

Malvern Vale

Community Development Project

2011 - 2014

Project Evaluation Report



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Executive Summary

In 2011, Malvern Hills District Council funded Festival Housing¹ to deliver a Community Development Project on Malvern Vale. The funding, which was part of the Section 106 agreement with estate developer Persimmon, paid for a part-time Community Development Worker for three years.

Has the Malvern Vale Community Development Project made a difference?

Data from surveys and stakeholder questionnaires shows that the project has made a difference in several key areas;

1 Resident Involvement / Community Engagement

There has been a significant increase in the proportion of residents who feel that there is a sense of community on Malvern Vale. Community events were well attended, with attendances at each of the four biggest community events exceeding 200. The 'Malvern Vale Community' Facebook group has 400 members.

While it is difficult to be certain that none of this would have happened without the Malvern Vale Community Development Project, 88% of residents (Malvern Vale Survey 2014) said that they felt having a Community Development Worker had helped the community to develop.

2 Community Cohesion

A strong Residents' Group was established, providing a voice for residents and a vehicle for future community development. Although the group has an independent voice and its members bring a range of perspectives and skills, on-going administrative and other support from YMCA, who manage and operate the Community Centre, will make the group's continued success more likely.

Residents' Group meetings are attended by between eight and 33 people, which compares favourably to similar groups. Of the 15 residents who were the most regularly involved during the project (and continue to be involved), seven are aged under 35 (47%), which is lower than the proportion of this age-range in the overall population but much higher than is typical for residents' groups. 11 of the 15 are female, while five of the 15 are either in social housing or a shared ownership scheme. The group's first Chair was aged under 30 and was buying his house through a shared ownership scheme.

The wider community was positively engaged through the project. The Community Development Worker wrote to every household on roads surrounding Malvern Vale

¹ In 2014, Festival Housing merged with Worcester Community Housing to form Fortis Living

to introduce the role and to consult with people about the future of the estate. A much wider area was leafleted to promote community events thanks to funding from District Councillors. This helped to increase ongoing engagement of the wider community in activities at the community centre.

3 Improving Access to Services

The project has brought together a range of partners to work for the benefit of local residents through meetings and events, including; Malvern Vale Residents' Group, Festival Housing, Malvern Hills District Council, YMCA Worcestershire, the local policing team, Evergreen Children's Centre, Neighbourhood Watch, users of Malvern Vale Community Centre, Malvern Town Council and Worcestershire County Council.

4 Ensuring Sustainability of Changes

There are some concerns from stakeholders that progress will not be sustained without the support of a Community Development Worker. However, there is evidence of a Residents' Group that can sustain itself, particularly with support from YMCA. They YMCA have demonstrated a commitment to supporting community development on Malvern Vale and in the wider community as part of their management role at Malvern Vale Community Centre.

Malvern Vale Residents' Group and YMCA both aim to continue to put on community events, keeping residents informed and giving them a voice. They will continue to be supported by partners including Festival Housing and Malvern Hills District Council.

Malvern Vale residents have greater knowledge of their local elected members as a result of councillors' engagement with the Residents' Group and its campaigns, as well as directly with other residents on Estate Walkabouts. Their ability to influence their environment through political engagement is demonstrated through developments such as Malvern Town Council agreeing to install bins, Worcestershire County Council clearing a footpath and Malvern Hills District Council giving new roads on the estate names that were suggested by residents.

The project outcomes and outputs are outlined in more detail in the **Outcomes Summary** section.

Has the project met its objectives?

Evidence from surveys and partners suggests that the project has met its primary objectives of 'kick-starting' the process of developing an engaged, inclusive community on Malvern Vale.

Has the project delivered value for money?

Stakeholders overwhelmingly felt that the project was an important investment and has made a significant difference. All involved felt that it has more than delivered value for money.

What lessons can be drawn from the Malvern Vale experience to inform similar developments elsewhere?

Greater funding over a longer period would have increased the impact of the project. Funding over a minimum period of five years seems appropriate for this size of development.

It may be beneficial to include resident representatives on a Steering Group for such a project once a residents' body is in place to put someone forward for this. This would give greater ownership to residents and provide more transparency.

Background / Context

Malvern Vale is the town's newest estate, being built on a former Ministry of Defence site known as 'North Site'. There will be around 550 homes on the estate once finished, with around 40% being either social housing or shared ownership. The estate is located in the Dyson Perrins ward, near the secondary school of the same name. It borders countryside (including the Worcestershire Way) and residential roads with a mix of exclusively private housing and social housing.

The Section 106 agreement for Malvern Vale required the developer to fund several key elements for the benefit of the community; a children's play area, a community centre with adult and junior football pitches, and a part-time Community Development Worker for three years.

Malvern Hills District Council saw the Community Development Worker role as an opportunity to empower the community to develop its own voice and to help make the estate a safe, happy and inclusive place to live.

In 2011, through Section 106 funding secured by Malvern Hills District Council, Festival Housing appointed Chris Reed as Community Development Worker (18.5 hours per week), to work within its Communities Team.

Festival Housing presented a Business Case to Malvern Hills District Council and was chosen as the organisation to host the role as they already had Community Officers, who carry out a similar role in terms of estate management, building relationships and putting on community activities. Festival also offered other community programmes like the 'F Factor' health and well-being programme, which added value to what they could offer. A Service Level Agreement was established between Malvern Hills District Council and Festival Housing for the project.

Key Themes

Aims were agreed for the project within the Service Level Agreement, which fell under four key themes;

- 1 Resident Involvement / Community Engagement
- 2 Community Cohesion
- 3 Improving Access to Services
- 4 Ensuring Sustainability of Changes

A Steering Group was established to oversee the project and ensure that it was meeting its aims. The group, which met quarterly throughout the project, included the two elected Malvern Hills District Councillors for Dyson Perrins Ward, the district council's Community Services Manager and Festival Housing's Housing Manager (Communities), who line-managed the Community Development Worker. Representatives of YMCA also joined the group once they had taken on management of the community centre. Residents questioned their lack of representation on this group. It may have provided more transparency for an elected resident to have been invited to attend these meetings.

Outcomes summary:

Theme 1 – Resident Involvement / Community Engagement

Objectives

- Set up a programme of community activities encompassing all ages, household type and tenures
- Visit residents within six weeks of them moving in
- Facilitate the setting up of a Neighbourhood Watch scheme
- Work with residents to agree a local Neighbourhood Agreement
- Work with Festival's performance team to regularly survey residents to ensure high levels of satisfaction with the service.

Outputs

A series of high-profile community events were held; Jubilee Party (2012), Open Day (2012), Christmas Festival (2012), Summer Fete (2013), Scary House Party (2013), Easter Fun (2014), as well as several quizzes, table-top sales and cake sales, among others. The Summer Fete was attended by more than 400 people, while four of the others have been attended by more than 200.

