Controlling Migration Fund evaluation

Project-level evaluation report

Project lead: Liverpool City Council
Project name: Our Liverpool
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Executive Summary

This project-level evaluation report presents the key findings relating to the delivery and outcomes for the ***Our Liverpool*** project led by Liverpool City Council.

Project overview and objectives

Liverpool City Council (LCC) received £2,448,658 CMF funding for the *Our Liverpool* project. This evaluation focuses on the Community Development strand of the project (one of seven strands). This strand aimed to support local communities in three wards that Liverpool City Council identified as having experienced high population change and housed a large proportion of people seeking asylum. To address these issues, project activities included: (1) recruitment of three dedicated Community Development Officers (CDOs); (2) the creation of thematic sub-groups to identify gaps in knowledge and support for vulnerable migrants, bringing together council staff and third-sector representatives as well as a sub-group of migrant representatives; (3) community development work in three target wards; (4) training for local authority staff to develop skills and knowledge of migrant needs and entitlements; (5) a community grant programme (which was out of the scope of this evaluation). These activities aimed to contribute towards the CMF outcomes listed in Table 1.1 below.

A theory-based approach was taken to the evaluation, with the aim of reviewing and testing the outputs and outcomes intended through the project activities.[1] A mixed-methods approach was taken. Qualitative evaluation activities included in-depth interviews with project staff, in-depth interviews and focus groups with migrant beneficiaries, local authority staff who had attended training, and wider stakeholders from the voluntary sector and within the council. Furthermore, three quantitative tools were developed and implemented by project staff, with input from the Ipsos MORI relationship manager: a pre-post survey with local authority staff who attended training (a 'pre-only' survey was also available to staff who had not attended training); a residents' survey conducted in the three target wards at two timepoints; and a survey of voluntary sector representatives conducted at two timepoints.

Progress towards intended outcomes

Progress towards intended CMF-level intermediate and longer-term outcomes is summarised in table 1.1 below.

[1] Theory-based approaches to evaluation use an explicit theory of change to draw conclusions about whether and how an intervention contributed to observed results. For more information, see: https://www.canada.ca/en/treasury-board-secretariat/services/audit-evaluation/centre-excellence-evaluation/theory-based-approaches-evaluation-concepts-practices.html

Table 1.1: Summary of project CMF outcomes

Intended Outcome	Assessment of progress made by January 2020
Intermediate outcome 1: Acquired expertise and structures in place to deal with local issues Intermediate outcome 2: Improved signposting and referral systems	There is a **strong indication** that training increased the knowledge of council staff concerning migrant communities, as well as their confidence to be able to support these communities. As a result of the new expertise developed and structures outlined above, there is **some evidence** that the signposting and referrals mechanisms had improved and should improve further as the knowledge gained by staff becomes embedded within the council.
Intermediate outcome 3: Expanded and strengthened networks and partners Intermediate outcome 4: Increased coordination and cooperation between agencies	The evaluation found **strong evidence** from project staff, training attendees, and voluntary sector representatives of positive movement towards these outcomes, despite them not being explicitly intended by the project.
Intermediate outcome 5: Increased insight into local migration patterns and community impact	The evaluation found little evidence that this outcome has been achieved to date. However, the direction of travel for the project indicates potential for future progress towards increasing insight into local migration patterns and the impact on the community.
Intermediate outcome 6: Increased understanding of and access to public services	The evaluation found **some evidence** to suggest that migrants who had taken part in ESOL classes had a better understanding of some public services. Ongoing and planned work could lead to greater understanding and better access to public services for migrants' in the future.
Intermediate outcome 7: Improved quality of public space	The evaluation found **some anecdotal evidence** that the project has contributed to this outcome, but, at time of the evaluation, there is **little concrete evidence** that local areas have become cleaner. There is, however, evidence to suggest that the project is contributing

	towards achievement of this outcome in the longer term.
Intermediate outcome 8: Increased opportunities for social mixing	There was no evidence that this outcome had been achieved, however, resident outcomes were envisaged by the project as being longer-term (i.e. out of scope of this evaluation)
Intermediate outcome 9: Increased confidence that their concerns are listened to and addressed	There was **limited evidence** to suggest that the project had, at the time of the evaluation, contributed to increased confidence among wider residents that their concerns were being listened to and addressed. While some examples were provided where CDOs have identified and respondent to concerns, the evaluation did not directly explore resident perceptions of this work.

Based on the contribution of the project towards the intermediate outcome above, there is evidence to suggest that the project will contribute towards **building and evidence based of "what works" locally,** as the local authority and Voluntary and Community Sector organisations continue to collaborate on service provision for vulnerable migrants. There is also evidence to suggest that the project will lead to **increased wellbeing** for vulnerable migrant groups in the longer-term, as the acquired expertise to support these groups is embedded in the local authority, signposting and referral mechanisms are improved, and migrants themselves gain a better understanding of the services available to them (of which there is already a positive indication of change). Furthermore, if knowledge gained through English language classes is utilised by more tutors across the city, and learners pass their acquired knowledge on to their communities as intended, it is possible that the project will contribute to **improved cleanliness and quality of the local area** in the longer term. Given the lack of direct engagement with wider residents at the time of the evaluation, it is unlikely that the project will contribute to the corresponding long-term outcome of social mixing, unless project staff are able to engage wider residents in project activities in the second year of the project, as planned.

What works?

- The main components that facilitated the achievement of outputs and outcomes for the community development strand were the experience and skills of the project team, the flexibility of the project design (particularly within the CDO role), and buy-in secured from a wide range of stakeholders as a result of the overall project design and the concurrent launch of the "Our Liverpool" city-wide refugee strategy.

- However, the project also faced challenges, including: difficulties effectively engaging longer-standing resident communities; and effective recruitment of the migrant voice group. Need for further development work was also identified in local wards and wider city that were not in scope of the project or could not be covered fully by the project team.

For whom

- The key beneficiaries of the Community Development Strand of the Our Liverpool project were local authority staff, third sector stakeholders, and members of migrant communities (particularly refugees, asylum seekers and other vulnerable migrants).

- At the time of the evaluation, there was no evidence that the project had contributed towards outcomes for longer-standing resident communities. However, this was considered to be a longer-term goal by project staff. The direction of travel suggests this group could be impacted positively in the future, for example, through the improved quality of public space as ESOL recycling classes are continued and this knowledge embedded, and work being done by organisations funded by the Our Liverpool grants programme (out of scope of this evaluation) could also contribute towards these outcomes.

In what circumstances?

- The key successes of the project were, in large part, due to: strong network and relationship building; recruiting project staff with the necessary experience and skills; building a wider strategy including both statutory and third sector stakeholders to encourage buy-in and foster collaboration; the flexible nature of the CDO role; and the targeted, ward-level nature of the majority of activities in this strand.

