands: healthy eating, physical activity and mental well-being. Over the lifetime of the project we plan to deliver activities such as gardening, healthy cooking on a budget classes, volunteering courses, folk dancing, art therapy, healthy walks, food hygiene courses, mental health first aid training and safeguarding awareness (including topics such as domestic and honour based violence, scams, hate crime, suicides, self-harm, child accidents) sessions.

- **Delivery Support**

This hub is comprised of 7 highly successful community wellbeing projects from across South England who have previously benefitted from Chances4Change funding. Each of the member projects, in addition to the continued delivery of their local and specialised wellbeing programmes, have shared their experience and expertise with the five geographical Chances4Change hubs. At the heart of this hub's approach is the desire and ability to help people to be healthy and happy. The projects build the capacity of communities to look after themselves.

2. Participatory evaluation findings

2.1 Structure

The findings of the participatory evaluation are presented as key themes that emerged from the workshops. Where themes are specific to a particular geographical hub this is made clear but as far as possible the findings are presented as cross-cutting themes from discussions and charts from all of the hubs. Each theme is presented as a statement which is then explained and illustrated by comments gathered on the charts and from discussion during the workshops. The comments are not accredited to particular individuals but the Local hub is identified using initials:

<i>ES</i>	East Sussex
<i>SO</i>	Southampton
<i>BH</i>	Brighton and Hove
<i>P</i>	Portsmouth
<i>SL</i>	Slough
<i>DS</i>	Delivery support

The themes are not presented in any particular order of importance instead reflecting the sequence of questions and tools employed in the workshops.

Some selected illustrative examples of completed charts from the workshops are given in **Appendix B**.

2.2 Evaluation findings

The findings are provided under the following section headings representing the different dimensions of the hub approach:

- A. OVERARCHING THEMES**
- B. LOCAL HUBS**
- C. REGIONAL HUB**
- D. CENTRAL HUB**
- E. DELIVERY SUPPORT HUB**

A. OVERARCHING THEMES

A1. Chances4Change had a significant and positive impact.

At all workshops participants were clear that the funding made available through Chances4Change (C4C) had an important and significant impact on their work and the success of their projects.

(C4C has had an) amazing impact – instrumental in bringing together the recovery community in Portsmouth. P

Simple – uncomplicated: (C4C) broadened networks, led to significant new areas of work, linked to existing direction of flow. BH

Encouraged integration of Health and Social care ES

Offered us the freedom to do new work – money from outside the city but channelled through Local Authority Public Health – very flexible and not heavily scrutinised – opportunistic funding to explore new audiences and new activities. BH

These comments illustrate the recognition that the C4C funding was perceived as an opportunity to explore new work that otherwise would have been very difficult to secure funding for. The focus on the three strands (healthy eating, physical activity and mental wellbeing) encouraged experimentation within projects that were originally more directly focused on more distinct aims within just one of the strands. This flexibility was perceived as an extremely valuable opportunity offered by the programme but not necessarily a result of the hub approach that was adopted.

As one participant put it:

The hub approach was a structure that was more or less irrelevant – hard to distinguish between the approach and the impact of the funding. BH

A2. The funding approach was most successful where it built upon and strengthened existing local partnerships.

Don't be too distracted by the concept of hubs – it's just a partnership! BH

For many the hub approach – particularly at a local level – was seen as an extension of partnership working that was already happening. In most local hubs project delivery was based on existing organisations, existing projects and partnerships between different local providers. The hub approach helped to reinforce the relationships that already existed and, as discussed above, supported the extension

of existing work into areas where the three strands overlapped and where new audiences could be engaged with.

A3. The dual aims of the hub approach created a tension at the project level.

Tension between sharing learning and need for accountability. ES

From the participants' perspective C4C was seen as a large regional funding mechanism requiring accountability to the Big Lottery whilst also allowing practical work at a local level to respond to local needs and the local context at the geographical hubs. This was achieved through the central management team in Portsmouth channelling funding to the local hubs whilst gathering feedback data on outcomes to measure its impact.

The 'hub approach' was the approach the funder said had to be taken. BH

However, the opportunity for the hub approach to establish connections between the geographical hubs was regarded by many as an add-on and that its important potential was never fully realised.

It started as a funding mechanism but not cohesive in terms of delivery – so learning and sharing was an after-thought. ES

Hub approach was not an intentional or a 'designed' idea – it emerged in response to the way in which the work at local hubs was commissioned and the partnerships that already existed. ES

In effect the need for the hub approach to focus on fund management and programme evaluation took precedence over shared practice and connectivity between the hubs. This is perhaps to be expected but participants at all of the workshops expressed disappointment that this was the case and many said it resulted in tension.

Almost as if the opportunity to share and support and learn from each other was an afterthought once the need for a local dimension to central accountability was acknowledged. ES

A4. There was a lack of clarity regarding the hub approach and its purpose.

*The hub approach: An opportunity to get together and feedback our experiences – this is what I thought it was going to be!
But not how it turned out. P*

The tension described in finding **A3**. resulted in a lack of clarity and confusion about the hub approach and its aim to support shared practice. Participants recognised that this was an aim of the hub approach but felt that it wasn't successfully achieved largely due to the feeling that the shared practice it could have encouraged was not strongly or clearly promoted. At project delivery level for many there was little or no awareness of the hub approach beyond the local partnership working that already existed.

Surely the hub should have brought us all together. P

At a regional level connections were unclear and appeared irrelevant because of the diversity of the work being carried out and the wide geographical spread of the funding. To some the approach felt not only counter-productive but even damaging.

The layers of hubs resulted in tension, stress, lack of clarity and confusion – making me question myself. ES

Each local hub focused on separate targets and different agendas – little cohesion. P

At local hub management level there was less confusion and greater clarity however the failure of the regional hub to establish stronger regional connections and shared practice was regarded as a potential opportunity that was not realised.

B. LOCAL HUBS

B1. Local hubs built on existing partnerships functioned well and had a significant impact.

The heart and soul – the nerve centre – generating activities SO

Participants were clear that they saw the Local hubs as the most successful aspect of the C4C programme. Organisations at the local level were able to deliver successful projects often reaching new target groups and extending the services they were able to offer.

C4C funding helped us to develop wheel-chair racing. P

Allowed partners to undertake projects they otherwise wouldn't have done because of the strands SO

Re-fit expanded from offering badminton and football into a broad scope of activities incl. gym, boxing, fishing, and cooking. P

However, participants felt that this was less the result of the hub approach itself and more the result of the pre-existence of strong local partnerships that functioned well and that could be built upon. The C4C programme allowed these partnerships to evolve, strengthen and extend what they were able to offer. They were also able to identify collaborative approaches to project delivery across the three C4C strands that otherwise may not have occurred. Their ability to do this in a productive and meaningful way was largely determined by the maturity of the organisations and of their partnerships with other local organisations.