Consultation with residents has helped Malvern Vale Community Centre to offer a range of regular bookings that reflects residents' wishes.

Festival Housing tenants and shared owners have all been visited around six weeks after moving in. As data was not provided by the developer about people buying homes, home-owners have been visited on a more ad hoc basis through consultations, surveys or promotion of events.

Neighbourhood Agreements have been developed through consultation with residents on two streets where issues had been reported.

Three 'Malvern Vale Surveys' were carried out, with surveys sent to every home, reminders through e-mail and social media, and door-to-door follow-up. These have provided data including information about ages, which showed that around 80% of people on the estate are aged under 40, which is very different from overall Malvern demographics. This information was used to design services and activities for the estate, with an emphasis being placed on young families. For example, YMCA launched a nursery at the community centre and lots of family fun days have been organised by Festival, YMCA and the Residents' Group.

As a result of survey findings that fitness classes were a priority, Sports Partnership funded Malvern Vale Community Centre (managed by YMCA) to host a programme of exercise classes and a summer activities programme.

One survey was carried out of people who lived in roads around Malvern Vale.

Regular newsletters are sent out to every home to keep people up-to-date with the latest news; 13 editions of 'Community News Bulletin' and four editions so far of 'On the Radar'. Information is also shared through the Facebook groups, by e-mail and in person.

Facebook group run by residents with Community Development Worker input has 400 members.

Usage of Malvern Vale Community Centre increased sharply across the Summer of 2013 and has remained at over 50% occupation between 9am – 10pm. This is largely due to an increased presence and work by YMCA, who manage the centre, but it was also helped by people coming to community events and being given the opportunity to have their say about what they wanted to see going on at the centre, through estate surveys. As one stakeholder argued, "Rather than the centre being separate, it is all linked as one and residents get an input about what goes on at the centre and a sense of ownership."

Around 30 residents are now part of Neighbourhood Watch schemes (receiving police updates) and several more have bought Smartwater² kits. Every time concerns have been raised about suspicious behaviour on the Facebook group, people are directed towards the police's '101' phone number, often by other residents.

Outcomes

In Malvern Vale Residents' Surveys, residents felt that a sense of community had developed either 'very much' or 'quite a lot' in 2014 (49%). This was three times as many as had felt this in 2011 (15%).

88% of residents (Malvern Vale Survey 2014) said that they felt having a Community Development Worker had helped the community to develop.. One stakeholder commented that the *role "has been very positive in contributing towards the 'community spirit' on the Vale."*

Survey respondents commented that they had felt well informed about developments as a result of the project. One commented that *"it helps us to know what's going on and where,"* while another praised *"good communication via letter and Facebook."*

According to stakeholders, *"the worker has been a force for social cohesion"*, and *"built a sense of community with a diverse group of people."*

The Neighbourhood Agreement on Brock Lane (*Supporting Document F*) was signed by 90% of residents on the street. It's too early to assess the long-term difference this will make to people.

² SmartWater is a forensic property marker that can be used on valuable and/or easily removable items

Issues and lessons learnt

The Community Development Worker, Housing Officer and Residents' Group agreed that a Neighbourhood Agreement for the whole estate would not be appropriate as different areas had distinct issues and characteristics. It felt more appropriate to develop them in response to community concerns in smaller areas as they arose.

It would have been beneficial to have had commitments from the developer from the outset that they would mention the community development project during the sales process and ask permission to pass people's details on to the project to ensure that people moving onto the estate could be contacted at an appropriate time.

Theme 2 – Community Cohesion

Objectives

- Set up the Malvern Vale Community Association (Residents' Group)

Outputs

More than 30 public meetings held so far with monthly Residents' Group meetings, as well as Events and Fundraising meetings. Most meetings are attended by between 10 and 20 people. The highest attended meeting was 33.

Malvern Vale Residents' Group elected members agreed a constitution (*Supporting Document E*), opened a bank account and developed a logo and flyer in 2012.

Events and Fundraising Team formed in 2013. Nearly £2000 was raised through community events such as quizzes, fetes and parties.

Funding secured for website development and hosting – currently under development

Residents' Group ran campaigns for better broadband and for a primary school to be built on the estate, carrying out petitions, talking to elected members and gaining publicity for both campaigns.

Persimmon (developers of the estate) and Greenbelt (who maintain the drainage system, playground and other green spaces on the estate) have both attended Residents' Group meetings to answer residents' questions.

Residents' Group was supported to develop a close link with Malvern Vale Community Centre (managed by YMCA). This was highlighted by stakeholders as one of the most significant changes brought about by the project; "Rather than the centre being separate, it is all linked as one and residents get an input about what goes on at the centre and a sense of ownership."

Outcomes

Stakeholders viewed the forming of an effective Residents' Group as the most significant change brought about by the project. One commented that "*residents have been helped and encouraged to set up our residents committee and become an independent body... I doubt we would have known where to start the project without support.*" Another commented that support *has "enabled the group to move forward with purpose and direction."* Another argued that the role had been "*crucial*".

The strength of the Residents' Group and its lead volunteers has resulted in community-led events and the involvement of residents in producing and disseminating information newsletters. As one stakeholder commented; "*residents group has been set up and is working efficiently... has led to other achievements.*"

Residents were supported to have contact with their local elected representatives, as well as with third parties like Persimmon and Greenbelt. One stakeholder felt that a benefit of the project was *“community resilience e.g. access to services / greater understanding of political governance / up skilling of residents”*

There is also a suggestion that the project has helped individuals to feel more connected to the physical environment around them through increased influence. Several changes to the physical environment have come about as a result of pressure from residents, such as a kissing gate at the entrance to a footpath down which people had been riding scrambler bikes at high speeds. One stakeholder commented that it *“helps for people to feel involved with the area as a whole – helps to give feeling of respect for surroundings.”*

There was a 13% increase in the numbers of respondents reporting that their experience of living on Malvern Vale was either ‘very good’ or ‘fairly good’.

Issues and lessons learnt

A great deal of good work was done by a relatively small number of volunteers on the estate. It would have put less pressure on these volunteers if there was a wider pool of people involved. However, both the Community Development Worker and YMCA’s Volunteer Co-ordinator made extensive efforts to encourage more people to help out and, while people wanted to help in theory, they often found that it was difficult to fit this into busy lives, especially as the majority of residents have young families. Numbers involved compare favourably with similar groups elsewhere.

It may have been beneficial to have held the visioning event earlier in the process so that there was enough time during the time of the project to carry out and monitor actions agreed.