1 Introduction

The Department for Levelling Up, Housing and Communities (DLUHC) then known as the Ministry of Housing, Communities and Local Government commissioned Ipsos MORI alongside the Migration Observatory at the University of Oxford to conduct an independent evaluation of the Controlling Migration Fund (CMF) in May 2018. Launched in November 2016, the Controlling Migration Fund (CMF) aims to help local authorities across England develop and deliver activities to mitigate the perceived negative impacts of recent and unexpected migration on communities in their area. DLUHC provided funding to local authorities to deliver projects that aim to address local service pressures, tailored to their context and needs. While the primary emphasis is on relieving pressure on public services in a way that delivers benefits to the established resident population, the fund also seeks to support wider community cohesion and the integration of recent migrants. Interventions can also focus on gaining a greater understanding of the local migration data landscape where there is currently a lack of accurate local data.

Project-level evaluations of 14 CMF-funded projects were conducted as part of the CMF evaluation. The project-level evaluations aim to assess the effectiveness of various project approaches in delivering against their local-level objectives and those of the wider fund.[2] They seek to build an understanding of what works, for whom and in what context to relieve pressure on local services due to recent or unexpected migration. This project-level evaluation report presents the key findings relating to the delivery and outcomes for the ***Our Liverpool*** project led by Liverpool City Council.

The area context

A Community Cohesion report was published by Liverpool City Council (LCC) in July 2017.[3] This followed the work of a strategic panel,[4] created in 2016 following a “debate” in Liverpool reportedly triggered by rapid diversification in certain areas of the city. Liverpool is less ethnically diverse than the UK as a whole (13.8% compared to 18.6% of the population identifying as Black, Asian and Minority Ethnic (BAME) in the 2011 Census). However, the percentage of the population that were BAME in Liverpool increased by 110.5% between the 2001 and 2011 censuses, a more rapid increase than for the UK overall.[5] Whilst this increase cannot be fully attributed to migration, the Office of National Statistics in 2016 rated Liverpool as above the UK average in several ‘Indicators of Migration’, including long term international net migration, short term migration flow, new migrant General Practitioner (GP) registrations and National Insurance Number (NINO) registrations. Monthly data from the asylum accommodation provider, Serco, provided by the local authority, showed that asylum-seeking and refugee communities were concentrated in certain areas of the city. In October 2017, the number of asylum-seekers

[2] An overall Theory of Change, created during the scoping stage, outlines the intermediate and longer-term fund outcomes (see Appendix 1).
[3] Liverpool City Council Community Services, 2017, Community Cohesion Report, Available online: https://liverpool.gov.uk/media/1356324/community-cohesion-report-final-july-2017.pdf
[4] The panel consisted of statutory and third sector members, who heard evidence from a range of stakeholders over six thematic sessions as well as reviewing written submissions.
[5] Office of National Statistics, 2011, Census

was relatively high in the wards of Kensington, Tuebrook, Picton and Anfield compared with other wards.[6]
The report set out the challenges faced by the city in relation to community cohesion, specifically supporting migrant communities and public service provision for both migrants and longer-standing residents. Challenges identified included: lack of English for Speakers of Other Languages (ESOL) support, particularly for parents with young children requiring childcare; rising tensions between long-standing residents and newly arrived migrant communities, attributed in part to divisions caused by the referendum vote to leave the European Union and subsequent "Brexit" debate as well as the speed and proliferation of misinformation about migrant communities shared on social media; and mistrust between new migrant communities and public-sector authorities.[7]

In the CMF bid, the local authority reported that the fast-paced diversification of certain wards had led to anti-social behaviour complaints from residents about migrants, including: families living in overcrowded conditions; young children not attending school or allowed out without supervision; waste management issues; large groups gathering outside; noise complaints; and people placing unwanted furniture on the pavement rather than disposing of it appropriately. Furthermore, between 2015/16 and 2016/17, the total number of hate crime offences in Merseyside increased by 27.9%[8] (slightly below the overall England and Wales figure of 28.6%).[9] As above, the Community Cohesion report suggested that this may have been influenced by the European Union referendum, which reportedly increased tensions in the city.

The report also identified that relationships between organisations and migrant communities and the services provided had been negatively impacted by austerity measures. Due to budget cuts, a number of organisations and local authority departments working with migrant communities were operating on reduced capacity and had less expertise due to fewer dedicated roles. As a result, Our Liverpool project staff felt that services were often not familiar with the needs and entitlements of asylum seekers, refugees and other vulnerable migrants. This was also demonstrated in survey responses from local authority staff conducted as part of the evaluation.[10] Before staff training, 63% of participants stated they felt unsure or did not feel confident recognising the needs of asylum seekers, refugees and other vulnerable migrants.[11] Furthermore, only around a fifth (22%) of respondents felt that they had the skills and knowledge to address the needs of asylum seekers, refugees and other vulnerable migrants prior to attending the training.[12] Open responses to the survey also indicated that some respondents had not previously been aware of the definitions of migrants, refugees and

63%

of local authority staff felt unsure or did not feel confident recognising the needs of asylum seekers,

[6] Liverpool City Council, 2017, Our Liverpool funding application, appendix 2.
[7] Liverpool City Council Community Services, 2017, Community Cohesion Report, Available online: https://liverpool.gov.uk/media/1356324/community-cohesion-report-final-july-2017.pdf
[8] From 2245 cases to 2871 cases.
Home Office, 'Hate crimes, England and Wales 2015 to 2016' and 'Hate crime, England and Wales, 2016 to 2017'. https://www.gov.uk/government/collections/hate-crime-statistics [Accessed 13.03.2020].
[9] From 62518 cases to 80393 cases.
Home Office, 'Hate crimes, England and Wales 2015 to 2016' and 'Hate crime, England and Wales, 2016 to 2017'. Available online: https://www.gov.uk/government/collections/hate-crime-statistics
[10] See Chapter 2 for the methodology and Chapter 4 for a full discussion of the findings.
[11] Base = 301
[12] Base = 304

asylum seekers and that they had found this content helpful. LCC staff also reported in the funding application that new migrant communities often did not understand their entitlements and lacked awareness of how to exercise their rights, leading to poor living conditions, exploitation and a lack of access to redress.