Confidence if the partnership already existed ES

Allowed local partners to undertake projects they otherwise wouldn't have done because of the strands SO

In Local hubs where this was the case the meaning and purpose of the Local hub was well understood.

BRIGHTON AND HOVE

The Brighton and Hove Food Partnership were able to explore significant changes to their approach and focus by piloting the cross-over between physical activity associated with gardening, food growing and cookery work and the mental health and wellbeing benefits these activities bring. This was reinforced through close collaboration with the hub partner Impact Initiatives.

We have done some amazing work with individuals on cooking and growing – stuff that is now part of work going ahead. BH

C4C gave us the opportunity to pilot new approaches and collaboration and the funding removed risk from the equation – this led to the integration of wellbeing into all BHFP work, mental health interventions through food, youth workers developing cooking skills BH

Enabled the youth collective to support other organisations through delivery under the banner of wellbeing BH

The legacy of the C4C funding in Brighton and Hove is clearly evident in its impact on the new focus of the Brighton and Hove Food Partnership.

BHFP became much more strongly focused on food and mental health and wellbeing – C4C provided opportunity to explore this direction which had already been identified but wasn't funded – now supported through lottery Reaching Communities fund for 'Sharing the harvest' project – wouldn't have happened otherwise. BH

In addition to this the hub partners identified the establishment of a strong relationship with a new commissioning body as an extremely important outcome from the C4C programme. Such relationships are based on mutual trust and respect

which is best achieved through the experience of working together – an opportunity provided through the C4C local hub approach.

Helped to develop a new relationship with a commissioning body – youth services BH

EAST SUSSEX

At the East Sussex hub workshop participants expressed and recognised a strong sense of a hub and the mutual support it offered leading to stronger partnerships and ultimately successful project delivery.

Helped to overcome isolation and silo-working – sharing knowledge ideas and approaches ES

The hub approach and the focus on existing partnerships also reflected and reinforced the East Sussex hub's asset-based approach where project delivery was focused on existing assets (both social in the form of volunteers and physical assets).

Asset-based approach emerged as a sensible and pragmatic delivery mechanism – don't start from scratch, support the work of existing projects and add value to the work of partners ES

The asset-based approach in E Sussex seen as innovative but basic good community development practice – building on what's already there and building partnerships ES

Based on lack of capacity to recruit volunteers to new projects – better to support work with existing projects and add value to their work – pragmatic approach ES

By effectively building on existing partnerships and organisational relationships rather than starting from scratch the East Sussex hub felt it was more likely to continue beyond the C4C programme. Indications from workshop participants suggested that the success of the programme has encouraged Public Health to strongly consider continued resourcing for the hub/partnership thus ensuring its sustainability.

B2. Where hubs were based on new partnerships there was a weak recognition of a Local hub and less collaborative working.

Where the C4C programme helped to establish new partnerships and in some cases initiate new projects their relative immaturity resulted in a lack of cohesion in project delivery and a much weaker sense of being part of a hub. In these cases the hub approach was not clearly recognised and there was little connection and collaboration between the organisations delivering projects. C4C was perceived

more simply as a funding stream with little or no recognition of connectivity at either the local or regional level.

PORTSMOUTH

A number of participants at the Portsmouth hub workshop didn't feel like they were part of a hub at all and their comments illustrate this well.

No real sense of a hub – we just see it as a funding stream P

Money to deliver projects P

How many sessions can you deliver for £X? P

They clearly felt that a more collaborative approach and stronger sense of partnership or hub would have been a great benefit to their projects and that this was a missed opportunity.

Very little horizontal work between or across projects – no strong sense of a local hub and therefore no awareness of potential benefits. P

Surely the hub should have brought us together P

Can't influence other projects so just focus on your own project outcomes P

However, it should be recognised that this was the opinion of participants at the project delivery level and that there was a stronger sense of a hub with the C4C project workers. It should also be recognised that the Portsmouth hub achieved significant success even though the potential for a more collaborative and connected approach was not fully realised.

(C4C has had an) amazing impact – instrumental in bringing together the recovery community in Portsmouth. P

SOUTHAMPTON

In Southampton the hub was perceived as the Public Health commissioning body and the two newly employed C4C project development officers and it was these three who attended the workshop. This made it difficult to understand the perspective of the organisations delivering the projects and ascertaining whether or not they considered themselves to be part of a local hub and what its purpose was. Delivery projects were described by one participant as '*a collective that generated activities*' rather than a collaborating and cross-fertilising partnership.

Joint working between partners would have been really helpful but this wasn't really encouraged – should be built into new project SO

However, through the relationship between the lead organisation and the project workers and in particular the efforts of the project workers to support the separate delivery projects a strong sense of voluntary sector ownership of the programme developed. This was reinforced by the Southampton hub's focus on identifying and celebrating local 'change champions' in the target communities (BME, migrant communities and asylum seekers) which played a significant part in the success of the Southampton hub model in supporting individual behaviour change. It was strongly suggested that the network or forum of change champions would continue to receive support from Public Health thus ensuring a legacy from the C4C programme.

The change champions will be brought together into a forum – it will be perpetuated – with finance allocated from Public Health SO

SLOUGH

The Slough hub, in contrast to the Southampton hub experience, supported improved delivery in communities through embedding the C4C three strand approach within Public Health. Through supporting specialist inputs (new C4C positions) focused on healthy lifestyles, the C4C programme built the capacity of Public Health to improve support for delivery projects focused on the three C4C strands. Delivery was achieved through strong community-based initiatives supported and facilitated through effective co-ordination and support from the lead organisation. Whilst appearing to be a more top-down approach the model encourages hub sustainability through embedding the new approach with the lead organisation and supporting on-going funding support for the new posts that were established.

The Slough hub also made good use of the training opportunities (Social Return on Investment, Prince 2, and Appreciative Inquiry) offered through the C4C Regional hub as a means to building capacity for better project management within the lead organisation.

Again it is unclear whether or not the delivery organisations had a clear sense of the local hub and the opportunities for partnerships and collaborative working. However, the lead organisation did; and they were able to co-ordinate activities to meet programme aims across the three strands.

The (cooking skills) course was created from scratch so the C4C funding was good. It was embedded locally which led to success – it wasn't because of the hub SL

C. REGIONAL HUB

C1. The Regional hub helped to encourage common approaches to some aspects of the Local hubs but not others.

