

eb4U Equalities Project Evaluation Report

End of First Year: March 2006

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Comments from Project Managers

“Have found Sarah’s time and input into the equalities component of the [our] project extremely useful, not least because it has defined both our areas of strength as well as highlighted opportunities for further development to uphold good working practice, and provide an equitable service for all [our service-users]. Thank you Sarah!”

“The equalities manager’s role has provided a high level of support to a project that has a number of targets set at the onset for equalities and this support has been invaluable in ensuring the processes used and way we manage this is adequate.”

Comments from Project Staff

“I have always found Sarah has provided excellent support & guidance around Equalities issues. All [our] projects are now monitoring effectively participation of disabled & BME residents thanks to a new monitoring system.”

“Sarah’s helpful and informative input has kept equal opportunities firmly on [our] agenda, which I consider to be a very positive outcome. [We] will continue to strive to provide an equitable service for all [our service-users]. The equalities assessment has allowed me, in consultation with Sarah, to explore other aspects of equalities practise and service user groups which [we] had not previously researched in any depth.”

“Highlighted issues to consider when running events that we had not thought of. Advice on Marketing material was useful. [Sarah is] always willing to offer support and give constructive advice and criticism on project material and approach to tasks.”

“Very relevant information and contacts provided after site visit. Yours was a very helpful visit and follow-up info. Thanks.”

1. Executive Summary

1.1 Key findings

- The Equalities Project is meeting the needs of projects it works with, with a high level of satisfaction in work completed.
- All outputs and outcomes set for the Project have been achieved.
- The Project is a key element of the overall Taking Control Theme Strategy
- Interventions have led to clear improvements in a range of areas

1.2 Recommendations

- a. The eb4U Board needs to have a clear strategy for how issues of equality and diversity will be addressed at the end of the NDC. The Board also plays a key role in terms of influencing mainstream service providers to respond to the diversity within East Brighton.

- b. Training is identified as a need for a number of projects, but this seems to indicate a need for confidence building and provision of information.
- c. The Project was funded for three years, with the third year conditional on the findings of an evaluation in the second year. However, it is advised that the decision about a possible third year is made within the next three to six months
- d. The Equalities Group is key to ongoing achievement of equalities in eb4U as a NDC and beyond, and needs to be supported and developed.
- e. It will be beneficial to organise and sustain links with BHCC, as part of the longer term sustainability of equalities work in East Brighton and in order to keep the focus on the needs of the area.

2. Background and Context

2.1 The Equalities Project in eb4U was set up after going through the Project Cycle Management (PCM) process, which identified the needs of the organisation and the projects it funds, and began in April 2005. Previously the Equalities post was linked in with the PEP Community Development Team, but through the PCM process it became clear that the role needed to be more central to all aspects of eb4U, able to link in with all teams and projects, and to sit at management level so that it can influence and inform effectively.

2.2 The overall aim of the eb4U regeneration programme is to narrow the gap between East Brighton and the rest of the City. Equalities work aims to encourage and support the development of a range of opportunities which mean that anyone from the eb4U area can take part in and benefit from the improvements in the area. (A definition of equalities work in eb4U is included in Appendix A below).

2.3 The Equalities Project provides advice, support, information and examples of good work, which assists projects to improve their accessibility for all members of the community. It is an 'enabling' project, providing support and advice to everyone involved in the delivery of projects to create processes and structures and approaches which are inclusive and accessible.

2.4 It was agreed within PCM that there would be regular reviews of the project in order to demonstrate progress and to use findings to direct future work, to ensure that the Project remains responsive to the needs of other projects. Thus far there has been a six-month, brief evaluation to establish whether any changes were required, and there is another evaluation planned for second quarter of next year. This internal evaluation was conducted by the Equalities Manager.

2.5 The questions that were asked in the evaluation focused on four main areas:

- A rating of work undertaken in different areas;
- Satisfaction with the response and any follow-up work;
- Whether there was a change as a result of the intervention and, if so, what; and
- What areas are identified as being the next priority.

3. The original problem identified

3.1 The original gaps identified in the PCM process were:

- Support for involved residents
- Equalities training for residents, staff and projects
- Information provided to residents in the right ways
- Adequate monitoring in eb4U funded projects for Equalities
- Supporting eb4U funded projects for Equalities
- Strategic eb4U approach to Equalities

4. Local Setting (including changes to the beneficiary group or wider community, the political, physical, social, religious environment)

4.1 A major part of the working of this project is to enable eb4U as a funding and regeneration programme and the projects that it funds to be able to respond to changes in the environment, such as these.

5. Strategy and Policy Fit (the strategy, legislative and policy environment in which the project operates)

5.1 The Equalities Project is under the Taking Control theme.

The Primary outcomes for Taking Control are:

- Increase number of people actively involved in their community
- increase number of people using and running community facilities
- Increase the involvement of minority and hard to reach groups (in proportion to their levels in the population)
- Develop more effective and accountable local service delivery

5.2 The Project primarily links to the third of these, but also supports the attainment of the other three and, in fact, underpins the attainment of all outcomes within all the Theme strategies. Equalities work ensures that where achievements and improvements are taking place in projects, so that the benefits are experienced by all members of the community. If the most disadvantaged members of the eb4U communities are not benefiting from the increased resources and improved services in the area, then improvements will not have achieved what is needed, and they are less likely to be sustainable.