Theme 3 – Improving Access to Services

Objectives

- Develop a mechanism which ensures that residents can access information on local services
- Ensure that residents receive high quality money and benefit advice.
- Ensure that residents receive high quality energy advice, which allows them to make best use of alternative heating systems
- Work with residents who have been unemployed for longer than six months to ensure that they have access to education, both IT and other courses, to assist them in returning to work

Outputs

Regular newsletters are sent out to every home to keep people up-to-date with the latest news; 13 editions of 'Community News Bulletin' and four editions so far of 'On the Radar'. This dissemination of information was highlighted as a key benefit of the project by several survey respondents.

Information is shared through the Facebook groups, by e-mail and in person.

Funding secured for website development and hosting – currently under development

Community partners, such as police, Evergreen Children's Centre, Neighbourhood Watch, Festival Housing, YMCA, Malvern Hills District Council, sports and fitness clubs, faith groups and other community groups like Women's Institute have attended events to share information.

Three estate-wide (annual) surveys asked people if they'd like further information about money and benefits advice, energy advice, digital inclusion support and employability support. Referrals were made as requested through survey responses. Referrals to the above support have also resulted from six-week visits and other ad hoc visits.

Residents were invited to a series of employability events run by Festival Housing, including a large event for unemployed young people with Channel 4's Fairy Jobmother at Sixways in Worcester and a smaller event held at Malvern Vale Community Centre.

Outcomes

“A central point of communication and important motivator,” “It helps us to know what’s going on and where,” “Good communication via letter and Facebook,” “Useful in cascading information to residents,” “Always been informed”.

The project has helped to improve partnership working, which should be of longer-term benefit to residents. One stake-holder commented that there was “a strong link between agencies to help dispel any worries or issues and build a working relationship with residents, creating a solid, supportive community,” while another felt that the project was “a really good example of partnership working between public services, community and third party organisations.”

Festival’s Employment Support Worker has supported 4 Malvern Vale residents, 3 of whom have secured paid work as a result.

Energy advice referrals have resulted in one case of an affordable payment plan being set up to address large arrears, 2 loans of energy monitors to reduce consumption, identification of a faulty programmer on solar panels, general energy advice and help for 3 people to use programmers to control heating.

Festival’s Financial Inclusion Officer has helped 5 residents to secure a total of £707 per month extra in benefits and back-dated benefits worth a total of £2499 for 2 residents.

Issues and lessons learnt

More than 60% of the people who indicated that they were interested in benefits, energy or employability support didn’t take up these services when referrals were made.

It might have been beneficial to start work on creation of a website for the estate earlier in the project so that there was one central point for information which residents, especially new residents, could have been directed to.

Theme 4 – Ensuring Sustainability of Changes

Objectives

- Create a sustainable service which can continue after the initial funding has ended

Outputs

Relationships between Community Development Worker / Residents' Group and YMCA have been developed with a view to enabling ongoing support for the group from YMCA, who manage the Community Centre and are committed to sustaining community development on Malvern Vale and beyond.

Visioning activity was put on over two sessions for the Residents' Group and community partners to work together on a vision and an action plan for the future of the community.

Residents have taken on 11 different roles for Malvern Vale Residents' Group, including Purchaser, Liaison with Persimmon and Events Co-ordinator.

An Advisory Board was recruited by YMCA for the Community Centre, in partnership with Malvern Hills District Council and with support from the Community Development Worker

Outcomes

Supporting Document H lists highlights of the vision for the estate and action plan for achieving it, as developed by a group of residents and community partners. One highlight of this process was commitments made for on-going support for the Residents' Group from Councillors (County, District and Town), the local policing team, YMCA and Festival Housing.

Some members of the Residents' Group have expressed concern that progress may slow after the project; *"Fear things will falter once his contract ends"*. However, more feel that progress is sustainable. One commented that *"Community Development Worker has put wheels in motion for fundraising to continue beyond the post. Community members have now stepped up and selected roles for themselves all of which are important to allow the community to run successfully."*

Malvern Vale Community Centre and the Residents' Group are increasingly working together on event planning and the dissemination of information and publicity. One stakeholder felt the project had helped to support *"Integration with community centre (community hub) – creating a sustainable solution, in partnership with the residents association."*

Issues and lessons learnt

A longer project, covering the whole of the period of people moving onto the estate, would have enabled support through more stages of the community's development. The project started after quite a lot of people had moved onto the estate (around 27% occupation) and is ending with some phases not developed (around 85%), particularly as an additional housing phase was approved by planners to replace land that had been intended for business use. Decisions about the building of a shop and school are still to be made, both of which are big issues for the community. One stakeholder argued that an earlier start would have helped *"to build bridges with the surrounding neighbours earlier"*, while another felt the project could have benefited from *"increased funding over a longer period."*

The issues of possible primary school and possible shop have been of great interest to residents throughout the project and remain unresolved as the project draws to a close, although an application has now been submitted for a shop to be built. The delays around these parts of the development further indicate the need for a longer project.

It was an important step for the community to take ownership of their group and the decisions it could make. In the early days, meetings were more an opportunity for residents to be consulted by the Community Development Worker. This has evolved over time, with residents now setting their own agenda of issues that matter to them.

An Advisory Board was recruited by YMCA for the Community Centre, in partnership with Malvern Hills District Council and with support from the Community Development Worker. Six residents went through an application process and were appointed to roles on the Board. However, engagement of this group was poor, with meetings and other engagement largely from those who were also in lead roles within the Residents' Group. A decision was made recently to disband the Board and use the Residents' Group as a sounding board for centre management, with progress and activities discussed at their meetings so that residents can feed back and make suggestions.

Conclusions

Evidence from estate surveys and stakeholder surveys indicates that the project is a success and that it has delivered excellent value for money.

Survey results showed an increase in residents feeling that a sense of community had developed either *'very much'* or *'quite a lot'* had increased from 15% to 49%. This is a very significant increase which demonstrates the difference that the project has made.

One stakeholder commented that *“investing in this post demonstrates commitment to a new and young community. This is a message that is needed and appreciated by residents.”*

Another said that *“I think it’s been good to see that community projects do make a difference and that if everyone works together we can change and make a difference to our environment.”*

There is a feeling that such progress would not have been made without the investment of this project; “having a Community Development Worker role on such a diverse estate is crucial to allow the chance for that community sense to build – without this coordination the community may not have developed into the positive that it is today.”

Using three measures of a wellbeing valuation of social impact, the value of the social impact of the project is at least £451,317, a return of over £11 for every £1 invested (see Supporting Document I)

88% of respondents identified that the Community Development Worker had played a role in helping the community to develop.

It was fortunate for the success of the project that the same worker stayed in post for the duration of the project, meaning that there were no further periods of recruitment and induction, and knowledge was built up throughout the project. However, the fact that the project was managed by an organisation (Festival Housing), which has a Communities Team including people carrying out similar roles, meant that there would have been a safety net of others able to fill in while this process was carried out.

Additionally, the project benefited from being hosted by an organisation within which there were links to colleagues who carry out fitness classes, sports activities, energy advice, benefits advice, employability support, fundraising advice and resident involvement. Close links to YMCA and Malvern Hills District Council were also beneficial.