Some aspects of the Regional hub and the establishment of common regional approaches were seen as very valuable at the Local hub level. For example, the focus on an approach that identified and celebrated community change champions was regarded as a useful and successful mechanism for bringing about individual behaviour change, building capacity and creating good community models and was adopted to a different extent by the local hubs.

The champions approach was a very valuable approach that wouldn't have happened otherwise P

The ability to adopt the approaches that the Regional hub was offering was largely dependent on the maturity of the organisations and partnerships and their capacity to engage with the training. This was particularly clear with the Social Return on Investment training provided to the Regional hub by the New Economics Foundation. Some hubs found this appropriate and valuable while others regarded it as too academic and not relevant to their work.

Benefitted from involvement in SROI training ES

SROI training was very useful SL

SROI was ambitious but we were ready for it – for others it may have been a bit over their heads BH

Academic and quite 'high level' – not appropriate to our capacity SO

Ambitious e.g. SROI - Significant time investment so value depends on capacity and maturity of the organisations BH

Others questioned the validity and acceptance of the SROI approach.

Unsure how widely accepted the SROI approach is especially for commissioners BH

A nonsense – fashionable and academic but useless to the local hubs SO

C2. Valuable sharing between the Local hubs was only achieved later in the 2-year programme.

Findings **B1** and **B2** show that each hub adopted a slightly different model of hub working to achieve the required aims based on the particular local context, the existence of mature and strong partnerships and the structure of the lead organisation. This difference between the hubs offered an opportunity for learning and sharing between the hubs but participants felt that this was only achieved towards the end of the 2-year funding programme. Until that point the forum meetings were described as unfocused, irrelevant to the activities at local hubs and time-consuming. The initial lack of clarity about how to get the most out of the regional forum meetings was perceived as a missed opportunity.

Like any network – a bit patchy at times – not always totally relevant BH

Felt a bit like a waste of time – it was too incoherent and not relevant to our work SO

Meetings were incoherent – didn't link from one to the next SO

Started out with hubs sitting at separate tables – over time it became more integrated BH

No opportunity for cross-fertilization SO

The idea of 'bring a poster' to the forum meetings – great idea but not followed through – wasted opportunity BH

Initially it was a bit random BH

Forum events were hit and miss ES

Would have been good to pick and choose more about what's valuable and what's not BH

In particular the initial focus on developing the evaluation framework was seen as wasteful at a time in the programme when delivery had already started. It was felt that the time at regional forum meetings could have been better spent.

The first few 'forum' meetings (regional hub) were focused on the evaluation theme but it kept on changing – and we were already delivering and evaluating because we had to BH

Once the focus of the regional forum meetings was more clearly understood they became an opportunity for the different local hubs to present their approach in a much more meaningful and valuable way.

Became more of a showcase which focused on what's most interesting to other hubs BH

Useful and relevant insight, interesting networking, shared learning 'cultural exchange' interesting BH

Learning about East Sussex asset-based community development approach was useful BH

Positive – reassurance, facing the same challenges, sharing expertise, exploring what works well ES

C3. Shared practice through the Regional hub was regarded as an afterthought rather than being designed into the programme from the start.

Finding **A3** highlighted the tension that participants perceived between the dual aims of the hub approach: accountability to the funding body and sharing and learning between the geographical hubs. From the participants' perspective this tension, and the fact that the need for accountability took precedence, resulted in the potential of the Regional forum or connection between the geographical hubs not being fully realised. This was seen as a missed opportunity.

(Regional hub). *An afterthought. So what?* SO

D. CENTRAL HUB

D1. Central management and co-ordination of the hub approach was acknowledged as complex and demanding.

The complexity of what Portsmouth central support were managing needs to be acknowledged BH

Participants acknowledged that the role of Portsmouth City Council in managing and organising the C4C programme was extremely challenging and perhaps over-ambitious. Regional funding mechanisms require a balance between regional accountability and locally responsive project delivery. Participants were quick to acknowledge how difficult, if not impossible, this task was.

At a regional level – wide geographical spread and diverse projects – almost asking the impossible, setting itself up to fail. BH

Funding is going this way – regional funding programme requiring regional accountability based on local delivery through local partnerships. Hard to achieve because of diversity of geographical hubs and their different approaches ES

D2. The Central hub was responsive and supportive.

Having acknowledged the challenge of managing such a complex and diverse programme participants were clear about the role of what was termed the 'central hub'.

Central point of contact for information and co-ordination – central hub with the delivery projects as the spokes. P

Many also felt that the central hub performed well responding to the needs of the geographical hubs.

(Central Hub) Always quick to respond and make payments. SO

Adam and Mary were very supportive – good training, interacting and sharing. SL

In particular the Delivery Support hub organisations were clear about the positive impact of the Central hub. It was seen as key to the success of the work they delivered particularly in the way the Central hub acted as advocates for what the Delivery Support hub offered.

Central hub were: dynamic, agile, reactive, flexible, pragmatic. DS

However, there were also a number of criticisms about the style and approach adopted by the Central hub.

D3. The central hub was perceived by some as rigid and top-down.

The central point of contact for information and co-ordination – but – it felt distant and top heavy. ES

The style and approach of the Central hub was felt to be controlling and whilst responding to the administrative needs of the hubs it failed to respond to the differences in culture and context of the geographical hubs. As discussed above, project delivery at local hubs was largely based on existing partnerships and working relationships between organisations. However, it was felt that the Central hub failed to respect the maturity of these existing relationships. This led to a perception that the approach was too inflexible, prescribed and rigid and based on a more formal civil-service approach that was inappropriate.

Failed to acknowledge the organisational maturity of the organisations and partnerships that already existed at the local hubs BH

It felt a bit top-down – like being told off – rigid and prescribed approaches that needed to be adhered to – 'tick box' BH

Prescribed, chivvying BH

It was felt that the Central hub's approach to management of the geographical hubs was based on the structure and function of the Portsmouth geographical hub and Portsmouth City Council.

Structure of the hub approach based on the Portsmouth hub model and how it functioned – but this was not appropriate where mature partnerships already existed and required less micro-management BH

Traditional civil service style – not initially trusting of the local hubs – too micro-managed initially – not enough faith in the local hubs and projects BH

Whilst acknowledging the need for a consistent approach across all geographical hubs the failure to acknowledge the capacity of hubs to organise and deliver their work with less control from the Central hub was perceived as unnecessary micro-management and a reflection of a lack of faith in the local hubs – in particular at the beginning of the C4C programme.

Not a particularly trusting relationship – needed more faith in hub abilities and capacity – needed more trust and less micro-management, particularly to begin with. BH

Portsmouth felt superior – an unequal relationship – they had control ... P

The sense that Portsmouth was in charge and that the local hubs needed to conform to a particular structure was reinforced by a lack of transparency regarding funding allocation between the hubs. This was particularly the case with regard to what was perceived as favouritism when dealing with the funding under-spend towards the end of the programme.