6. Approach or Methodology

6.1 A questionnaire was sent to a range of people, some for completion because they have worked with the Project, some for information to keep them informed that the evaluation was taking place, as follows:

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For completion	For information
All projects which have received support from the Equalities Project since April 2005 (total 17), including: Health4All projects Community Safety Projects Community Involvement Project Equal Brighton and Hove Community Grants East Brighton Business Support	Equalities Group
	eb4U Board
	Coordination Group (Graham Maunders, Sean Hambrook, Paul Allen)
	Delivery Officer (Programme Team)
	Support Officer (Programme Team)

The questionnaire is included in this report as Appendix B

6.2 Ten responses were received, 7 by email, 3 on paper/by post.

6.3 This report will be sent to:

- The eb4U Board
- Head of Performance, Strategy and Governance, Brighton and Hove City Council (as Project Lead Officer)
- Taking Control Steering Group
- eb4U Equalities Sub-Group of the Board
- eb4U management team
- eb4U Appraisal Officer
- Projects who completed the evaluation form

7. Findings

NB: the graphs depicting the responses to the questionnaire are included as Appendix C below

7.1 Main Findings of the Questionnaire

7.1a On a scale where zero was lowest and five was top, the lowest rating for work undertaken was one assessment of 3. Most other responses were grade 5.

7.1b Eight people felt that their concern had been fully understood (level 5), one assessed at level 4 and one at 3.5.

7.1c Seven people felt that the response had been fully tailored to need (level 5). Two people assessed at level 4.

7.1d Where follow-up had been agreed, all respondents said that it had been completed within the agreed timeframe.

7.1e Seven people assessed that there had been a positive change as a result of the intervention. The other responses were that it was too soon to tell.

7.1f There were a range of responses about what had changed as a result, but the main areas were:

- staff knowledge
- understanding and attitudes
- better information
- planning
- practice and
- monitoring.

7.1g Priority areas covered a range of possibilities, discussed in more detail below (see Conclusions – 8.4 below)

7.2 Problems/Issues of Beneficiaries – in what ways has the problem been solved – eg what have been the impacts and changes achieved for the beneficiary group?

7.2a The 'problem' for this project is a very complex one, touching on issues of harassment and criminal activity, physical access to places, exclusion by action

or omission, personal prejudices and practical actions, methods for monitoring and evaluating, local context and national frameworks

7.2b Similarly, the beneficiary group covers a wide range of people, both directly and indirectly: the additionally disadvantaged groups in the eb4U Equalities Policy and Resource (see Appendix D below), staff and volunteers in projects, service providers, partner agencies and any member of the community who is affected by these issues. Stakeholders are the same as for the PCM process (ie: Equalities Worker, PEP Community Development Team, eb4U 'core' projects, Resident Equalities Group, Staff Equalities Group, PEP Ltd), except that the Staff Equalities Group no longer meets, and the link with PEP is now changed, as they are no longer the employers.

7.2c The issues for people in these groups are unlikely to change considerably over the duration of this Project. However, at different times, different people and projects are likely to need different information, advice and support, responding to particular needs or stages in their development. Equally, eb4U will require different internal equalities work at different stages (for example: a considerable amount of work has been completed to design equalities into the PCM process, but this emphasis is now shifting to work around training the Programme Team staff to assess and support projects in their equalities work, as they deliver projects) and the Project must be flexible enough to adapt to this, whilst considering the limited capacity of the Equalities Manager.

7.2d Flexibility and responsiveness are significant parts of the work, meaning that the Project must be able to respond to specific issues that arise for a project, to changes in legislation or the way that equalities issues are implemented, and to issues specific to the East Brighton area and projects running within it.

7.3 How well has the project linked and worked with partners, and other agencies, the wider community and beneficiaries?

7.3a The evaluation shows a high degree of satisfaction with the joint work done with partners questioned (mainly staff or volunteers in projects funded by eb4U).

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Some links have been stronger than others, due to the nature of the ongoing work with the people involved (for example, the Programme Team and Community Grant Team). Some work has been to complete a one-off task, assessing monitoring, completing an impact assessment, or providing an example of good work.

7.3b One of the areas that will benefit from closer attention, especially as eb4U funding diminishes, is the relationship with the local Council. As funding decreases it will be very important for increasingly strong relationships to be developed with the Council, both in terms of equalities and also in terms of the ways in which all projects and organisations work in the East Brighton area.

7.4 Achievements of the Project

7.4a The achievements of the Project include:

- Better collection of data from projects by the Programme Team and clearer processes for evaluating work and referring for support
- Greater evidencing of equalities work among projects (through Equalities Impact Assessments and other work)
- Improved awareness of Disability Discrimination Act requirements in building design among projects and staff, and better designed buildings, which meet not only legal requirements but also the specific needs of users and potential users.
- Wider and better sources of information and support provided, with links made between local and City-wide groups and between groups in the eb4U area.
- Raised awareness among residents and paid staff about equalities issues, enabling them to address barriers with confidence, and to seek help when required
- Creation and development of good written materials, which provide examples of good practice, clear guidance and policy context

- Participation in local and national equalities work, helping to shape policy, improve standards and share good practice
- Support to the Equalities Group (now sub-group of the Board) to continue to build the capacity of local residents and to ensure that they remain involved in the progress of the NDC and all its work

7.4b In terms of specific outputs and outcomes, all the targets set for the Project have been achieved (eg: numbers of educational sessions provided and number of projects worked with). However, the nature of the Equalities Project as an 'enabling' one, which supports projects to better achieve their aims, was recognised at the start of the PCM process and has caused difficulties in terms of monitoring quantitatively throughout. The Project aims to increase awareness, not just provide information. It aims to change the cultures of organisations, not just improve processes. It aims to embed responsiveness to equalities issues in all aspects of the work a project does, not just to create the right number of documents and policies.