Recommendations

The council uses the evidence from this report to negotiate funding for a community development post for medium to large scale housing developments.

This funding should commence at the development stage and last for at least five years for a project of this size.

The role should be hosted by an organisation with experience of community development, other projects which can add value and enough capacity to cover any gaps should a post-holder need to be replaced.

A suitable level of pay should be set for a Community Development Worker to increase the chances that an appropriate candidate is appointed and stays in post.

Credits

Report Author:

Chris Reed

Community Development Worker & Volunteer Co-ordinator, Fortis Living

Assisted by:

Amanda Smith

Community Services Manager, Malvern Hills District Council

and

Allan Warnock

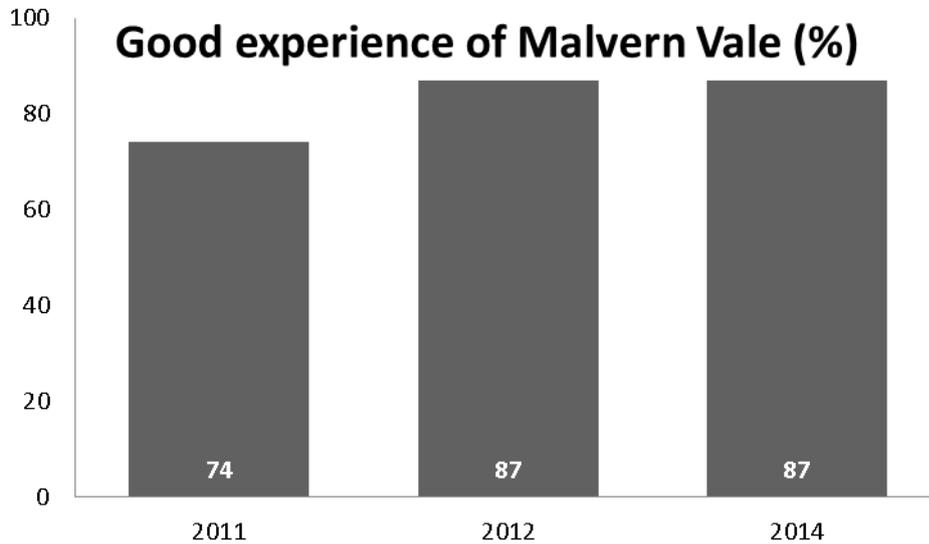
Senior Policy & Scrutiny Officer, Malvern Hills District Council

Acknowledgements

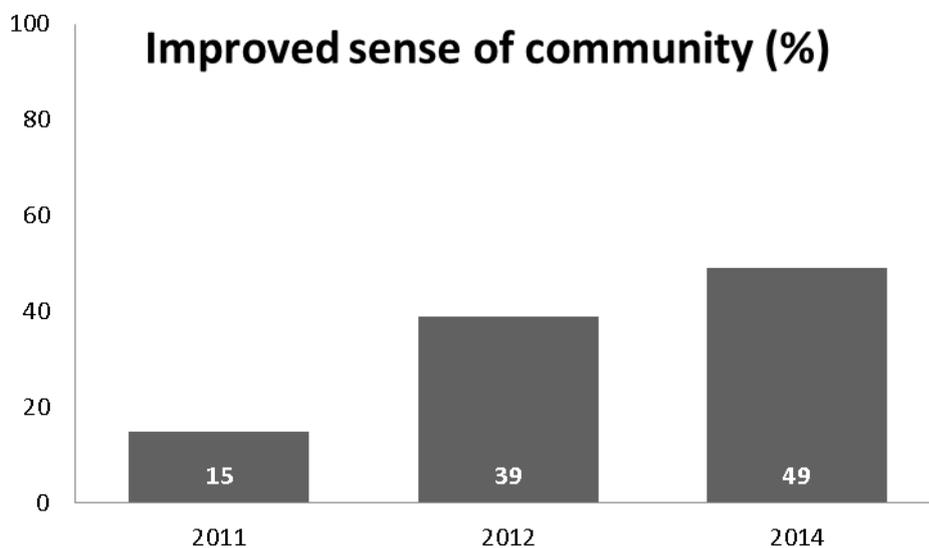
Name	Title	Organisation
Kate Burgess	Treasurer 2013-2014	Malvern Vale Residents' Group
Nicola Davey	Housing Officer	Fortis Living (Festival Housing)
Helen Gagen	Vice-Chair 2012 – 2014	Malvern Vale Residents' Group
Abby Hanley	Centre Manager	YMCA Worcestershire (MVCC)
Sarah Harris	Service Manager	YMCA Worcestershire
Clare Huyton	Executive Director	Fortis Living (Festival Housing)
Sally James	Performance Officer	Fortis Living (Festival Housing)
Tom James	Chair 2012 – 2014	Malvern Vale Residents' Group
Lara Latcham	Fundraiser	Fortis Living (Festival Housing)
Paul Leopold	Co-ordinator	Neighbourhood Watch
Karen Levett	Resident	Malvern Vale Residents' Group
Janet Marriott	District Councillor	Malvern Hills District Council
Jemma Masterson	Volunteer Co-ordinator	YMCA Worcestershire
Alan Moorhouse	Housing Manager	Fortis Living (Festival Housing)
Graham Myatt	District Councillor	Malvern Hills District Council
John Raine	County Councillor	Worcestershire County Council
	District Councillor	Malvern Hills District Council
Jo Riley	Vice-Chair, 2014 onwards	Malvern Vale Residents' Group
Eve Robinson	Resident	Malvern Vale Residents' Group
Julian Roskams	Mayor & Town Councillor	Malvern Town Council
	District Councillor	Malvern Hills District Council
Duncan Rudge	Development Control Manager	Malvern Hills District Council
Amanda Smith	Community Services Manager	Malvern Hills District Council
Geoff Taylor-Smith	Head of Delivery	YMCA Worcestershire
Allan Warnock	Senior Policy & Scrutiny Officer	Malvern Hills District Council
Mel Whistance Health Directorate	Malvern Hills Health Improvement Co-ordinator	Adult Services &
Jill Wright	Resident	Malvern Vale Residents' Group
Les Wright	Chair 2014 onwards	Malvern Vale Residents' Group

A Malvern Vale Estate Surveys

Three estate surveys were carried out; in late 2011, late 2012 and early 2014. Response rates were; 22% in 2011, 39% in 2012 and 38% in 2014.



- ❖ There was a 13% increase in the numbers of respondents reporting that their experience of living on Malvern Vale was either 'very good' or 'fairly good'.



- ❖ More than 3 times as many respondents felt that a sense of community had developed either 'very much' or 'quite a lot' in 2014 (49%) as had felt this in 2011 (15%).