The CMF-funded project

Liverpool City Council (LCC) received £2,448,658 CMF funding for the Our Liverpool project. The project was planned to run from March 2018 to August 2022,[13] with each activity strand running for two years. The design of the *Our Liverpool* project sought to deliver on many of the recommendations made in 2017 Community Cohesion report. One such recommendation was the development of a Refugee Strategy. The activities of the *Our Liverpool* project were intended to implement the aims and objectives of this strategy. Project activities covered the Liverpool City Region (LCR), with most activities being coordinated by Liverpool City Council (LCC). The project centred around seven activity strands, outlined below:

1. **Community development** (October 2018 to October 2020): Community Development Officers (CDOs) were recruited to support local communities in three wards that the local authority identified as having experienced high population change and housed a large proportion of people seeking asylum. The strand comprised of:

- **Our Liverpool Strategy thematic sub-groups:** To identify gaps in knowledge and support for refugees, asylum seekers and vulnerable migrants in Liverpool, through working with Voluntary and Community Sector (VCS) organisations and migrants. Specifically, the strand set up a migrant representative sub-group, as well as several thematic sub-groups[14] to bring together third-sector representatives and council staff in order to identify gaps in service provision and to coordinate future work with vulnerable migrants.

- **Community development work in three wards:** To undertake focused community development work in three wards (Kensington, Picton and Tuebrook) with high numbers of asylum seekers and refugees, to identify and address resident concerns about new arrivals through targeted interventions. For example, improper recycling among new arrivals was identified by CDOs as a key resident concern. Therefore, ESOL materials were developed from existing resources for use in local ESOL classes to explain how to use services appropriately. Community events were also organised in collaboration with Children's Centres.

- **Local authority staff training:** To develop the skills and knowledge of local authority staff across departments through face-to-face and online training. In this way, the project hoped to improve awareness of migrant needs and entitlements and improve support provision for refugees, asylum-seekers and vulnerable migrants.

[13] The Education strand, which was initially intended to run until August 2021, was extended to August 2022 using an underspend with the approval of DLUHC

[14] The project intended to set up seven groups focusing on the following themes: needs of people seeking asylum; employability of people seeking asylum; housing; education; language; health and wellbeing; and communities, culture and social connections.

- **Our Liverpool Grant programme:** To administer a community grant programme, match-funded through Vulnerable Person's Refugee Resettlement Scheme (VPRS) funding.[15] The aims of the programme mirrored those of the Our Liverpool strategy.

2. **Refugee move-on housing:** this strand aimed to recruit a full-time Housing Officer and caseworkers within the local authority to provide advice and support to newly recognised refugees to access benefits and housing.

3. **Refugee employment support:** this strand aimed to commission a third-sector organisation specialising in employment advice to provide refugees with information, advice and support on how to gain employment in the UK, as well as to provide casework support and employment support plans to refugees and support refugees to find work or volunteering placements.

4. **Preventing migrant rough sleeping:** this strand aimed to commission a third-sector support service for migrant rough sleepers with legal immigration status but limited or no recourse to public funds. The project intended to provide these migrants with a bond/ guarantee to secure private rented accommodation, allocate support workers to help migrants retain their tenancies and provide information around rights and entitlements to welfare and benefits as well as support to access these.

5. **Mental health and wellbeing:** The Adult Learning Services team, which is part of the Liverpool City Region European Social Fund (ESF) Ways to Work Programme, aimed to deliver a well-being course built around the government's "five ways to well-being" guidance. Open to refugees and asylum-seekers, the course aimed to raise awareness of mental health and well-being, identify coping strategies for participants and build participants' confidence to access local services through targeted signposting.

6. **Supporting asylum-seeking families and children:** this strand aimed to recruit family link workers at Children's Centres to deliver one-to-one and group support to refugee and asylum-seeking families, including developing personal support plans. The project also aimed to deliver ESOL courses for refugee and asylum-seeking parents at Children's Centres where childcare was also provided.

7. **Education of asylum-seeking children:** this strand aimed to recruit an Education Officer within Liverpool City Council to support asylum-seeking and refugee families access school places for their children. It also aimed to engage newly arrived migrant parents in the Family Learning Programme, recruiting British longer-term resident parents as mentors.

Alongside these project activities, the Our Liverpool refugee strategy was drafted between Liverpool City Council staff and VCS representatives and other key stakeholders.[16] The strategy sets out:

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[15] This aspect is considered out of scope of the evaluation as it did not open to applications until after May 2019, therefore outcomes were not expected to be seen within the timeframes of the evaluation.
[16] Liverpool City Council, 2019, Our Liverpool Refugee, People Seeking Asylum and Vulnerable Migrant Strategy 2019-2022, Available online: https://liverpool.gov.uk/media/1357622/our-liverpool-refugee-strategy-web.pdf

"The Our Liverpool vision of making Liverpool a welcoming and safe place for refugees, people seeking asylum and other vulnerable migrants to rebuild their lives. It outlines the challenges that refugee and communities face and sets out our resources, our approach and our long term aims and objectives from 2019 to 2022."

The strategy is planned to continue beyond the lifespan of the CMF-funded project. Thematic sub-groups set up under project activities also intended to draft action plans in line with this strategy.

Project objectives

Project objectives were identified following a review of project documentation and a consultation between the Ipsos MORI Relationship Manager and *Our Liverpool* project staff. Following the consultation with project staff, the decision was made to focus on the Community Development Strand of the project for the evaluation (explored in more detail in Chapter 2). The Ipsos MORI Relationship Manager developed two logic models,[17] one for the *Our Liverpool* project (included in Appendix 1), and one for the Community Development Strand of the project (see Figure 1.1). These models were reviewed and agreed with project staff. The logic models outline planned activities and outputs and how these relate to project and CMF fund-level outcomes.[18] How the project aimed to contribute to CMF intermediate outcomes through the Community Development Strand of the project is outlined below, including longer-term CMF fund-level outcomes where contribution of the project towards these outcomes was expected or seen within the evaluation timeframe.

Through the planned project activities and outputs involved in the **Community Development Strand**, the *Our Liverpool* project aimed to contribute towards the following **CMF intermediate outcomes for the local authority and project partners**:

- **Acquired expertise and structures in place to deal with local issues:** through training staff in key teams, both face-to-face and online, the project aimed to improve awareness of the rights and entitlements of migrants across the council. The project hoped that this embedded knowledge would improve service provision to migrants. Further, work through the thematic sub-groups aimed to improve information sharing between the council and VCS/ third-sector organisations, with the hope of increasing knowledge and expertise in both sectors and improving coordination and collaboration in service provision. This CMF outcome links explicitly to one of the main stated aims of the project*: Liverpool City Council develops expertise in supporting asylum seekers, refugees and vulnerable migrants.*

- **Improved signposting and referral systems:** the project hoped the knowledge and structures gained by council staff through the project, as outlined above, would lead to improvements in signposting and referral systems, as staff would have more information about the rights and entitlements of migrants and the services available

[17] A logic model is a diagrammatic representation of a project which depicts the various stages required in a project that are expected to lead to the desired outcomes. The logic model in turn is used to inform the evaluation approach; specifically, what needs to be measured to determine whether outcomes are being met, and how.
[18] CMF fund-level outcomes are outlined in the Theory of Change in Appendix 2.

to them (both through the council and through voluntary organisations). Increased collaborative working fostered by the thematic sub-groups was also intended to aid in these improvements. CDOs also intended to provide a focal point for new communities, in order to link them to the services they needed, by building relationships with migrant communities, for example through initiatives such as the ESOL recycling classes.