7.4c The Project works with degrees of change, changing attitudes, increased understanding and confidence in working with equalities issues and these are primarily measurable in qualitative ways - involving distinctions based on qualities, rather than quantitative changes – changes expressible as a quantity or relating to or able to be measured. Equally, actions within this project do not necessarily mean that an improvement has occurred elsewhere: training, information and advice can all be offered, but the change must come from the project and the staff and volunteers in it. Throughout the Project there have been issues in terms of finding outcomes which accurately and usefully reflect the work being done in the Project.

7.5 Financial evaluation and cost analysis –operating within budget, other funding sources, value for money?

7.5a There is no other source of funding for this Project, which has always operated within its budget.

7.5b In terms of comparison, there are no other posts which are directly comparable, since other NDCs organise their equalities work in very different ways: through teams, by delivering it through community development or community capacity building, by linking it to strategy within a management post, or by having a dedicated worker for people from Black and Minority Ethnic communities. Some NDCs have no designated equalities post, though this probably indicates that this work is built into the job descriptions of all posts, rather than suggesting that it is not done at all.

8. Conclusions

8.1 The Equalities Project is meeting the needs of projects it works with, with a high level of satisfaction in work completed.

8.2 Responses to concerns or queries from projects are appropriate, relevant and tailored to specific need.

8.3 Work is completed after meetings, where agreed.

8.4 Improvement is clearly identified in a range of areas, most specifically in:

- staff knowledge and understanding
- planning
- staff approach
- better informed
- practice
- monitoring
- staff attitudes

These kinds of improvements have a long-term impact and contribute to a cumulative change in the culture of both organisations working in the area and in

the ways in which people participate in projects and work together with others within them.

8.5 Less change has been identified in the areas of:

- New project users
- Training
- Policies
- Project focus
- Resident attitudes

However, the identification of new project users and changed resident attitudes are longer term changes, which will not occur or be noticed immediately. The introduction of new policies has been less of a focus, taking a second place to the emphasis on practical steps and activities to increase the accessibility of projects. The potential for change in project focus is an important one, but in this case the emphasis and drive needs to come from the Board (see Recommendations below).

8.6 Sustainability: the Equalities Project has always been intended to support the eb4U programme in its fulfilment of equalities requirements, as defined by legislation, NRU and GOSE monitoring requirements, Council standards, and the needs of the local communities. The main purpose of the work has been to ensure that funding and other improvements to the area are accessible to all members of the community and that everyone has an equal opportunity to get involved in and benefit from the regeneration of the area, through eb4U's work. After 2010, there will be sustainability in the continuing benefit in the community from the access and improvements already gained, as well as the improvement of standards in both community and other organisations, and in terms of the changes to infrastructure (buildings and services). However, there will need to be consideration of how the equalities function is delivered within eb4U in whatever form it exists after the funding ends and, in this sense, the Equalities Project is unlikely to be sustainable (at least in its current form) beyond 2008.

8.7 The first year has proven that many of the limitations within the first project could be overcome, to the benefit of the work:

8.7a Linking the Equalities post into the management team, and having it employed as a separate post (not within another project), has meant that it occupies a more central position and has more influence and impact on decision-making.

8.7b There are still limitations on the budget and resource of the work: many projects would benefit from being able to access a small fund to be able to use interpreting services, or to gain specific training on (for example) physical buildings access.

8.7c Equally, the single post means that some work, especially that with community groups, has not been possible. Effort and time have needed to focus on the areas where there will be most impact: managers and theme leads, the eb4U Board, Programme Team, 'key' projects, and those most likely to continue, as well as on creating guidance and sources of information for projects.

8.7d It has also been very clear that a great emphasis of the work of the Project is in raising awareness and confidence, so that people become more aware of what the barriers are that people may face and, then, that they have the skills and knowledge to address them appropriately.

8.8 The Project is anticipated to stay within budget in the next two years. Since it works as an essentially internal function of eb4U, it is unlikely to attract match-funding, but this will not affect the work covered.

9. Recommendations

- f. The key priorities for future work with projects, as identified by those projects that responded are:
 - i. Identifying and providing more information about equalities
 - ii. Evaluating work done by projects in this area

- iii. Training on equalities for project staff/volunteers/management committees
- iv. Completing Equalities Impact Assessments and training others to be able to complete them

[It should be noted that work directly with projects is not the only area covered: other significant focuses are: the Performance Management Framework for equalities, which identifies a significant number of areas of work; the Race Equalities Outcomes Initiative Project with the NRU, which will improve how we monitor and evaluate benefit to minority communities; and support for the Equalities Group (see below in this section).]