Impact of Community Development Worker

- ❖ 88% of respondents identified that the Community Development Worker had played a role in helping the community to develop.

Summary of comments

- ❖ Overall the comments from the surveys reflected three main themes. Firstly, that the Community Development Worker was able to provide an important source of information and awareness raising.
 - ❖ Secondly, he was the key focus point for organising and co-ordinating events.
 - ❖ Thirdly, that he helped to foster a sense of identity for the Malvern Vale residents. As one respondent put it “Chris has helped in all areas of starting up and making the community feeling we have.”
-

B Stakeholder Consultation

A questionnaire was sent to key partners of the project, including members of the community on Malvern Vale.

The approach used was to ask about the positive or negative significant changes they had noticed over the period of the project.

The interviews were analysed by highlighting key points and quotes from respondents. The key points were then categorised into generic themes, and quantified.

The strongest evidence from the interviews indicates that the most frequently mentioned significant change has been in relation to the development of a strong and effective Residents' Group. There is also a notable recognition of the following benefits; the development of social cohesion and a sense of community spirit having been developed, as well as residents being better informed.

i Most Significant Changes

Theme	Respondent A	Respondent B	Respondent C	Respondent D	Respondent E	Respondent F	Respondent G	Respondent H	Respondent I	Count
1 Effective Residents' Group formed and established		✓		✓	✓	✓	✓		✓	6
2 Community cohesion			✓	✓	✓	✓		✓	✓	6
3 Community voice / information / empowerment		✓	✓				✓	✓	✓	5
4 Community spirit developed	✓					✓	✓			3
5 Made successful community events and activities happen	✓	✓							✓	3
6 Improved partnership working			✓	✓					✓	2
7 Provided a link for residents to the community centre							✓	✓		2
8 Ensured sustainability							✓		✓	2
9 Community resilience								✓		1
10 Integration with surrounding area								✓		1

Effective Residents' Group formed and established

The project is seen to have been necessary to the process of establishing a Residents' Group and the group is described in very positive terms.

"A lot of work has been done by a small but driven group of residents... worker has given them focus, pointers, resources – bringing considerable experience to a new group, enabling them to move forward with purpose and direction." Respondent D

"The community and its residents have been helped and encouraged to set up our residents committee and become an independent body by the example and practise of our development worker... I doubt we would have known where to start the project without his support." Respondent E

Community cohesion

Social cohesion and the breaking down of barriers have been attributed to the project;

"A valued community link has been created by the Community Development Worker, which has broken down barriers and built relationships." Respondent C

"Community Development Worker has worked and built a sense of community with a diverse group of people." Respondent F

Community voice / information / empowerment

The project is seen to have kept residents up-to-date with developments and given them the opportunity and confidence to have influence.

"The Community has been central to keeping the residents informed, so they are able to make their own choices rather than them being made for them." Respondent G

Community spirit developed

A sense of community, identified by residents in surveys, is also noted by stakeholders.

"There is still progress to be made but on the whole a sense of community has been bred on the estate and this can be linked heavily to the Community Development role which has been key to this development." Respondent G

Made successful community events and activities happen

The project is praised for having facilitated large community events and supported the development of a range of on-going activities.

"Events have been very well organised and the attendance and interest has been very good." Respondent A

Improved partnership working

The project was praised for bringing community partners together for the benefit of local residents.

“A strong link between agencies to help dispel any worries or issues and build a working relationship with residents, creating a solid, supportive community.”

Respondent C

“A really good example of partnership working between public services, community and third party organisations.” Respondent D

Provided a link for residents to the community centre

The creation of a link between the centre and residents, is largely attributed to the project.

“The Community Development Worker has also been key to linking into the community centre. Rather than the centre being separate, it is all linked as one and residents get an input about what goes on at the centre and a sense of ownership.”

Respondent G

“Integration with community centre (community hub) – creating a sustainable solution, in partnership with the residents association.” Respondent H

Ensured sustainability

There was a confidence that the project had brought about changes which could be sustained.

“Community Development Worker has put wheels in motion for fundraising to continue beyond the Community Development Worker post. Community members have now stepped up and selected roles for themselves all of which are important to allow the community to run successfully.” Respondent G

Community resilience

Residents’ understanding, knowledge and confidence to access services or support has been increased through the project.

“Community resilience eg access to services / greater understanding of political governance / up skilling of residents” Respondent H

Integration with surrounding area

“Integration with the surrounding area.” Respondent H

ii Stakeholder Interviews - Issues and Concerns

Table 2: 'What could have been done differently?' Analysis Summary

Theme	A	B	C	D	E	F	G	H	Count
1 Community Development Worker based at Community Centre			✓				✓		2
2 More volunteers involved					✓				1
3 Recruitment process started earlier						✓			1
4 Concern over sustainability						✓			1
5 More funding, longer period								✓	1

1 Community Development Worker based at Community Centre

"Possibly had a base in the area the Development Worker was supporting."

Respondent C

"It may be an idea to consider for future projects the role of the Community Development Worker and the link between the community centre. In this case they are from two different organisations, although there are benefits for this, such as; if you have a problem/ query there is a degree of separation. Reason for the same organisation for the role would be- there could be a stronger link between community and centre established from the start. It would also mean the direction of the centre would be more influenced by residents from the start. Being separate organisations/ people can also mean there are several people to approach rather than just one or the same group which can sometimes be confusing" Respondent G

2 More volunteers involved

"I think it would have been and still is important to get more volunteers involved in all the various projects." Respondent E

3 Recruitment process started earlier

“Started the recruitment and appointment process earlier. I think it would have been helpful for the Community Development Worker to have been in place almost from the beginning of the development to build bridges with the surrounding neighbours earlier as there were a lot of problems and unhappiness as well as being there as soon as the first people moved into Malvern Vale. The Community Development Worker would have been able to ensure a higher level of community/public engagement as the development unfurled in order that people had a greater sense of ownership in the early days.” Respondent F

4 Concern over sustainability

“I am concerned that things will fall back without the presence of Chris although I hope the YMCA will fill some of the gap.” Respondent F

5 More funding, longer period

“Increased funding over a longer period” Respondent H

iii Stakeholder Interviews – Lessons learnt

Theme	A	B	C	D	E	F	G	H	Count
1 Community projects are an important investment and do make a difference		✓	✓		✓		✓	✓	5
2 It's right to let a community develop at its own pace				✓					1
3 It takes effort for community centre to become part of a community						✓			1

1 Community projects are an important investment and do make a difference

“The importance of having a source of support and guidance.” Respondent B

“That investing in this post demonstrates commitment to a new and young community. This is a message that is needed and appreciated by residents.”
Respondent C

“I think it's been good to see that community projects do make a difference and that if everyone works together we can change and make a difference to our environment.” Respondent E

“Having a Community Development Worker role on such a diverse estate is crucial to allow the chance for that community sense to build – without this coordination the community may not have developed into the positive that it is today.” Respondent G