Lack of transparency on how funding was allocated between the hubs – was it equal? What were the criteria used? SO

This reinforced the sense of Portsmouth's superiority. Including how the programme under-spend was distributed. SO

D4. Reporting and evaluation was confused, inappropriate and inconsistent.

The hub approach attempted to establish a mechanism for regional funding with regular reporting to the Big Lottery on how the funding was being used and the impact it was having. The design and development of the evaluation process took place at the beginning of the programme, at a time when the local hubs were also expected to begin project delivery. Local hub representatives recognised the value of participating in the design process but they also felt that the focus on evaluation was a distraction from project delivery. They felt that too much time was spent in planning meetings about evaluation when the focus should have been on delivery.

As one programme manager put it:

It's not as if the Lottery hasn't funded regional programmes before – the evaluation process should have been done in advance. It could have been much better structured. SL

The time spent on developing the evaluation and questionnaires could have been better spent with target groups. SL

It was recognised that involving the local hubs in evaluation design was a positive approach, however, participants thought that it was poorly organised and ultimately resulted in an evaluation framework that was confusing, inconsistent and inappropriate.

Lack of clarity about evaluation process BH

At start evaluation was challenging – lack of clarity and forms kept changing – difficult with language and cultural barriers – not appropriate approach. SO

Not clear – boundaries and parameters kept changing BH

Participants were particularly critical of the post-session questionnaire forms that were used and the failure to clarify the meaning of different criteria and indicators. This meant that their interpretation varied between the hubs and often between projects within hubs. Specifically, no real distinction was made between the relative depth of engagement, participation or intervention as experienced by service users/beneficiaries. Numbers of beneficiaries attending a session or using a service were compared with the targets that were set but no consistent information on the quality of the engagement was gathered. The information and data collected was therefore considered by many to be inconsistent and not comparable between projects or hubs.

'100 people participated' means nothing – getting a job afterwards is more important. SL

Superficial – data utterly un-comparable across strands – between hubs – between projects BH

Not robust – not sure how valid it was – everyone using different criteria to measure benefits ES

Very difficult to separate benefits into different strands SO

People are complex and projects are complex – lack of flexibility in reporting benefits across more than one strand SO

Challenge around agreeing/translating rhetoric around mental health outcomes to local outcomes/delivery ES

The confusion and variety of projects in the geographical hubs resulted in the development of an ad hoc evaluation process where projects enumerated the numbers of beneficiaries engaging in their projects but then adapted the evaluation according to their own indicators and criteria. In particular the local hubs were more interested in qualitative information – stories about participants' experiences and the impact of the projects on their lives. They felt that the central hub and the Big Lottery were more interested in quantitative information – numbers of people participating.

We did our own evaluation which we then used for exploring additional funding. BH

Participants also expressed disappointment that the flow of evaluation information was largely one-way. They felt that it would have been useful to receive more feedback and analysis of the data gathered at the central hub as this could have helped to review the projects and improve delivery.

Would have been good to have some feedback on the evaluation BH

No feedback other than annual headline figures – no analysis BH

Information flow was only one-way. Data going into a black hole ES

D5. Management from Portsmouth, considered 'light touch', had a positive impact on autonomy and flexibility for delivery at the Local hub level.

Whilst participants were critical of the mainly quantitative approach to evaluation they also recognised the positive impact this had on their project delivery. From their perspective so long as the numbers engaging in the projects were meeting the expected targets as set by the Big Lottery and the Central hub they were satisfied. This meant that at the Local hubs there was a high degree of autonomy and freedom to use the funding to explore new connections, audiences and approaches. This was seen as extremely important and a clear benefit of the hub approach. In blunt terms the evaluation was perceived as fairly superficial and not hugely demanding – ultimately the way in which the funding was spent was not heavily scrutinised or controlled from the Central hub.

This was a significant feature of the hub approach and seen by the hub projects as liberating and extremely positive. Projects funded directly by the Big Lottery need to account very rigorously for the way the funding is used. In the C4C programme the delivery projects were at least two steps removed from the funder:

Funding body – the Big Lottery
 → **Central co-ordinating hub** – Portsmouth City Council
 → **Local Hub lead organisation** – project commissioning body
 → **Project delivery organisation**

They therefore felt insulated and cushioned from direct scrutiny. They felt less pressure because the responsibility fell heavily on the central co-ordinating hub.

Ultimately it was light touch monitoring and reporting – quite convenient – easy money BH

Relatively light touch to data required, which was generally positive BH

Simple and uncomplicated – easy to get activities going because we didn't need to tender for the funding. BH

This feature of the evaluation appeared to be more pronounced the more geographically and culturally distinct the hubs were from the Central hub in Portsmouth. Brighton and Hove hub felt a high degree of autonomy in the final year of the programme once the beneficiary targets were being met. The Portsmouth hub by contrast was more heavily managed by the central hub to the extent that towards the end of the programme the individual hub projects in Portsmouth were directly evaluated by the Central hub evaluation team.

E. DELIVERY SUPPORT HUB

E1. The purpose of the Delivery Support hub was clear to the hub members but unclear and confusing to the Local hubs.

Delivery Support hub members' perspective

The Delivery Support hub member organisations understood their role and valued the opportunity to work alongside other organisations from the Chances4Change first phase of funding.

A way of sharing learning and resources. DS

Centres for focus that allow projects to grow and spread DS

This was important because of the lack of a geographical bond between the organisations participating in the hub and less opportunity for them to get together.

Less of a sense of a cohesive hub due to being geographically dispersed. DS

Especially in the early days it felt like I had some colleagues – not out on my own. DS

This (the workshop) is my first real engagement with the Delivery Support hub. DS

The Delivery Support hub participants did express a feeling that perhaps 'supporting project delivery' was an over-ambitious aim. They felt that it would have been more appropriate for them to focus on providing a 'legacy' of the previous Chances4Change phase rather than supporting delivery. The 'legacy hub' could help to steer the local hubs but not support project delivery as often their focus was misaligned. Their opinion was that the idea of delivery support had been added on once the funding mechanism had been developed and that the practicalities of how the hub's offer would be delivered had not been fully thought through.

Felt a bit cobbled together at the last minute.

DS

This was compounded by the Delivery Support hub members' perception that their purpose and role was not well communicated to the Local hubs.

Lack of communication: what we were, what we offered.