- g. The eb4U Board needs to have a clear strategy for how issues of equality and diversity will be addressed at the end of the NDC, just as they will consider financial management, funding processes and capacity building. The Board also plays a key role in terms of influencing mainstream service providers to respond to the diversity within East Brighton, in terms of how services are delivered, how benefit and involvement are monitored and how changes in the community are responded to.
- h. Training has emerged as a need for a number of projects, but within the comments around this issue there is a focus on confidence building and provision of information. This means that the limited capacity of the Project to provide training might be better spent in sign-posting to other agencies and organisations, providing information and examples of good practice, and offering general sessions to a number of projects at the same time.
- i. Lifetime of Project: the Project was funded for three years, with the third year conditional on the findings of an evaluation in the second year. However, there are already indications of a number of pieces of work which will require more than a year to complete (the capacity

- building of the Equalities Group, to take on its role after funding ends;
the response to the major areas identified in the PMF review;
- j. Equalities Group – The membership of the Group could not be consulted within this evaluation, as there was a major change of people just before the review started and then the Group changed to be a sub-group of the Board, with more new people joining. However, this Group is key to the sustainability and ongoing achievement of equalities in eb4U as a NDC and beyond. Though the Group was not included in this evaluation, its role is very important – link to Board, importance of sustainability etc.
 - k. Improving the links with BHCC – as part of the longer term sustainability of equalities work in East Brighton and in order to keep the focus on the needs of the area, it will be beneficial to have strong links with those in the Council with responsibility for this area of work. There are and have been some good connections, but it will be important to organise these and sustain them more formally in future.

Appendix A – eb4U Equalities Definition

Definition of Equalities in eb4U

Equalities in eb4U means that we will all actively and positively strive to empower individuals and groups by:

- Considering and responding to people's needs and situations
- Valuing, understanding and respecting difference and individuality
- Increasing and promoting inclusion – of different groups and individuals
- Ensuring and enabling access – to projects, buildings, information, events, services and decisions

In eb4U, equalities is the responsibility of everyone and runs through all the themes of the eb4U programme, but the Equalities Manager and Equalities Group oversee the work.

Appendix B – Questionnaire

Equalities Project Evaluation Questionnaire

This survey covers only the project from **April 2005** to the present.
 The responses will be used to assess the impact and benefits of the new Equalities Project and will feed into the planning for the coming year.
 All responses are anonymous, unless you complete the section at the bottom saying that you are happy to speak with me further. If you have any questions about the form, please contact me (details below).

1. What kind of work was done? (Tick as many as apply)

Type of work	How long did it take? 1-2 hours / half day / one day /several days / ongoing	How useful was the information, advice or guidance? 0 = Not at all 5 = Exactly right
Meetings with staff		
Meetings with residents		
Reviewing documents		
Finding info		
Advice on buildings		
Sign-posting to other support		
Equalities Impact Assessments		
Advice on monitoring		
Training		
Reviewing processes		
Evaluation		
Support with PCM process		
Development of policies		

One-to-one support		
Providing information		
Other - please specify:		

Any comment?.....

2. Did you feel that your original question or concern was understood?

Not at all		Completely
0.....	1.....2.....3.....4.....	5

Any comment?.....

3. Was the information/advice/guidance tailored to your needs?

Not at all		Exactly right
0.....	1.....2.....3.....4.....	5

Any comment?.....

4. Was follow-up work completed within the agreed timeframe?

Not applicable	No	Yes
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Any comment?.....

5. Has there been a positive change as a result?

Yes	No	Too soon to tell	Negative change
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Any comment?.....

6. What has changed as a result?

Staff attitudes	Resident attitudes	Monitoring approach	Practice
Data from monitoring	Focus of project	Policies	Better PCM bid
Better informed	Building design	Training	Document content
Document format	Evidence of work	Staff approach	Evaluation
Staff knowledge	Resident knowledge	Found other support	
Project activities	New project users	Better processes	
Clearer understanding	More confident	Planning	Other

Any comment?.....

7. What equalities work (if any) is your next priority?

.....

.....

.....

.....

8. What help (if any) would you like on this?

Meetings with staff	Meetings with residents	Reviewing documents
Finding info	Advice on buildings	Sign-posting to other support
Equalities Impact Assessment	Advice on monitoring	Training

Reviewing processes	Evaluation	Support with PCM application
Development of policies	One-to-one support	Providing information

Other?

9. Any other comments:

If you are happy for me to contact you to ask more questions about my work with your project, please add your name and contact details here.