- **Increased insight into local migration patterns and community impact:** CDOs intended to conduct scoping activities within wards and work with communities to understand needs, tensions and pressure on services. The work towards this outcome also intended to be informed through the wider Our Liverpool strategy, feedback from the training, and close working with VCS representatives (including the work of the thematic sub-groups and a survey of VCS organisations).

Project activities and outputs also aimed to contribute towards the following **CMF intermediate outcomes for migrants:**

- **Increased understanding of and access to public services:** Project staff hoped that the targeted work of CDOs in communities would help increase understanding and use of public services among migrants. CDOs hoped to be a focal point where communities could get information on and support to access statutory services, as well as creating links with third sector organisations to improve signposting and referral systems. The design and implementation of ESOL modules offered new ways of teaching learners about accessing and properly using public services. This CMF outcome links explicitly to one of the main stated aims of the project: *Asylum seekers, refugees and vulnerable migrants are able to access the support they are entitled to, live independent healthy lives and contribute to their communities.*

Project activities and outputs also aimed to contribute towards the following **CMF intermediate outcomes for wider residents:**

- **Increased opportunities for social mixing:** The project aimed to organise community events to increase opportunities for social mixing between migrant and non-migrant communities. This CMF outcome explicitly links to one of the main stated aims of the project: *Reduced tensions in neighbourhoods, improved understanding of difference and local people no longer fear newly arrived migrants.*

- **Increased confidence that their concerns are listened to and addressed:** The project aimed to engage with wider residents in the community to gather information on resident concerns. Community events were also intended as a space for wider residents to engage with migrant communities and council staff. The grants programme (out of scope of the evaluation) was also intended to fund projects working to address resident concerns.

- **Improved public space:** through giving migrant communities information on recycling and waste disposal through ESOL classes, the project intended to contribute to improved quality of public spaces, through a reduction in littering and fly-tipping. The project also aimed to reduce incidences of anti-social behaviour and hate crime through wider project activities (such as CDO work with local migrant

communities and activities aimed at engaging longer-term residents and increasing social mixing).

Figure 1.1: Our Liverpool Community Development Strand logic model

Context

- Liverpool hosts the largest number of asylum seekers in England (1807, Serco August 2017) and also hosts Initial Accommodation blocks for the North West. The majority of refugees remain in the area. Liverpool is also participating in the Syrian Resettlement programme.

Issue

- Statutory services are often not familiar with the needs and entitlements of asylum seekers, refugees and vulnerable migrants (AS,R&VM). This is despite Liverpool being an asylum dispersal area. The VCS sector is also not equipped currently due to lack of funding.
- Community Cohesion report for Liverpool, published in July 2017, sets out the challenges the city faces, including lack of ESOL support, rising tensions and mistrust between new communities and public sector authorities.
- AS&R/ new migrant communities face specific challenges and lack representation in regional and local decision-making.
- Some neighbourhoods (Kensington, Picton and Tuebrook) have experienced rapid population change in 10yrs. This has led to ASB complaints about new migrants These areas have also seen an increase in certain types of crime.
- LCC staff have found that new migrant communities often do not understand their rights & responsibilities and lack awareness of how to exercise their rights, leading to poor conditions, exploitation and a lack of access to redress.

Risks and assumptions

- Local charities have the capacity to engage with the project
- Stakeholders and local representatives have the capacity and are willing to engage in thematic sub-group meetings
- CDWs are able to identify and engage local partners (new community representatives, VCOs, statutory services)
- Desired participants attend subgroups
- LA staff are receptive to and attend training
- Participants for migrant user group are able to volunteer time to take part
- Wider residents are aware of and engage in CDW community events and activities
- Events and activities are able to educate local residents about new communities
- Learning from workshops and engagement events is adopted by LCC services/ VCOs/ statutory partners
- LCC staff are receptive to training and apply understanding to service delivery

Impact

- New Migrant communities are empowered to enjoy the best possible quality of life and reach their full potential

Evidence & dissemination

- Evidence base of what works in what contexts established and shared between LAs and with partner organisations

Perceptions of migration

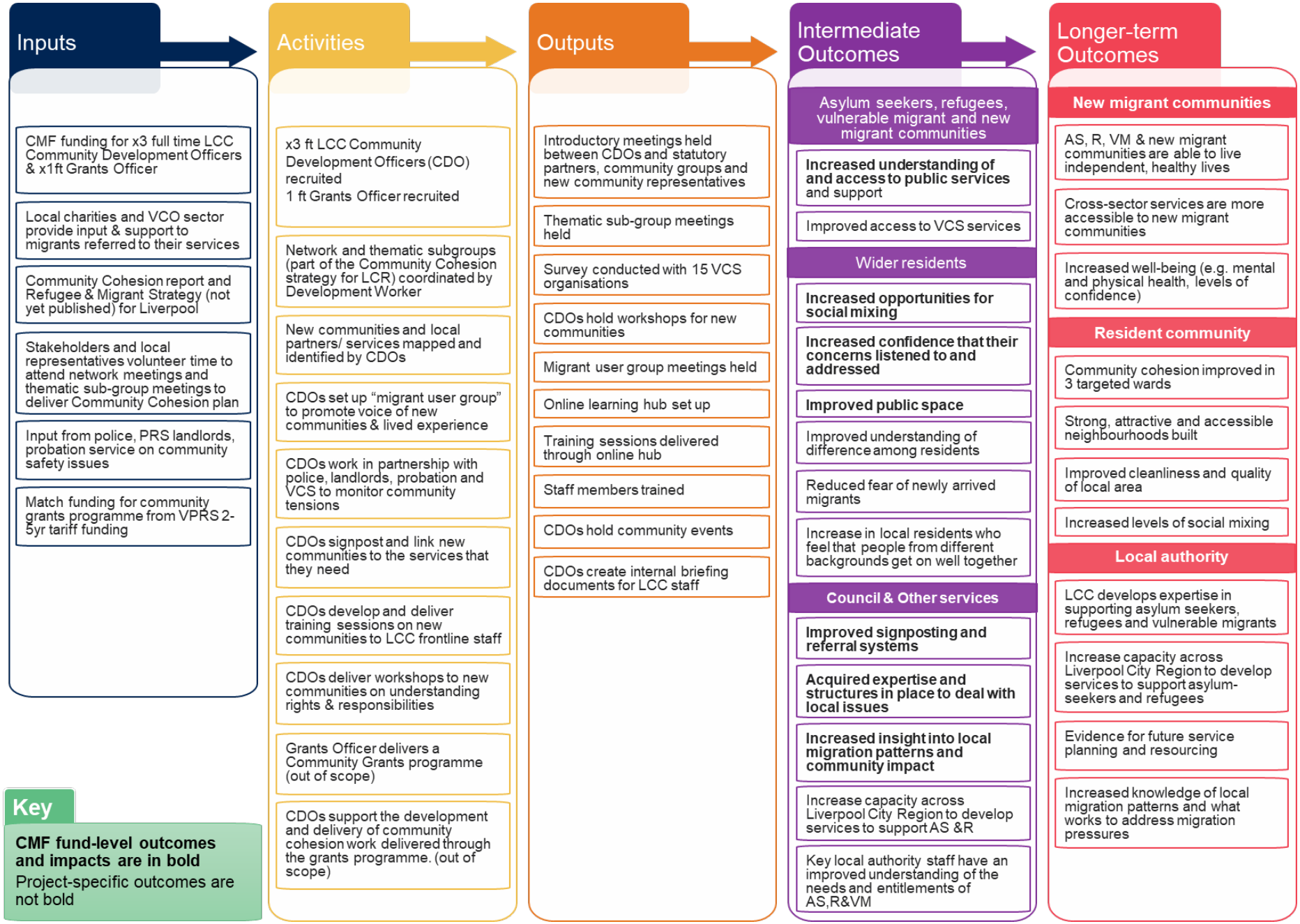
- Residents most affected can see the difference that has been made
- Improved perceptions about the impact of migration