“The value of a community development post for medium to large scale housing developments.” Respondent H

2 It's right to let a community develop at its own pace

“The community worker has provided focus and direction, but has necessarily and rightly let the community progress at its own pace.” Respondent D

3 It takes effort for a community centre to become part of a community

“The provision of a community centre is great but won't necessarily become a central part of the whole community without considerable effort.” Respondent F

Other comments

"We have very much appreciated the support we have had from Chris Reed and feel that it would be very helpful to have his support for half a day a week, when we first start out on our own." Respondent B

"A real asset!" Respondent C

"The individual concerned has exceptional talents for this role and Malvern Vale has benefited hugely by his presence." Respondent D

"I would love to have our development worker with us indefinitely as he has been a tremendous support and inspiration to us all." Respondent E

"Chris has been an outstanding Community Development Worker – the role in itself will not work unless the right person is in post." Respondent F

"A big thank you to Chris and all his hard work, he has given the estate a fighting fit chance for community survival." Respondent G

C Case Studies

The following Case Studies illustrate how the project has made a difference to individuals and to residents as a collective.

1 Getting involved: Resident E

Resident E is a Festival Housing tenant on Malvern Vale. The Community Development Worker visited her 6 weeks after she had moved onto the estate. The conversation revealed both that E had a passion for making a difference to where she lived, and that she wanted to gain experience to rebuild her confidence and experience following years out of the workplace as a mother of 4.

She came along to a Residents' Group meeting and has been a key part of the group ever since, having her say on various matters and helping to plan events.

She also took on voluntary roles with Festival Housing and was appointed to its Scrutiny Panel, the most senior role available to residents. She also helped to lead consultations with other residents on a table at Tenants' Day. Resident E has recently taken up her first paid work in over a decade.

2 Residents' Group: broadband campaign

One of the Residents' Group's first campaigns was over broadband speeds on the estate. Residents, particularly those who worked from home, felt that speeds available seriously restricted what they were able to do on-line.

Following a petition and newspaper coverage, a group of residents was invited to a meeting with MP Harriett Baldwin and a Senior Director of BT, who at the time was not able to tell residents that Cabinet 55, which serves the estate, would be upgraded. However, work has now started to upgrade the necessary infrastructure and the estate should have Superfast Broadband 'by the end of Summer 2014'.

3 Joint working: Summer Fetes

The 2013 Malvern Vale Summer Fete was jointly organised by Malvern Vale Residents' Group, the Community Development Worker and Festival / Fortis colleagues and YMCA Worcestershire. Others involved on the day included Malvern Hills District Council, 6 Towns Credit Union, the police and Neighbourhood Watch, as well as attractions such as inflatables, face painting, drumming workshops, fete games, sports and fitness sessions, a puppet show and much more. Over 400 people came to the event, including a high proportion from off the estate (as funding from District Councillors had enabled organisers to publicise the event to a wider audience). Funding from Persimmon and Greenbelt went towards some of the attractions.

D Sample newsletters -

MALVERN VALE COMMUNITY NEWS BULLETIN

March 2012

SURVEY RESULTS: A YOUNG, FRIENDLY COMMUNITY

Thanks to everyone who returned your surveys to me late last year. The results were really interesting and helpful. Please let me know if you'd like a copy of the full results. Here are some of the headlines;

- In stark contrast to the rest of Malvern, you are a **very young** community. 80% of people living in the households who responded are under 40 years of age. 40% are under 20, including 21% under 5.
- You thought life on Malvern Vale was **good**. On a scale of 1 (Excellent) to 5 (Awful), the average score was exactly 2 (Good).
- However, you didn't really think that a community had developed yet. On average, you scored this question between 3 (A bit) and 4 (Not really).
- In answer to the question 'What kind of place would you like Malvern Vale to become?', the top 3 answers were; 1 **Friendly**, 2 **Safe** and 3 **Clean**.
- 88% of those of you who responded said that you'd consider **volunteering** your time in at least one way to help to build the community.

WHAT'S COMING TO MALVERN VALE?

- **A play area?** **YES!** I'm told that this will be installed '**by the Summer**' on Reme Copse (off Swinyard Road)
- **A shop?** **Maybe** Persimmon's agents are in talks with at least one interested party.
- **A primary school?** **Maybe** The County Council has until 2014 to decide whether or not to build a Primary School here. At the moment there are sufficient places in nearby schools.
- **A community centre?** **YES!** Work is going to start very soon and it should be complete by the end of this year!
- **Football pitches?** **YES!** These should be ready for Spring 2013. They'll be next to the Community Centre.

RESIDENTS' GROUP TO FORM – MORE MEMBERS WELCOME

The residents who came to the public meeting on the 28th February are all keen to form an official Residents' Group. They are going to meet again on **Monday 26th March at 6.30pm at Dysons**. The group would love more residents to come along and join them. The Residents' Group will have a big say in how the Community Centre will be used.

We'll again be showing a kids' dvd in another room, supervised by a member of staff. If you think you might be interested but you're not sure, let me know and we can have a chat about it.

EMERGENCY SERVICES DAY

On Saturday 5th May, there will be an Emergency Services Day at Malvern Police Station. There will be lots to see and do for all the family.

DRAMA GROUP TASTER SESSIONS FOR 6 – 18 YEAR OLDS – BOOK YOUR PLACE NOW!

Perfect Circle Theatre Company creates contemporary work and explores modern theatre & film practice via productions, workshops, street theatre, devised projects and education packages. Lee and Claire, who run the company, also happen to be Malvern Vale residents. They're putting on taster sessions for us during Easter;

For **12 – 18 year olds**;

Thursday **5th April**, 5.30 – 6.30pm @ **Dyson Perrins Academy** (Drama Studio)

For **6 – 12 year olds**;

Thursday **12th April**, 5.30 – 6.30pm @ **St Peter's Church** (next to Northleigh)

Please let me know if you'd like to book places for either of these. Both are completely free of charge. If the taster sessions go well, there may be opportunities for longer-term projects.

HAVE YOUR SAY ABOUT ISSUES THAT AFFECT YOU

Please contact me if you'd like to have your say about any of these issues. Please include your name and address. I may include your opinions in correspondence with relevant third parties – please let me know if you want to remain anonymous.

- **Litter bin** – does Malvern Vale need one? Why?
- **Broadband speed** – is the current broadband speed ok? If not, how does it affect you?
- **Community building** – any good ideas for a name for it? What would you like to see going on there? What equipment do you think it needs?

MOBILE OFFICE DATES

I'll be on Festival's Mobile Office on Malvern Vale on the following Thursdays;

- 5th April, 10th May, 7th June, 5th July (all 11.15am – 12.30pm)

Any of you (not just Festival tenants) are welcome to pop along for a chat about any issues you'd like to discuss.