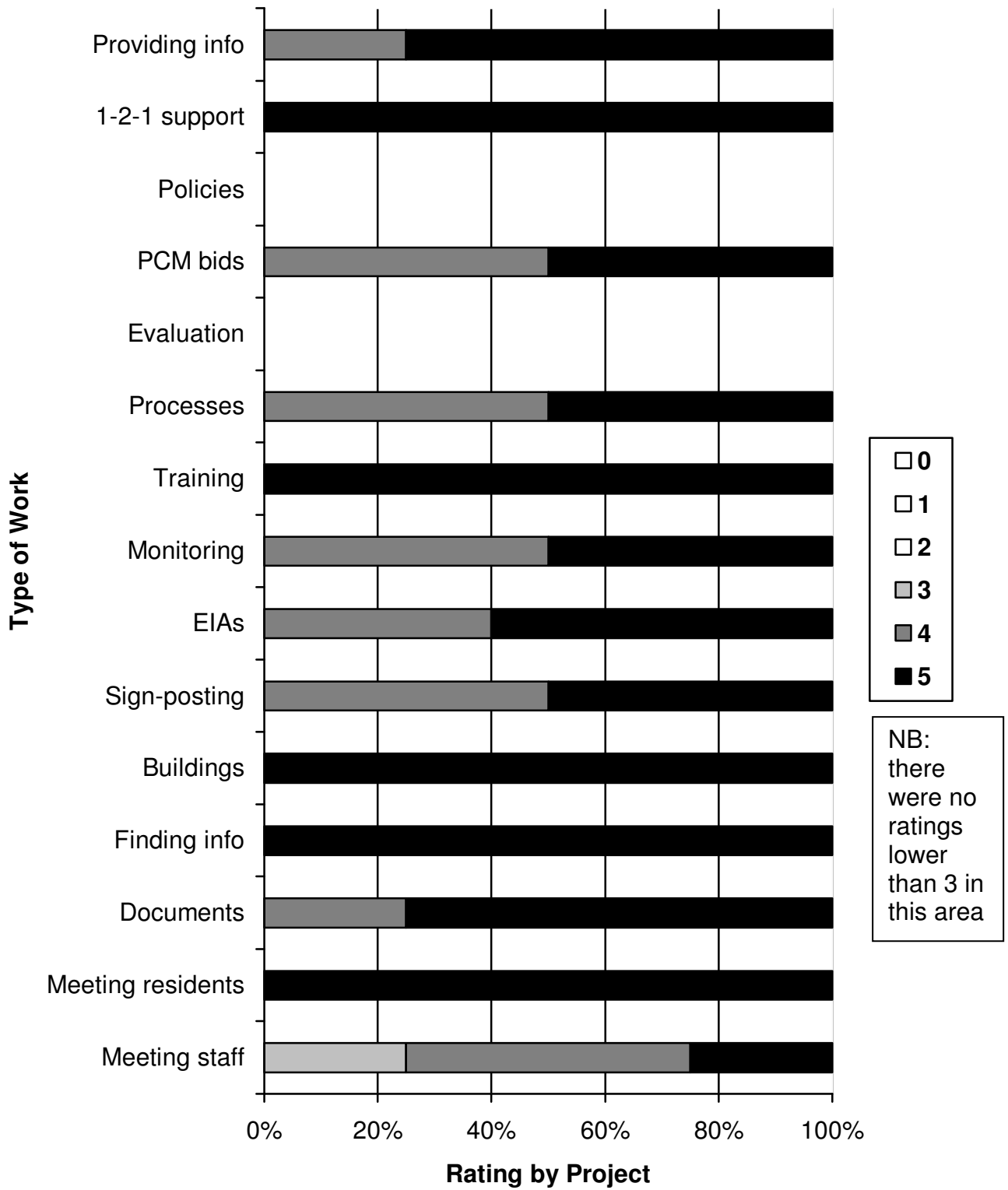
Thank you for completing this questionnaire.

Please return this form to Sarah Tighe-Ford:

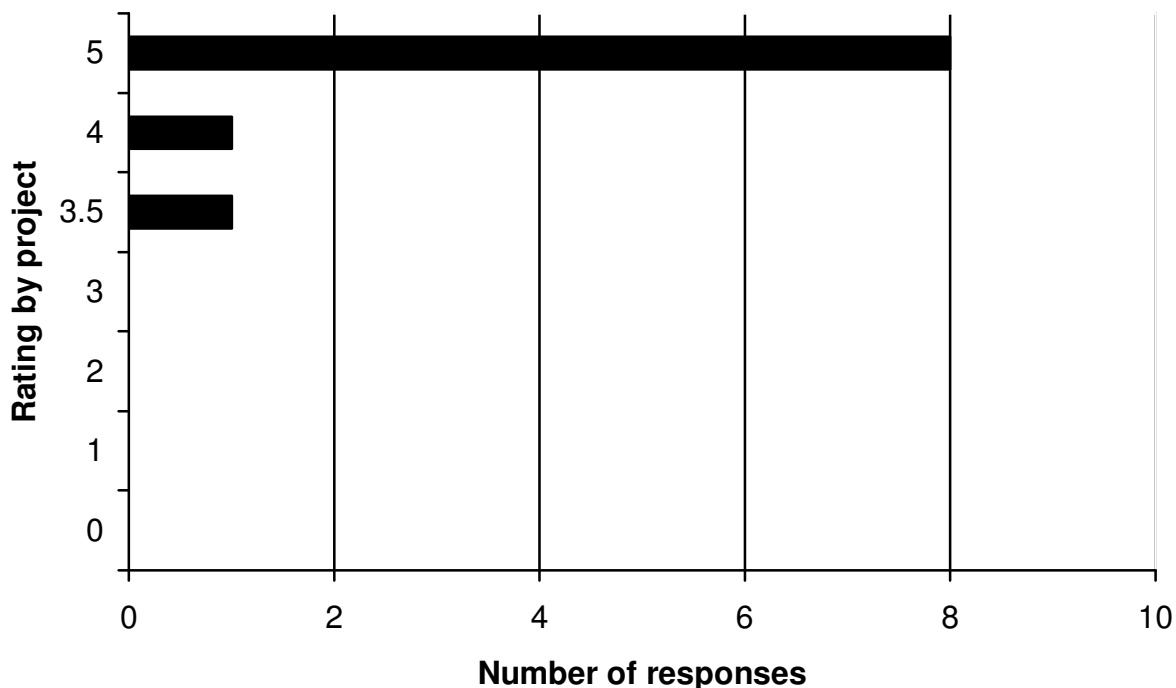
- by post to Wellsbourne Centre, Whitehawk Road, Brighton BN2 4FL
- by email to sarah.tighe-ford@eb4U.org.uk
- by fax to 01273 291024