Access to local services

- Accessible public services to all

Capability and capacity

- Adequate and relevant services to address local issues


Inputs
CMF funding for x3 full time LCC Community Development Officers & x1ft Grants Officer
Local charities and VCO sector provide input & support to migrants referred to their services
Community Cohesion report and Refugee & Migrant Strategy (not yet published) for Liverpool
Stakeholders and local representatives volunteer time to attend network meetings and thematic sub-group meetings to deliver Community Cohesion plan
Input from police, PRS landlords, probation service on community safety issues
Match funding for community grants programme from VPRS 2-5yr tariff funding
Activities
x3 ft LCC Community Development Officers (CDO) recruited
1 ft Grants Officer recruited
Network and thematic subgroups (part of the Community Cohesion strategy for LCR) coordinated by Development Worker
New communities and local partners/ services mapped and identified by CDOs
CDOs set up "migrant user group" to promote voice of new communities & lived experience
CDOs work in partnership with police, landlords, probation and VCS to monitor community tensions
CDOs signpost and link new communities to the services that they need
CDOs develop and deliver training sessions on new communities to LCC frontline staff
CDOs deliver workshops to new communities on understanding rights & responsibilities
Grants Officer delivers a Community Grants programme (out of scope)
CDOs support the development and delivery of community cohesion work delivered through the grants programme. (out of scope)
Outputs
Introductory meetings held between CDOs and statutory partners, community groups and new community representatives
Thematic sub-group meetings held
Survey conducted with 15 VCS organisations
CDOs hold workshops for new communities
Migrant user group meetings held
Online learning hub set up
Training sessions delivered through online hub
Staff members trained
CDOs hold community events
CDOs create internal briefing documents for LCC staff
Intermediate Outcomes
Asylum seekers, refugees, vulnerable migrant and new migrant communities
Increased understanding of and access to public services and support
Improved access to VCS services
Wider residents
Increased opportunities for social mixing
Increased confidence that their concerns listened to and addressed
Improved public space
Improved understanding of difference among residents
Reduced fear of newly arrived migrants
Increase in local residents who feel that people from different backgrounds get on well together
Council & Other services
Improved signposting and referral systems
Acquired expertise and structures in place to deal with local issues
Increased insight into local migration patterns and community impact
Increase capacity across Liverpool City Region to develop services to support AS &R
Key local authority staff have an improved understanding of the needs and entitlements of AS,R&VM
Longer-term Outcomes
New migrant communities
AS, R, VM & new migrant communities are able to live independent, healthy lives
Cross-sector services are more accessible to new migrant communities
Increased well-being (e.g. mental and physical health, levels of confidence)
Resident community
Community cohesion improved in 3 targeted wards
Strong, attractive and accessible neighbourhoods built
Improved cleanliness and quality of local area
Increased levels of social mixing
Local authority
LCC develops expertise in supporting asylum seekers, refugees and vulnerable migrants
Increase capacity across Liverpool City Region to develop services to support asylum-seekers and refugees
Evidence for future service planning and resourcing
Increased knowledge of local migration patterns and what works to address migration pressures
Key
CMF fund-level outcomes and impacts are in bold
Project-specific outcomes are not bold

2 Methodology

This section outlines the methodology for the project-level evaluation of the Our Liverpool project.

Overview of evaluation approach

A theory-based approach was taken for the evaluation, which focused on reviewing and testing the outputs and outcomes within the project's logic model.[19] The suitability of different approaches was explored in an evaluation scoping phase. The possibility of implementing experimental evaluation designs, including Randomised Control Trials (RCTs), was explored and deemed not feasible at a fund level due to the broad range of projects that have funded across different regions and local contexts – this would have needed to have been built into the programme design from the outset. The feasibility of identifying local-level control groups was explored during individual project consultations (outlined in more detail in Appendix 1).

For each project-level evaluation, project-level outcomes were "mapped" onto relevant CMF-fund level outcomes contained in the overall CMF fund-level Theory of Change (see Appendix 2). The evaluation approach was designed in consultation with project staff, including the development of an evaluation framework (contained in Appendix 1). The evaluation employed a mixed method approach of both qualitative (depth interviews and focus groups) and quantitative (questionnaires with beneficiaries and wider residents) methods. Further detail on the approach is contained in Appendix 1.

Following discussions with project staff, a decision was made for the evaluation to focus on the **Community Development strand** of the Our Liverpool project. This was due to project timescales, scope of the evaluation and the priorities of the project team, outlined in more detail in Appendix 1. Project staff also felt that there were challenges in effectively measuring the impact of this strand, and support from Ipsos MORI evaluators was required to ensure key findings were reported and used moving forwards.

In order to assess value for money, each of the 14 projects were initially assessed through the lens of the 8-step model outlined in Appendix 1. The assessment involved a review of the availability and suitability of data collected at each of the 14 project sites. Consequently, each project was triaged to one of three methodological groupings:

1. **Cost benefit analysis (CBA):** Projects for which data on quantitative and monetizable outcomes was available met the higher threshold for Cost benefit analysis.

[19] Theory-based approaches to evaluation use an explicit theory of change to draw conclusions about whether and how an intervention contributed to observed results. For more information, see: https://www.canada.ca/en/treasury-board-secretariat/services/audit-evaluation/centre-excellence-evaluation/theory-based-approaches-evaluation-concepts-practices.html

2. **Cost effectiveness analysis (CEA):** Where quantitative measures for outcome(s) existed, but no data (primary or secondary) is available to monetise the outcomes, cost effectiveness analysis was conducted.