Please e-mail me If you'd be happy to receive future Bulletins by e-mail. Please include your name and the first line of your address.

Chris Reed

Please contact me on;

Community Development Worker

creed@festivalhousing.org or 07918 161041





ON THE RADAR Apr / May 14

On the Radar brings you the latest news on Malvern Vale Community Centre and the local community.



THANKS FOR HAVING YOUR SAY

More than 160 households completed the 2014 Malvern Vale Survey. A summary of results is enclosed. If you'd like the full survey results, please e-mail creed@festivalhousing.org.



PRIZE DRAW WINNER

Congratulations to Tara Cross of Hill View Road (pictured, left, with daughter Amber), whose name was drawn from those who completed the survey. Tara won a £50 voucher.

COMING UP...

* **Easter Family Fun!** * Wednesday 16th April, from 2 -5pm. Eggs 4 all!

Start with an eggciting treasure hunt around Malvern Vale and then back to the Community Centre for refreshments, a cake stall and family bingo.

* **Your Monthly Coffee Afternoon** * starts on Friday 2nd May, 1.30—3.30.

Come along for drinks, cake and chats in your local centre. Soft play for little ones. Outside if the weather's good.

Another cracking * **Quiz** * from Roger Pitt at 8.00pm on Saturday 3rd May.

Teams of up to 6 pit their wits against each other, while enjoying the bar and music by DJ Les. Only £1 per team member. Great fun and a cheap night out!

* **Annual General Meeting** *: Wednesday 7th May, 6.30—8pm

Find out what has happened over the last year. Would you be willing to help to shape the group over the next year? Contact Chris Reed on 01684 579363, 07918

161041 or creed@fortisliving.com if you're interested.

Do you know about our Nursery?

We love shouting from the tree tops about our nursery— because we think its great! Squirrels nursery runs Monday– Friday from 8am until 1pm. The nursery accepts children from 2– 5 years and also accepts both 2 year old funding and child care vouchers.



If you are interested in the nursery we would love to show you around and meet your little ones.

For more information contact Jill or Laura on 01684 561 741 or email squirrels.nursery@ymcaworcestershire.org.uk

Hi, I am **Abby Hanley** – Malvern Vale Centre Manager for **Worcestershire YMCA**. As well as managing this centre I also look after a centre in Upton therefore my time is split. You can often catch me at the centre **Monday, Wednesday and Fridays** – if you would like to pop in and say **Hello** – please do! I am always happy to hear from the community and would love to hear your feedback or suggestions you have for your local community centre. Alternatively you can call me on 01684 561 741 or by email – abby.hanley@ymcaworcestershire.org.uk.



Hi, I'm Chris Reed. My role as Community Development Worker for Malvern Vale runs until September. If you'd like to get involved in helping to build a sustainable community for Malvern Vale, please contact me on 01684 579363 or e-mail creed@fortisliving.com. Fortis Living is the new organisation formed through the merger of Festival and Worcester Community Housing.

Hold your event with us! Malvern Vale Community Centre is available to hire for all your event needs. A great venue for children's parties. To book or for more information contact Abby 01684 561 741 or email abby.hanley@ymcaworcestershire.org.uk

Residents' Group Meetings

Wednesday 7/5 (6:30—8pm) (A. G. M.)

Events Team

April - no meeting

Wednesday 21/5- (6-7pm)

All welcome!

KISSING GATE INSTALLED

A kissing gate has been installed at the Sayers Road end of the public footpath. The Residents' Group hope that this will deter motorbikes from using it. If you see motorbikes on the path, please ring 101 to inform the police.

E Malvern Vale Residents' Group Constitution

MALVERN VALE RESIDENTS' GROUP CONSTITUTION

1. GROUPS NAME

The name of this residents' group shall be Malvern Vale Residents' Group

2. AREA

The area this residents' group shall cover will be Malvern Vale.

3. AIMS AND OBJECTIVES

The aims and objectives of this Group shall be:

- a) To represent the interests of residents and ensure that residents are consulted.
- b) To improve the quality of residents' lives.
- c) To promote residents' rights and the maintenance and improvement of Malvern Vale.
- d) To promote the activities of the Group through regular meetings, newsletters etc.
- e) To encourage social activities
- f) To work with people in the communities around Malvern Vale to consult them, involve them and represent their interests, so long as these do not contradict the interests of Malvern Vale residents

The Group will achieve its aims through negotiation with any other relevant organisation.

4. EQUALITY AND DIVERSITY

The Group shall positively promote equality and diversity within the community and within its membership, work for the abolition of discrimination against persons on the basis of race, gender, age, sexuality, disability and religion.

5. PARTICIPATION

- a) The Group will be open to all residents of Malvern Vale, no matter what race, nationality, sex, colour, sexual orientation, political or religious opinion or ability.
- b) Each member will be provided with a copy of the constitution.
- c) Membership to the Group will be free.

6. OFFICERS

- a) Elected officers will be a chairperson, a vice chair person, and a treasurer.
- b) Elections will take place after one year with current officers being able to stand again.
- c) No more than one officer will be elected from the same household.

- d) Minutes of meetings will be available to all residents.
- e) Quorum for meetings will be at least one elected officer and five residents.

7. MEETINGS

- a) All decisions shall be taken by a majority of residents present and voting
- b) All residents shall be given at least 7 days notice of any meeting.

8. ANNUAL GENERAL MEETING

- a) An Annual General Meeting shall be held each year in the month of April.
- b) Residents will be notified not less than 14 days before the AGM. Notice of nominations for officer elections will be sent out at the same time.
- c) At the AGM:
 - The Officers shall present a report on the Group's work during the past year.
 - The Officers shall present accounts of the Group.
 - The Officers for the coming year shall be elected.

9. SPECIAL GENERAL MEETINGS

- a) A special general meeting open to all residents will be held if required.
- b) Residents must be given at least 7 days notice of a special general meeting.

10. CHANGES TO THE CONSTITUTION

- a) The constitution can only be changed at the Annual General Meeting or Special General Meeting.
- b) Changes must be agreed by a majority of the residents present at the meeting.

11. FINANCE

- a) All money raised and received on behalf of the Residents' Group is to be used only to further the aims and the objectives of the Group.
- b) The Group has the authority to apply for donations and grants, as well as to run and organise fundraising activities on behalf of the Group.
- c) The Treasurer will open a bank account in the name of the Group. The bank account will have three signatories, one of whom will be the Treasurer. All cheques must be signed by two signatories.
- d) Money can only be withdrawn from the bank account with Group approval.
- e) The Treasurer is responsible for the Group's money and shall provide regular reports and balance sheets to the Group.

- f) The accounts will be checked/audited each year in time for the AGM. A member of the Housing Association can do this.