DS

Much more clear where Central hub acted as advocates for us

DS

They felt that the lack of understanding of what was being offered and the way the support worked led to a feeling of suspicion towards them from the Local hubs and a feeling that they were simply 'pitching for work'. It also resulted in a feeling of guilt and considerable stress for the Delivery Support hub organisations who felt that they would not be able to fulfil their obligations to Chances4Change.

It seemed like I had been paid to provide something that people didn't want – I was worried that I'd been given money but wasn't sure if I could provide anything.

DS

Local hub perspective

Delivery support hub – what's that?

The strongest message from the Local hub workshops when discussing the Delivery Support hub was the amount of confusion over what the purpose of the hub was and how its aims were to be achieved.

Unsure of its offer or purpose (after initial meeting) and activity kind of fizzled out leaving me with the thought 'what did they do?'

BH

So confusing – support that was offered was not relevant to our needs at all – financial relationship was unclear – the mechanism was inflexible – not at all clear

ES

E2. Delivery Support hub procedures and mechanisms were unclear.

Local hub workshop participants were also confused about how to access the advice and guidance offered by the Delivery Support hub. They felt that there was a considerable lack of clarity regarding what was being offered by whom, how it could be taken up and whether or not it should be paid for.

Unclear if we could access all of them and did we need to pay them or were they already funded? ES

No-one really understood what was charged for and what wasn't. SO

Purpose clearish in theory – very unclear in practice ES

Expected a mentor – expected it to be free. Got something we could offer as a service to our projects and we had to pay. BH

I asked what could be offered as paid for support – never really answered BH

Hoped for support from an organisation with more expertise than us – mentoring. This didn't happen BH

Should have offered cross-cutting advice and guidance – not just deliver sessions SO

The mechanism was much clearer from the perspective of the Delivery Support hub.

I had a programme of support funded up from by the Central hub. It accounted for approximately 10% of my funding and covered a specific number of days of my time as a consultant to the local hubs: mentoring, capacity building, setting up social enterprises, local strategic support, setting up bread clubs. Anything else was a service that I charged for. DS

I didn't expect the local hub to pay as I was funded by the Central hub for a service I provided: strategic support, creating capacity, consultancy advice around developing a Workplace Health programme. DS

All participants felt that there had been a distinct failure in communication and that this resulted in the potential of the Delivery Support hub not being fully realised.

E3. The Delivery Support hub offer was not relevant to the needs of the Local hub projects.

The Delivery Support hub organisations were identified and set in place by the Central hub prior to the Local hub projects being determined. This resulted in a clear misalignment between what was being offered by the Delivery Support hub and what was needed by the Local hubs. This ultimately meant that whilst many participants felt that the Delivery Support hub was an excellent idea it was not at all effective in practice.

Could have been a good resource – but needed to be matched more closely with our needs BH

Didn't need support as all that was on offer we already knew BH

Even though the Dance Up project had a lot to offer to the Southampton hub our focus on early years was seen as a mis-match with the hub's BME focus. DS

If the geographies don't match there is little value to be gained from the Delivery Support Hub SL

No mentoring value to projects on the ground – better to use local knowledge and expertise SL

The 'support' idea slipped away BH

E4. The Delivery Support hub organisations benefitted more than the Local hub projects they were supposed to support.

The lack of clarity at a Local hub level meant that the effectiveness of the Delivery Support hub was limited to those hubs where the Central hub was able to promote and advocate their offer of support. This was particularly true for the Portsmouth and Southampton hubs. The result of this was that the Chances4Change funding to the 'legacy' organisations was more effective in continuing to support their growth, capacity building and expansion into new areas of work.

The hub approach helped 'Community Chef' to scale up at a capacity level i.e. helped me to 'grow up'. DS

Enabled me to set up Active Solutions DS

2 years funding has helped us to deliver better, more slick training and develop new products and services in new sectors DS

Developed and framed our countryside wellbeing offer – the ‘Natural ways to wellbeing’ brand DS

Wouldn’t have targeted Portsmouth or Southampton before DS

*We got a hell of a lot out of it but not necessarily in the way it was planned.
DS*

Delivery Support hub members regarded this as a positive impact of the Chances4Change programme. However, the Local hubs, partly through not recognising this as one of the aims of the approach, were more critical.

Delivery Support hub organisations benefitted more than we did. New sessions to new audiences in new areas ES

Using lottery as a promotional vehicle – shouldn’t be like this SL

It became session delivery rather than a mentoring or support mechanism ES

Final note on the Delivery Support hub

Participants in the Delivery Support hub workshop were in a position to compare the hub approach with the preceding Chances4Change programme that they had also participated in. They recognised that the hub approach provided a sensible mechanism for programme management by lifting some of the pressure from the regional management team and devolving responsibility to the local hubs. However, they also acknowledged that the creation of a Delivery Support hub to provide mentoring and advice established an unnecessary hierarchy that contributed to some of the suspicion and confusion that they had experienced. They felt that a better approach would be to explore ways to support a more informal mentoring and support mechanism between projects without establishing a distinct and separate hub.

The hub approach is an evolution from the previous phase which had a more ad hoc/organic approach to sharing and learning where organisations mentored each other as equals – there was no hierarchy or culture of deference – so mentors were not seen as different or distinct or from outside. So there was less suspicion of the mentors. DS

3. Conclusions

The Chances4Change programme aimed to support, encourage and facilitate individual behaviour change under the three strands of physical activity, healthy eating and mental well-being. This participatory evaluation has not focused on the project level achievements in terms of individual behaviour change focusing instead on the process that was used and in particular the hub approach adopted to deliver the programme.

The key finding of the evaluation is that **Chances4Change has directly provided an opportunity for innovation within and between delivery organisations at the local geographical hub level.** Many community development organisations find it extremely difficult to secure funding to pilot new innovative ideas in their work. The Chances4Change programme was regarded by some of the Local hubs as an opportunity to explore extensions of existing work and develop stronger relationships with other local organisations with what they regarded as limited scrutiny – a ‘light touch’ in terms of management and control.

This is most obvious at Local hubs where the programme has supported the strengthening of existing partnerships and their extension into new areas of work with new audiences. A common theme running through the evaluation is the finding that **the effectiveness of the hub approach was strongly influenced by the maturity and capacity of the organisations and partnerships at the local hub level.** Organisations that were more established were better able to make the most of the training opportunities that were offered. Stronger partnerships were better able to explore collaborative working opportunities and cross over between the work strands. **Continuation of the activities supported by the Chances4Change programme were more likely where the local hubs were based around existing partnerships with well-developed relationships** and mutual trust.

The focus on three work strands has encouraged delivery organisations originally focused more narrowly on one or two work strands to **expand their work and cross over into others**, often alongside and in collaboration with local hub partners. This was a significant impact of the programme in the more mature partnerships.