3. **No feasibility for quantitative analysis:** Where there was no quantitative measure of outcomes available to the evaluation, neither cost benefit analysis nor cost effectiveness analysis could be conducted. In this case, a qualitative assessment of project costs and benefits was undertaken based on analysis of staff, stakeholder and beneficiary perceptions from qualitative consultations.

As there was no robust control (counterfactual) group against which to assess impact, artificial baselines were constructed. Where possible, input from project leads or secondary data was used to inform the assessment of the counterfactual. In the cases that this was not available, conservative estimates were made. Given the nature of the data used in the construction of the cost benefit and cost effectiveness models, the accuracy of results produced by the models should be interpreted with caution.[20]

Qualitative data collection

Qualitative data was collected between August 2019 and January 2020 and activities consisted of focus groups and interviews with project staff, beneficiaries, and stakeholders (see table 2.1 below).

Qualitative research undertaken

Participant group	Research method
Project staff	6 telephone/ face-to-face interviews
Beneficiaries: Migrant Voice group representatives	1 focus group
Beneficiaries: ESOL course participants	1 focus group
Beneficiaries: Local authority staff training participants	1 focus group 1 telephone interview
Stakeholders: VCS representatives	1 focus group 1 telephone interview
Stakeholders: ESOL tutor	1 telephone interview

[20] The Maryland scientific methods scale scores methods for counterfactuals construction on a scale of one to five (with five representing the most robust method). Due to the use of measures of additionally in the construction of the counterfactual, the approach taken for this analysis cannot be attributed a score. Therefore, the accuracy of results produced by the models should be interpreted with a high degree of caution. For more information, see: https://whatworksgrowth.org/public/files/Methodology/Quick_Scoring_Guide.pdf

Stakeholder: Wider local authority staff	1 telephone interview

Project staff facilitated the recruitment of participants for qualitative research activities to minimise the need to share personal data as part of the evaluation, in the absence of a data sharing agreement between Liverpool City Council and DLUHC.

Quantitative data collection

Three questionnaires were designed with input from the Ipsos MORI relationship manager and Our Liverpool project staff:

1. **Local authority staff training questionnaires**:

    a) A paper "pre- and post" combined questionnaire for local authority staff attending training. The questionnaire was administered by project staff at the training session. 309 responses were collated and shared with Ipsos MORI towards the end of the evaluation (January 2020).

    b) An online "pre" version was also made available for staff who had not attended training (27 respondents). Given the low sample size for this group, the data is used illustratively. The questionnaires were administered by project staff.

2. **Resident survey[21]:** a residents' survey was conducted by project staff in the three wards targeted by the project. Responses were collated and shared with Ipsos MORI towards the end of the evaluation (February 2020)

    a) A "baseline" survey was conducted in February 2019 with 70 responses.

    b) A follow-up survey was conducted in February 2020 with 62 responses.

2. **VCS survey**: a survey was developed by the Our Liverpool project team for VCS organisations to understand their views on the main issues and concerns facing vulnerable migrants in Liverpool and the local authority's handling of these.

    a) A "baseline" survey was conducted in January 2019, with 15 responses

    b) A follow-up survey was conducted in early 2020, with 8 responses.

Monitoring data on project outputs and relevant secondary data was also collected by the project and shared with Ipsos MORI. This included activity trackers for each of the seven project strands.

Value for money assessment

[21] Due to the small base sizes of the surveys, findings should be interpreted with caution and seen as indicative only.

Due to the lack of quantifiable outcomes data or primary or secondary data to monetise outcomes, it was not possible to conduct a CBA or a CEA for the *Our Liverpool* project. As a result, a qualitative assessment of costs and benefits is included.

Methodological strengths

- **A wide range of qualitative data** was gathered as part of the evaluation, allowing for a well-rounded analysis and triangulation of findings between project staff, wider stakeholders, and project beneficiaries.

- **Strong communication between delivery staff and the evaluation team** allowed for a transparent and honest relationship which further strengthens the credibility of the evaluation itself.

- **Comprehensive monitoring and secondary data** were shared between the project and Ipsos MORI evaluators on most strands of the project, providing further context and evidence on the achievement of CMF and project outcomes and some evidence of change over time.

- The evaluation draws on **quantitative data** from questionnaires co-designed with project staff and administered by the project. Training survey responses received a healthy sample of 309 and includes consideration of change over time.

Methodological limitations

- **Participant self-selection biases:** participants could decide for themselves whether they wanted to take part in evaluation activities. Attendance at one focus group (with representatives from voluntary organisations) was limited due to a lack of availability on the day of the fieldwork activity.

- **Recruitment of qualitative participants by project staff:** project staff facilitated the recruitment of participants for qualitative research activities to minimise the need to share personal data as part of the evaluation. This was necessary due to the lack of a data sharing agreement between DLUHC / Ipsos MORI and Liverpool City Council. However, there is a chance that this may have led to some selection bias of participants.

- **Lack of counterfactual group:** it is difficult to measure change or judge attribution due to the limit of one assessment date and the lack of counterfactual. The local nature of the interventions within the community development strand meant that it was not possible to identify a comparison group. Areas covered by the project were selected based on local pressures and needs, and Community Development Officers took a pilot approach to interventions in order to address local challenges. A counterfactual was sought through staff members who had not attended the training. However, as staff members could decide whether or not to complete the questionnaire, only 27 responses were received. Due to the low sample size, the data was analysed qualitatively and has not been included as evidence in this report. Despite the lack of a counterfactual, the staff training questionnaire measured perceived change over time, while the residents' survey was conducted at two time points (January 2019 and February 2020) to measure change over time.

- **Difficulties in conducting primary qualitative research with wider residents:** it was not possible to organise qualitative consultations with wider residents. One reason for this is that the project had not engaged wider residents in activities at the time of the evaluation. However, Ipsos MORI co-designed a residents' survey, administered by the project team. Anonymised data from the survey was shared with Ipsos MORI from two times points.

- **Evaluation timeframe:** the nature of the evaluation, mid-way through the project, has meant that it has not been possible to include all the project activities in the evaluation. The timeframe has also limited the possibility of seeing achievement of some project outcomes which were considered longer-term, particularly where activities have been postponed.

Analysis and synthesis

Monitoring data shared by the project was analysed to extract key findings related to achievement of outputs and outcomes.

Interview notes were systematically inputted into an analysis grid for each research encounter, allowing for more in-depth analysis of findings. There was one grid for each type of audience consulted. The grids follow the structure of the topic guide enabling the identification of relevant quotes for each element of the outcomes and process evaluation. A thematic analysis approach was implemented in order to identify, analyse and interpret patterns of meaning (or "themes") within the qualitative data, which allowed the evaluation to explore similarities and differences in perceptions, views, experiences and behaviours. Once all data had been inputted, evidence for each outcome and key delivery themes was brought together in a second analysis matrix to triangulate the evidence and assess its robustness.