12. CONDUCT

Members shall conduct themselves in a reasonable manner at meetings, or in premises used by the Group. Residents will be excluded permanently for the breach of this condition, or if they contravene the aims, objectives and principles of the Group. The decision will be taken by a majority of those residents present and voted at any meeting.

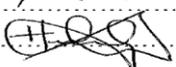
13. DISSOLUTION

- a) The Group may only be dissolved at a Special General Meeting called for that reason and must be advertised 14 days before the meeting.
- b) A proposal to dissolve the Group shall take effect only if agreed by a majority of the members present at the meeting.
- c) Any possessions and funds will be disposed of in line with the aims and objectives of the Group.

Constitution agreed on 2/8/2012

Signed:

Chair.....  T. JAMES

Vice Chair.....  HELEN GAGEN

F NEIGHBOURHOOD AGREEMENT:

BROCK LANE

- This Neighbourhood Agreement is for residents of Brock Lane.
- It is intended to apply to home-owners, shared owners, private tenants and Festival Housing tenants.
- It is a voluntary agreement based on the principles of **respect, consideration, friendliness** and **co-operation**, recognising the differing needs of residents.
- All of the points below have come from residents.

Driving & Parking

- 1 Vehicles should be parked in allocated parking bays. They should only be parked on the street briefly while unloading kids / shopping, then moved to parking bays.
- 2 Vehicles should never block pavements or prevent safe access or block views for other vehicles or pedestrians.
- 3 Drivers should treat Brock Lane as a Home Zone area, where pedestrians and vehicles share the road and vehicles go no faster than 10 miles per hour.

Children

- 4 Parents should ensure that their children treat all residents and their property with respect.
- 5 Younger children should be supervised, particularly to ensure that they remain safe.

General

- 6 "If people have issues with each other, they should approach each other in a reasonable way and discuss it"

Signature(s)

Printed name(s)

Address

Date

G Event flyers

i Christmas Festival 2012

Malvern Vale
community centre

Christmas Festival

**Saturday
15th
December
2012**

The day's activities

10am - 3pm Christmas Market
Gift ideas from local suppliers
Santa's Grotto
Free activities for kids
Face painter
Pig roast
Festive refreshments

6.30 - 7.30pm Carol concert

8 - 10pm Quiz
please contact Chris Reed to book a team of 4 (for £5.00) on 07918 161041 or e-mail creed@festivalhousing.org

Merry Christmas

Malvern Vale RESIDENTS GROUP

Festival Housing

YMCA

Malvern Hills District Council
www.malvern hills.gov.uk

MALVERN VALE
SUMMER
Fete
Saturday
10TH AUGUST
2013

Face painting
Sports Fairground Games
DJ
Face painting
Information
Market
Raffle
Food and drink
Inflatables
Entertainment
Balloon making
Puppets
Magic

FREE ENTRY!
Activities for all ages
ALL WELCOME!

2pm - 8pm
Malvern Vale Community Centre
and Sports Pitches, Swinyard Road
(off Sayers Avenue)



H Visioning

PCC Training and Support worked with a group of residents and community partners over two evenings to explore their vision for the future of the community and to develop an action plan for working towards that vision. Feedback from the first two estate surveys and additional consultations were fed into the process to make sure that views of more people were represented.

The vision that the group developed for a Malvern Vale community in the future, beyond the support project, featured these elements;

- 1.Lots of community events
- 2.Support from outside agencies
- 3.Welcoming of people from outside the estate
- 4.A community led by the community
- 5.A clean and safe place
- 6.Wide pool of residents volunteering
- 7.A place where people are proud to live
- 8.Community unity between people from different backgrounds
- 9.The community centre and youth club as a hub for the community

Action plans were developed through this process, with various partners and residents taking ownership of aspects of this. Some key actions which the group are working on as a result are;

- A third estate survey with multi-agency input
- Development of a community website
- First Aid courses
- Regular police surgeries
- Another push to get more residents involved

I Cost Benefit Analysis

Using the Wellbeing Valuation Approach* to measure social impact of community investment, developed by HACT (Housing Associations' Charitable Trust), two of its measures could be applied to impacts brought about through this project.

A Being active in a residents' group is valued at £8116 per resident per year

In each of the 3 years of the project, 10 residents have been regularly involved (with others attending some meetings).

$$£8116 \times 10 \times 3 = \mathbf{£243,480}$$

B Feeling one is in a good neighbourhood is valued at £1747 per year per resident

In each of the 3 estate surveys, residents were asked 'How would you rate your experience of living on Malvern Vale?'

13% more people answered 'very good' or 'fairly good' on the second and third surveys than the first. This equates to 18 more people feeling that they lived in a good neighbourhood (based on those who answered, not projected onto whole population).

$$£1747 \times 18 = \mathbf{£31,446}$$

C Feeling belonging to one's neighbourhood is valued at £3753 per year per resident

In each of the 3 estate surveys, residents were asked 'To what extent do you feel that a sense of community has developed on Malvern Vale?'

The proportion answering 'very much' or 'quite a lot' increased by 24% from survey 1 to survey 2 (equating to 33 survey respondents) and by 10% from survey 2 to survey 3 (equating to 14 survey respondents)

$$£3753 \times 47 = \mathbf{£176,391}$$

This does not take into account benefits from future years brought about as a result of the on-going effects of the project, such as the continued work of the Residents' Group.

The survey questions used to inform B and C do not exactly match the measures, so these are only suggested as possible social impact valuations.

Insufficient data has been collected to be able to measure other impacts which may have resulted from the project, such as people not being worried about crime (£11,873 per person per year), talk to neighbours regularly (£3848 pp py) and entering full-time employment (£10,767 pp py).

Using only the 3 values listed above, the value of the social impact of the project would be **£451,317** from an investment of £40,000, a return of over £11 for every £1 invested.

Wellbeing Evaluation has been developed by the London School of Economics, the Housing Association Charitable Trust (HACT) and a number of national housing organisations. Wellbeing Valuation allows you to measure the success of a social intervention by how much it increases people's wellbeing. The values are calculated through statistical analyses of four large national UK datasets.

There are also legislative and regulatory motivations for measuring social impact. The Public Services (Social Value) Act 2012 requires those commissioning or procuring public services contracts to consider how the work can improve the wellbeing of the area.

The main advantage of Wellbeing Valuation is that the values are consistent and robust. The consistency means that while you may be examining values for different types of outcomes, you are still comparing like with like. Wellbeing Valuation is in HM Treasury's Green Book – the UK Government's core guide to policy evaluation – as a method for placing values on things that do not have a market value through being bought and sold. Wellbeing Valuation is used by a range of leading authorities and central government departments including the Department for Business Innovation and Skills, the Department for Culture, Media and Sport, the Department for Work and Pensions, HM Treasury, the Cabinet Office and the Department for Communities and Local Government. It is also a firm part of OECD recommendations on wellbeing analysis in public policy and is used by other governments.