In addition to this the programme facilitated the establishment of **new working relationships with local authority commissioning bodies** – relationships that will continue beyond the programme funding.

In Local hubs where new partnerships were established rather than focusing on existing partnerships the relatively short 2-year programme had a less pronounced effect on innovation. Participants recognised that the development of trust between organisations working together in a more connected way requires patience and time. **The relationships that developed in the newer hubs were less effective** and to some extent the funding simply supported project delivery and service provision rather than the development of partnerships and working relationships between the delivery organisations.

Perhaps the most important feature of the hub approach and the factor that had the greatest impact on the local hubs ability to innovate and explore new areas of work and audiences was what the Local hubs regarded as **insulation from the funding body.**

The relationship between the Local hubs and the programme lead organisation, Portsmouth City Council, was not always clear. Whilst recognising the complexity of the Central hub's role and the challenge it faced many felt that management and programme co-ordination was often confused and inconsistent. **Proximity to the central hub influenced the level of input the Central hub gave to Local hubs and the way they functioned.** This was obviously most pronounced in the case of the Portsmouth hub.

The Local hubs also recognised the vital role played by the Central hub shouldering much of the responsibility for evaluation, reporting and overall accountability to the Big Lottery. In doing this **the Central hub was able to release pressure on the organisations at the Local hub delivery level.** The cushioning that this relationship provided allowed the more mature partnerships at the local level to function with a degree of autonomy and a sense of freedom to explore innovative approaches and make decisions to develop interventions that may otherwise not have occurred. This benefit of the hub approach was not necessarily designed into the Chances4Change programme but evolved over the 2-year programme and was seen by many participants as an extremely important benefit of the approach adopted.

Other aspects of the hub approach were criticised for a lack of clarity and a sense that they were an afterthought developed once the funding mechanism from regional to local level had been decided. Whilst the regional forum events were initially regarded as unfocused, inconsistent and a bit 'hit and miss' they ultimately **offered a good opportunity for the exchange of practical approaches to project delivery.** Local hubs said they benefitted from the informal opportunity to share experiences and learn from each other rather than more structured events which were seen as less relevant to their particular local context.

The initial focus on developing an evaluation framework was seen as poorly managed, unnecessary and time-consuming. Participants felt that **the evaluation framework should have been established before the programme started** rather than taking up valuable time in such a relatively short programme where delivery projects were expected to 'hit the floor running'.

From the perspective of the Local hubs the effectiveness of the Delivery Support hub suffered from a **failure to clarify the purpose of the Delivery Support approach** and the procedures for engaging with the organisations involved. Many Local hub projects had very little understanding of the purpose and mechanisms involved and this led to the development of a feeling of suspicion and a sense of inequality and hierarchy.

The Delivery Support hub organisations saw themselves more as a **'Legacy hub' sharing the learning from the preceding Chances4Change phase whilst strengthening and extending the services they offered.** Whilst being only part of what the approach was aiming to achieve the Delivery Support hub members benefitted significantly from this dimension to the hub approach.

Appendix A

Participatory Workshops – Summary

Evaluating the hub approach to programme delivery from the perspective of the hub participants

A What does the hub approach mean to you?

Introductory question as participants arrive

- Has the hub been important for you?
- Is it something you see as beneficial?
- Help/hindrance?
- Support/burden?
- Important/unnecessary?
- Valuable/waste of effort?

Tool: Question mark chart and post-its

B Welcome and introduction

C What does the hub approach mean to you?

Individual perspectives on the hub

- Distinguish between the **Local, Regional and Delivery hubs**
- Identify areas of common thinking and themes
- Different meanings to different people – Why? Influencing factors? Patterns?
- Distinction between **existing projects being supported** – **new projects being initiated**
- What has it helped you to do that you otherwise wouldn't have been able to do?

Tool: Clustering Question mark chart into common themes

D What do you see as the purpose of the hub?

Understanding of what the hub approach aims to achieve

- Different understanding and perspectives on the purpose of the hub
- **Who benefits from the hub approach?**
- Identify common themes on purpose
- **Separate out the local, forum, delivery support and central management hubs**
 - Purpose and aims as you see them – and as Chances4Change see them
 - Are there differences in what you and they think the approach is trying to achieve?
 - **Are/were the aims made clear?**
 - **Who benefits from the approach?**

Tool: Thought Bubble chart and clustering into themes

E The hub approach – in your experience how has it worked?

Evaluating the hub approach

- The overall approach – Local hubs and their aims, Regional hub events, Delivery hub
- Based on what you see as the hub approach purpose/aims/rational
 - How effective/not effective has the hub approach been in achieving its aims?
 - **What factors influence effectiveness?**
 - **What works well and what doesn't?** Why? Influencing factors? Patterns?
 - Distinction between effectiveness within geographical hubs and between hubs
 - What would make the hub approach **more effective**?

Tool: Line chart and evaluation 'H'

F What impact has the hub approach had on your work?

Evaluating the hub approach impact on different aspects of programme delivery

- Individually considering the different aspects of programme delivery:
 - **Practical project delivery** – work strategies/plans and achievement of targets
 - **Volunteer working** – recruitment and volunteer support
 - **Programme support** – management, monitoring & evaluation and events/training
 - **Project & hub sustainability** – on-going project delivery and continuing the hub
- Scoring level of impact for each
- Identifying patterns in the voting
- Discussing factors that influence the scoring
 - Has it encouraged you to explore new ways of doing things?
 - Have you been able to learn from best practice elsewhere?
 - Have you collaborated with other projects on specific activities?
 - Have you shared ideas from different approaches and settings?
 - Has the approach helped you in terms of better support and guidance?
 - Have the events and training been useful?
 - Has it helped you to monitor the impact of your projects?
 - Once the programme ends do you think the hubs are something worth continuing?
 - What does this depend upon?
 - Would it be different – less formal, loose partnerships, networks, virtual?

Tool: Impact grid, dot vote and discussion

G What's not been covered?