Appendix C - Findings

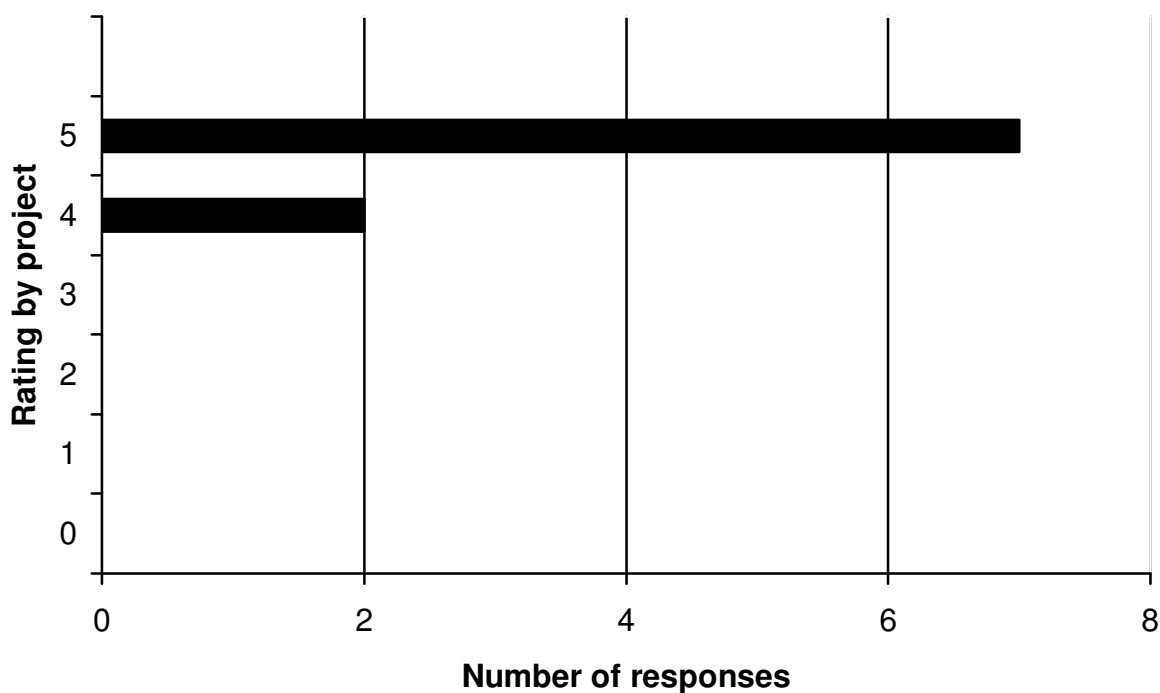
A. Rating of Work Offered



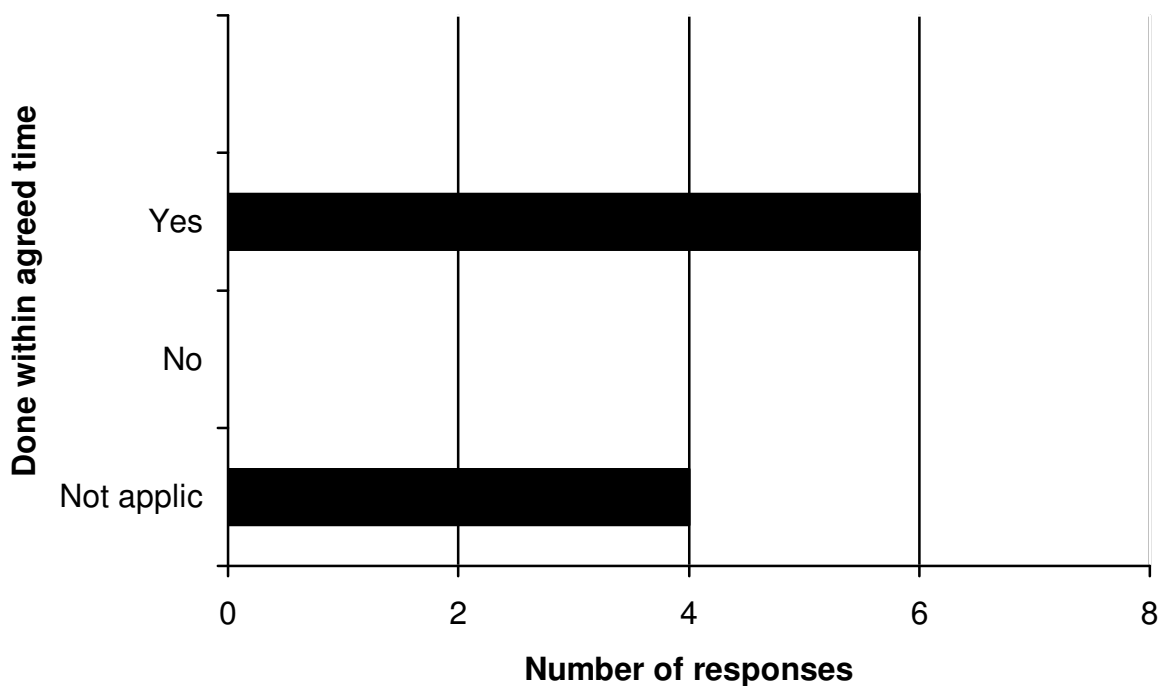
B. Understanding of the concern



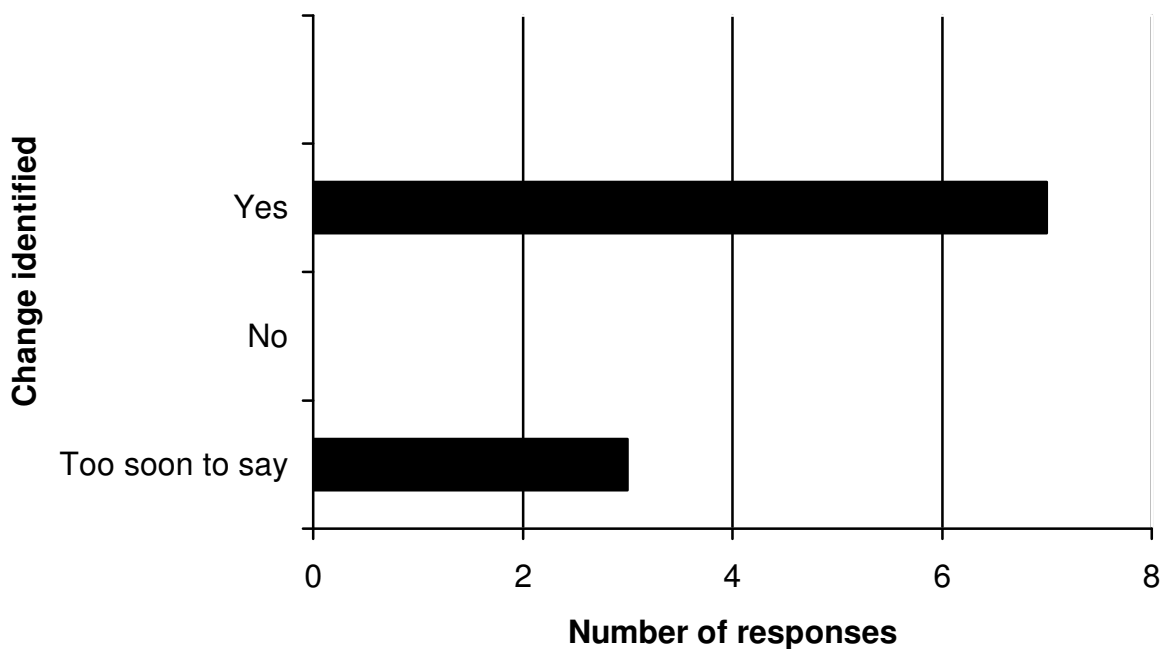
C. Response was tailored to specific need