Quotes in this report are verbatim and are used to illustrate and highlight key points and common themes. Quotes that contain personal information have been anonymised.

3 Key findings: delivery

Introduction

This section reports on the key findings from the evaluation in relation to how the Community Development strand of the *Our Liverpool* project was delivered. It begins with an assessment of progress made towards the intended outputs set out in the project logic model. This is followed by discussion of the success factors and challenges that were found to have impacted on project delivery and the achievement of outputs.

Was the project delivered as intended?

The table below outlines the target outputs determined at the start of the evaluation process, the actual output at the point of assessment and a determination of whether it was achieved or not. Unless otherwise stated, the assessments draw on monitoring data up to the end of December 2019. Out of the 10 target outputs, eight were achieved or exceeded and two were partially achieved.

Table 3.1: Achievement of project outputs

Target output	Output achieved	Completion measure[22]
Introductory meetings held between CDOs and statutory partners, community groups and new representatives	Monitoring information indicates that as of December 2019, 107 meetings were held between CDOs and VCS organisations, statutory partners and other partners. While no explicit targets were set, project staff reported that they hoped to conduct 20 meetings per quarter, which was achieved. As new partners continue to emerge, the project intended to continue holding such meetings beyond the timeframe of the evaluation.	Achieved
Thematic sub-group meetings held	6 out of the 7 sub-groups were formed and had met and submitted draft action plans at the time of the evaluation.	Partially achieved
Survey conducted with VCS organisations (50 over 4 years)	One subgroup had not been established due to barriers encountered in delivering the housing strand (explored in more detail below).	Partially achieved (on track)

[22] The completion measure is a subjective assessment by Ipsos MORI based on the extent to which the project has achieved its intended outputs – scored as follows: inconclusive; not achieved; partially achieved; achieved; exceeded. See Appendix 1 for further details.

CDOs hold workshops for new communities (25)	15 questionnaires were completed and returned to LCC in 2018. At the time of the evaluation, the project intended to conduct the remaining surveys in two waves: one near the start of 2020 and another towards the end of the summer.	Achieved
Migrant Voice group meetings held	Monitoring information indicated that 23 ESOL recycling sessions reached 246 attendees and 7 hate crime sessions reached 180 people, as of December 2019.	Achieved
Online learning hub set up	An indicative target was set for 25 events in 2019.	Achieved
100 staff trained through online hub	Monitoring data shows that 139 staff members had enrolled on the online learning hub for training sessions, while 108 staff members had successfully completed the end of course test. Project staff reported that although no explicit target was set, they hoped for 100 completions each year.	Achieved
Staff members trained (20 sessions in 2019)	As of December 2019, 49 face-to-face training sessions had been delivered to 314 LCC staff.	Exceeded
CDOs hold community events (2 per quarter)	Project staff indicated that an indicative target of 20 training sessions over the first year of the project had been set.	Achieved
CDOs create 2 internal briefing documents for LCC staff	15 community events were held between October 2018 and December 2019.	Exceeded

What worked in delivering the project?

There were five key elements that were found to facilitate project delivery:

1) scoping work undertaken before delivery and the staggered roll-out of project activities, which allowed project staff to build relationships;
2) flexibility built into the project design and the CDO role to address emerging needs;
3) expertise of staff and strong existing relationships with the third-sector and local authority;
4) the location of CDOs in children's centres within the target wards; and
5) the concurrent development and launch of a strategic plan.

(1) Building effective relationships early on through scoping work prior to the project and the staggered roll-out

Project staff reported that the mapping exercise undertaken prior to drafting the funding application enabled LCC to identify the specific needs of target communities and facilitated early engagement with LCC departments, and increased buy-in for the project. Activities undertaken included working with voluntary sector partners and council departments to assess the needs faced by different stakeholders and communities in Liverpool.

Early community development work in the three target wards also included a mapping exercise, which staff reported enabled them to develop relationships with key stakeholders and gatekeepers, facilitating access to hard-to-reach and vulnerable communities. For example, one CDO developed a relationship with a local organisation working with the Roma community, which enabled them to deliver project activities to that community.

Project staff reported that the staggered roll-out of project activities enabled CDOs to build relationships in order to develop effective activities. For example, as a result of resident concerns regarding waste disposal, CDOs worked closely with the LCC recycling education team to design content for an ESOL module on recycling and waste disposal for local ESOL learners.

(2) Flexibility built into the project design and the CDO role, allowing activities to be tailored to the specific needs of the community

Project staff cited the flexibility of the CDO role as a key success factor for delivery. As the specific tasks undertaken in the role were not prescribed and specific project activities had not all been decided prior to commencing delivery, activities were based on local needs identified by CDOs and involved targeted local solutions (rather than being restricted by pre-designed activities).

CDOs also reported that they worked together to decide which activities to implement and learnt from each other through regular meetings and communications. This included CDOs supporting each other's work in different wards. Project staff reported that the flexibility in the role meant that CDO could be responsive and deliver tailored work in communities:

> *"[Community development] work needs to be responsive. Communities change so the work has to change" Project Staff, interview*

(3) The expertise, skills and background of Community Development Officers

All three CDOs had previous experience working with vulnerable migrants in the voluntary and third sector before being recruited to the project. Project staff and wider stakeholders reported that this experience meant that CDOs understood the needs of local communities, including: barriers to accessing services and effective service provision; and historic mistrust and tensions between communities and the council or other officials (for example, between migrant communities and police officers as a result of previous experience and negative perceptions of law enforcement in origin countries). CDOs also reported working closely together to make use of their specific expertise. For example, one CDO had a background in hate crime and this knowledge was used to develop project activities across the three wards.

Project staff also reported that recruiting CDOs who had experience working in or with the third sector **fostered trusting and collaborative relationships between the city council and local VCS organisations** working with migrant communities. This willingness to cooperate was considered crucial to several project activities, including: the creation and attendance of thematic sub-groups; co-delivering local authority staff training; partnering with local charities to deliver ESOL recycling sessions; and undertaking bespoke CDO work in communities.

> *"We needed to specifically have those skills, that understanding of that community …it has then strengthened, I think, the relationship of the voluntary sector and the council" Project staff, interview*

These relationships also helped facilitate access to historically hard-to-reach communities, through "gatekeepers" (voluntary organisations that were already well-known and trusted in the community).

> *"You can't develop trust in every single community by yourself, but you can with voluntary organisations that are working in those communities" Project staff, interview*

VCS stakeholders expressed satisfaction with CDOs' understanding of the sector and issues facing migrant groups and attributed this to their previous experience working in the third-sector with asylum-seekers, refugees and vulnerable migrants. They expressed having positive relationships with CDOs and reported that CDOs were knowledgeable and hard-working.