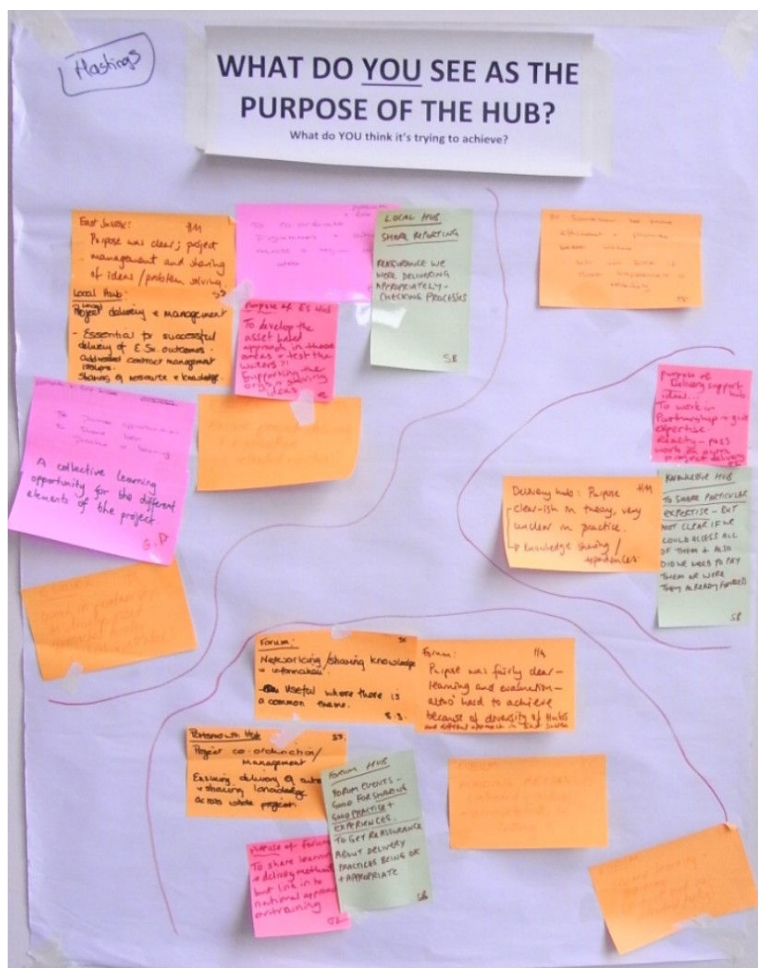
1. What has made it difficult to engage with and participate in the hub approach?
2. Do you think that the hub approach is transferrable?
3. Is it valuable or simply a hoop to jump through for getting additional lottery funding?
4. What did the approach get wrong?
5. What would you do differently if it was repeated?

H Close and workshop evaluation

Appendix B

Completed charts from participatory workshops

Question D What do you see as the purpose of the hub?



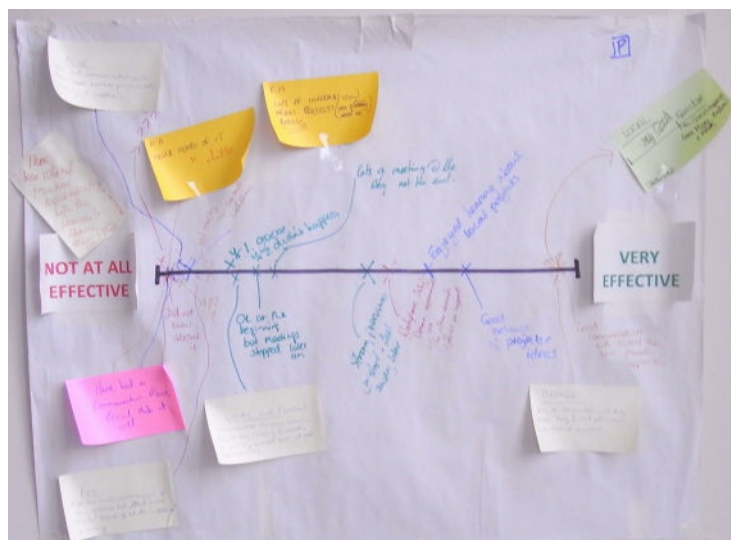
Completed 'Purpose chart' from the East Sussex hub workshop following clustering into three different hub dimensions:

- top left, Local hub
- centre right, Delivery Support hub
- bottom, Regional hub or 'Forum'

Following this workshop – the first to be held – a distinction was made between the different levels of hub when the question was asked.

Question E The hub approach – in your experience how has it worked?

PORTSMOUTH



Completed 'Effectiveness Line charts' from three workshops illustrating the difference in recognition of the hub approach and its effectiveness.

The colour of the comment corresponds to the level of hub that is being evaluated:

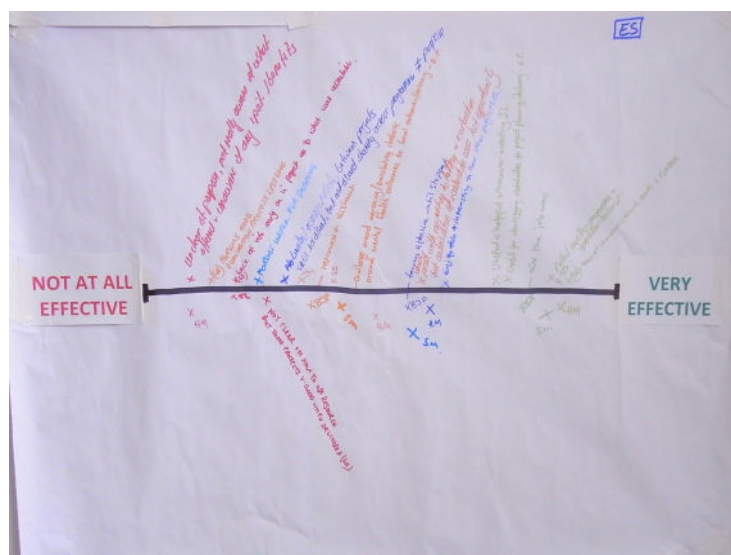
Green = Local hub

Blue = Regional hub or Forum

Orange = Central hub

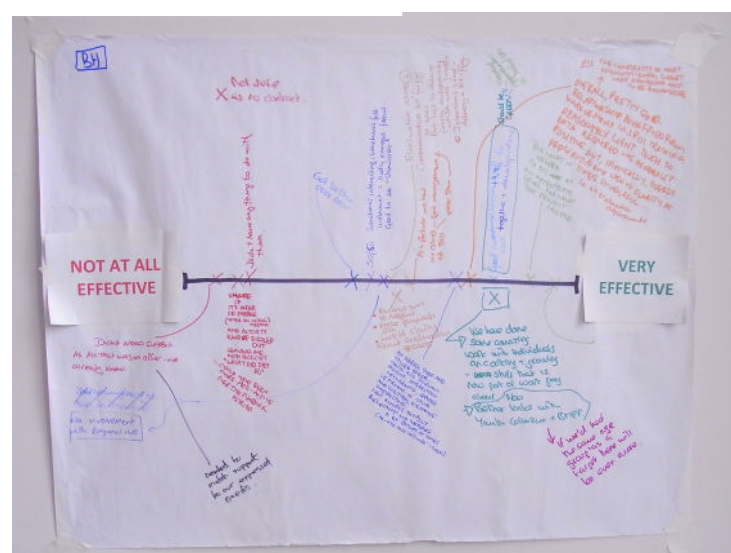
Red = Delivery Support hub

FAST SUSSEX



The distribution of green crosses on the Portsmouth chart illustrates the lack of a strong sense of the Local Hub. Two comments recognise the support of the central hub and the value of the regional hub but the overwhelming response is that the hub approach was either not recognised or was seen as ineffective.