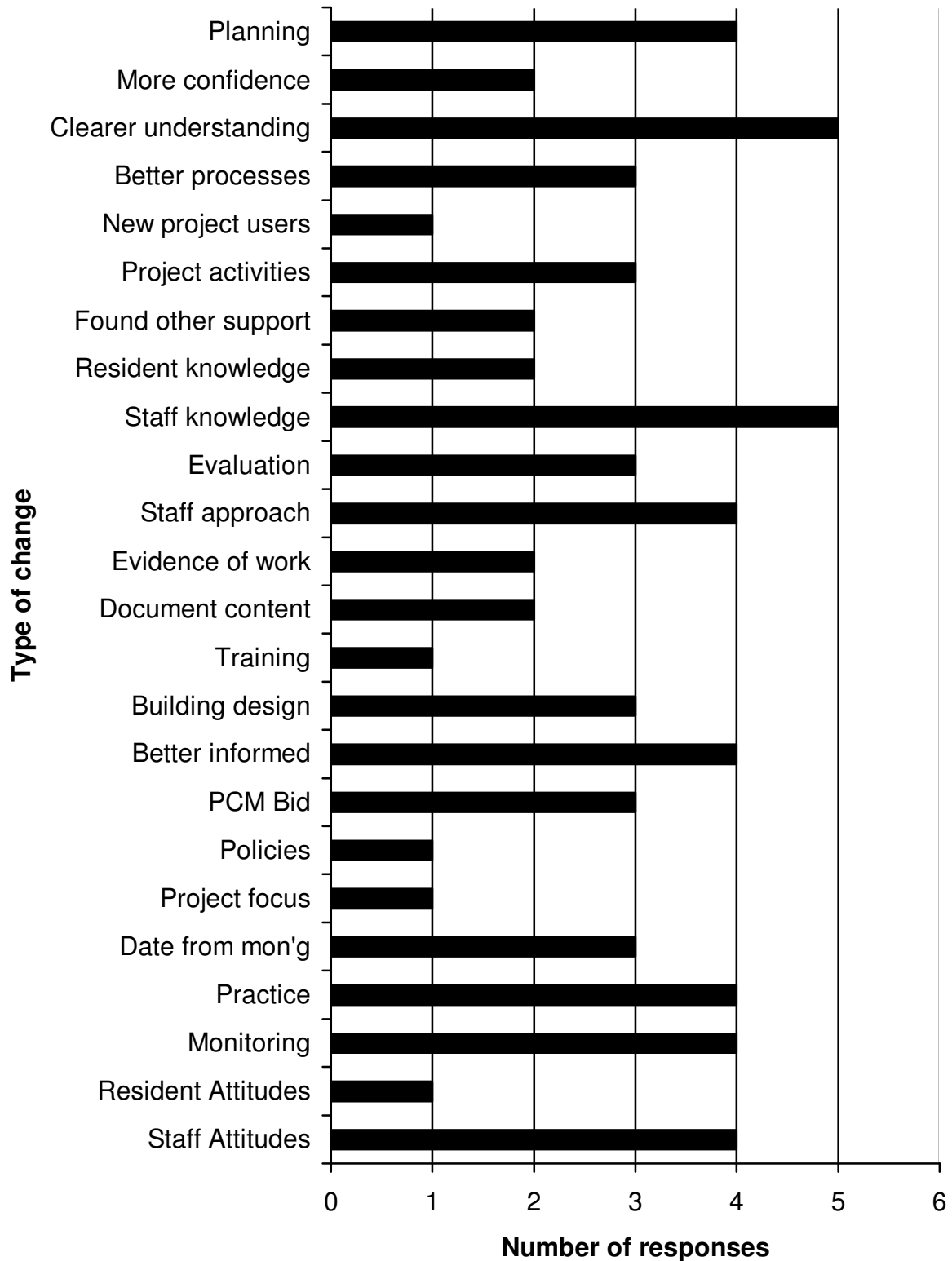
D. Completion of follow-up work



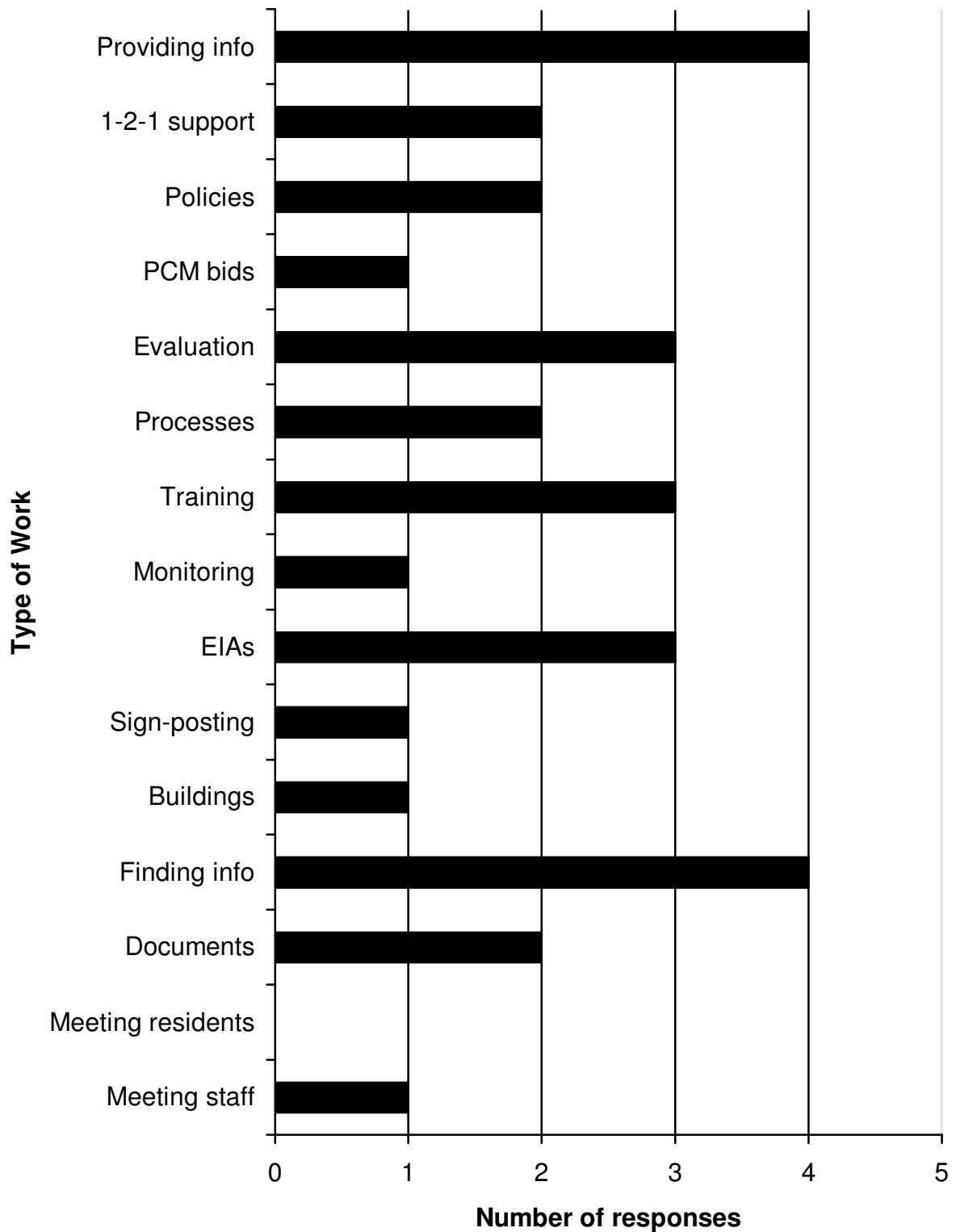
E. Any change after intervention



F. Change identified from intervention



G. Next priority area



Appendix D – Additionally Disadvantaged Groups in East Brighton

There are already identified needs in the East Brighton area, which have made it the focus of this regeneration project. eb4U has highlighted fourteen different groups within our Community who may experience lower levels of opportunity, inclusion, participation and services than the wider community and who may be left out of the programme:

- Black and Minority Ethnic people
- People with physical disabilities and/or sensory impairment
- People with literacy difficulties and/or learning difficulties
- Lesbian, Gay, Bisexual and Transgender people
- Older people
- Lone parents
- People with mental health issues
- Women
- Young people
- Carers (including young carers)
- Unemployed people
- People with drug and alcohol misuse issues
- People experiencing domestic violence
- Ex-offenders