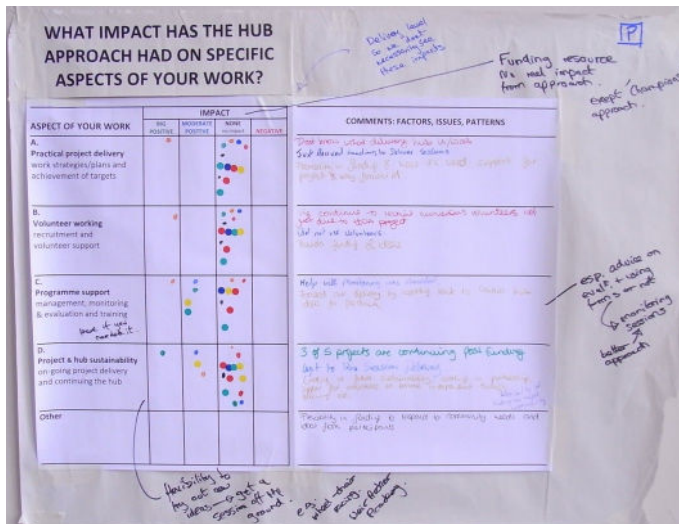
BRIGHTON AND HOVE



The East Sussex and Brighton and Hove charts illustrate a strong pattern where the Local hub is considered to be highly effective – based on strong existing partnerships – but that the regional and central hubs were inconsistent, confused or not effective. In both charts the Delivery Support hub is regarded as largely ineffective and its role unclear.

Question F What impact has the hub approach had on your work?

PORTSMOUTH

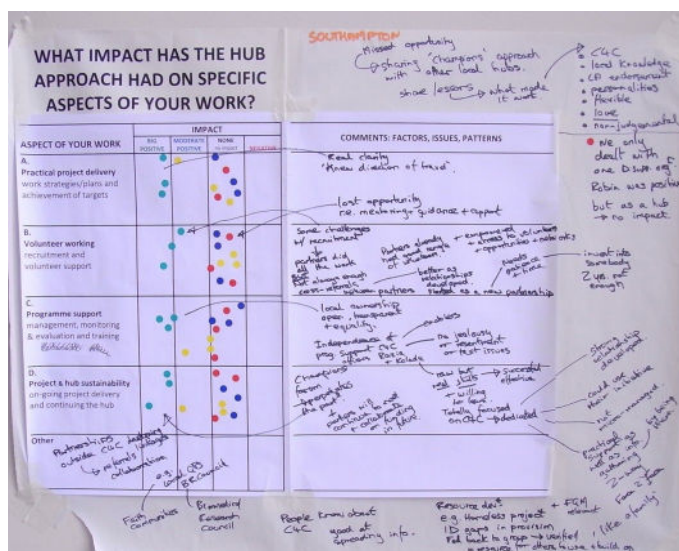


Completed 'Impact charts' from three workshops also illustrate how the hub approach has influenced different aspects of project delivery.

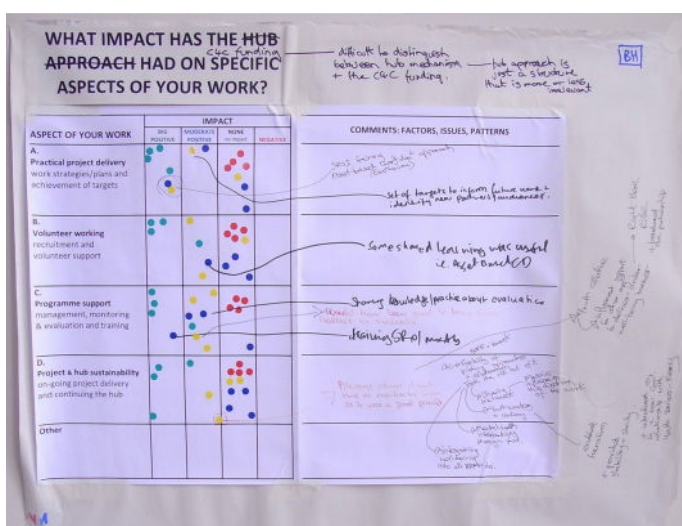
The patterns clearly show that from the perspective of the local hubs the impact of local partnerships is much greater than the regional forum or delivery support hub.

However, there is a marked contrast in the chart from Portsmouth where the lack of collaborative or hub working is evident.

SOUTHAMPTON



BRIGHTON AND HOVE



Appendix C

Evaluation workshop participants

Hub	Date & venue	Participants	Organisation
EAST SUSSEX	Hastings Voluntary Action 8 th June 2015	Sue Barnicoat Tina Cook Jo Leinster Steve Manwaring Helen Meade Graeme Potter Barbara Platt Sue Shoesmith	Hastings Voluntary Action East Sussex County Council 3VA Hastings Voluntary Action 3VA East Sussex County Council East Sussex County Council 3VA
SOUTHAMPTON	Ropewalk Community Garden 10 th June 2015	Kolade Bolorunduro Parvin Damani Razia Scott-Andrews	West Itchen Community Trust Southampton City Council West Itchen Community Trust
BRIGHTON & HOVE	Brighton & Hove Food Partnership 11 th June 2015	Vic Borrill Kerry Clarke Jo Glazebrook Ben Glazebrook Alan Lugton	Brighton & Hove Food Partner ^p . Brighton & Hove City Council Brighton & Hove Food Partner ^p . Impact Initiatives Brighton & Hove Food Partner ^p .
PORTSMOUTH	Portsmouth City Council 7 th July 2015	Dan Bailey Jim Cook Elly Fox Rishi Ghosh Lee Loveless Clare Martin Rowshonara Reza Karen Ringwald Uta Schmidtblaider	Parkwood Community Leisure Re-fit Wheels for All Dis-play Portsmouth City Council Pompey in the community Portsmouth City Council Re-fit Portsmouth City Council
SLOUGH	Telephone interviews 29 th July 2015	Dr. Onteeru Reddy Gary Stanton	Slough Borough Council New Futures
DELIVERY SUPPORT	Lewes Community Kitchen 11 th August 2015	Robin Van Creveld Libby Battaglia Donna Imrie-Browne Kim Richards	Community Chef Dance Up Active Solutions Naturally Active