> *"Nothing is too much for them [CDOs], they are great… I've never had any issues with the relationship with them" Local stakeholder (voluntary sector representative), interview*

> *"All three of [the CDOs] are absolutely superb… They have [all] been working with people seeking asylum for many, many years" Local stakeholder (voluntary sector representative), interview*

91%

of local authority staff felt that trainers were well prepared and able to answer questions

This was also echoed by **local authority staff training participants, who cited the expertise and knowledge of CDOs**, who delivered the training, as a reason they would recommend the training to others.[23] Survey data showed that almost all training participants (91%) agreed with the statement 'the trainers were well prepared and able to answer any questions'.[24]

> *"The course was very informative and the trainers very knowledgeable and friendly" Training participant, open survey response*

Other local stakeholders reported that CDOs were approachable, which helped them provide support to service users. For example, ESOL learners attending recycling sessions could speak with the CDO present about other issues and get practical help with housing issues or to find out about support services available.

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[23] Included as open responses to the question 'why would you recommend the training to others?' in the survey of trained LCC staff
[24] Out of 309 respondents, 286 answered this question. 99.6% of respondents that completed the question agreed with the statement.

(4) The location of CDOs in Children's Centres helped CDOs reach target communities and appear approachable

CDOs were based in local Children's Centres, which project staff reported often acted as "hubs" in the community for vulnerable and hard-to-reach groups. Staff also reported that these spaces were less intimidating than other council offices for people seeking advice and support. One CDO reported that the non-hierarchical seating arrangements in the Children's Centre meant they could easily provide feedback to senior council members (such as members of the Cabinet) who shared this space. They felt that this communication was strategically important to the success of the project.

(5) The concurrent creation and launch of the "Our Liverpool" strategic plan fostered buy-in from senior stakeholders.

Project staff reported that the **creation and launch of a Liverpool-wide cohesion strategy ("Our Liverpool") increased buy-in for the project and its work from senior local authority stakeholders,** including senior managers, cabinet members, and the Chief Executive. Project staff reported that this work would not have been reported to such a senior level without the project and strategy working alongside each other.

> *"It [work aimed at supporting asylum-seekers, refugees, and vulnerable migrants] is now being taken seriously, this is the most important thing" Project Staff, interview*

Project staff reported that the "Our Liverpool" branding and launch (in December 2018) raised awareness among council staff about the project. Project staff felt that this had increased buy-in from different local authority teams, as well as a range of external stakeholders, such as voluntary organisations and third sector service providers. Project staff reported that awareness of the strategy meant managers and team leaders were more willing to allow their staff to undertake the training and attend sub-group meetings. Project staff reported that this was a key facilitator to recruitment, as attendance relied on senior council staff allowing team members to attend and engage, taking time away from their day-to-day work.

To help mobilise the strategy, thematic sub-group members drafted "Action Plans" about how to address thematic challenges (for example, how best to ensure vulnerable migrants understand their rights and responsibilities in relation to housing, employment, welfare or other statutory services, as well as issues around effective service provision). While the Action Plans have not yet been published, they appear to have provided groups with a clear future direction and purpose, which speaks to future sustainability of the strategy.

What were the challenges to delivering the project?

There were four main challenges to the delivery of the project:

1) the two-year timeframe of the community development strand;

2) challenges engaging wider residents in project activities;

3) difficulties in the set-up and recruitment of the Migrant Voice group;

4) issues communicating with and engaging some teams within the council.

(1) the two-year timeframe of the community development strand meant CDOs aimed to deliver and achieve a significant amount within a relatively short timeframe

The need for significant groundwork and mapping by CDOs within local wards meant that CDOs experienced the two-year timeframe for delivery as challenging. The hyper-local ward-level approach meant that CDOs required significant lead-in time before delivering project activities within the community, including relationship building and scoping of specific local need (outlined above). Project staff reported that more time to deliver project activities would have been beneficial, for example considering the scoping phase as additional to a two-year delivery period. As the CDO roles were flexible, CDOs reported that the roles were not clear at the outset. This meant that CDOs required time to adapt their roles to address local needs and issues.

Whilst the flexibility of the CDO role allowed for some limited work outside of the three main target wards, most notably in Anfield, Fazakerly and Princes Park, project staff indicated that with more time and funding, additional work could have been undertaken in other parts of Liverpool. Both staff and wider stakeholders indicated that the three local wards were relevant areas to focus activities due to relatively high levels of recent migration. However, they felt that some other areas of the city that had lower rates of migration and less diversity, but that were receiving vulnerable migrants for the first time, could also benefit from community development work.

(2) Challenges engaging wider residents in project activities

At the time of the evaluation, project staff reported that engagement with longer-established resident communities had been limited, citing this as a gap in project delivery. While output targets had been met, project staff felt that they had not managed to engage residents with more entrenched and negative views about migration and diversity. However, the project intended to deliver additional work with wider residents over the remaining 10 months of the project.

Project staff attributed challenges in part to the influence of negative political rhetoric around migration, especially against the background of a divisive “Brexit” debate. The narrative surrounding the Our Liverpool project and wider strategy promoted “celebrating migrant contribution” to the city and a recognition that the city was built on, and thrives as a result of, migration. Project staff felt that this message would take time to embed. Furthermore, staff felt the overtly positive message may have discouraged some residents with deep-set negative views about migration from engaging with the project, meaning that these residents were not reached through the project. Project staff felt that there was no “one-size fits all” approach to engaging wider residents, meaning that work with this group required a long lead-in time to understand the tensions within and between communities and ensure that effective activities were designed and implemented.

> *“Political rhetoric feeds into communities. You are hitting brick walls. A period of healing needs to take place.” Project staff, interview*

(3) Difficulties in setting up and recruiting the Migrant Voice group

Project staff originally planned to work with third-sector organisations to recruit participants of the Migrant Voice group from among their existing service users, with these

organisations coordinating the attendance of migrants they supported. However, in practice, project staff reported that third-sector and VCS partner organisations lacked the time and resources to support recruitment.

> *"Partners were very busy and it requires some work to recruit for this group. It would have taken a long time as well as resources" Project staff, interview*

As a result, project staff took on more direct responsibility for recruitment, identifying potential participants and then asking participants to bring along other people they thought might be interested. Project staff reported that this was a more ad-hoc approach than had been intended and that targeted recruitment may have been more effective in achieving a more representative group. Whilst some participants were successfully recruited through referrals from third-sector organisations, project staff reported that those involved were not necessarily representative of the migrant population. For example, staff felt that it would have been beneficial to engage more European Economic Area (EEA) migrants and ensure a more representative geographical spread of nationalities within the group. CDOs felt that many people remained unaware of the group and acknowledged that more needed to be done to engage diverse communities, either directly through word-of-mouth or through partner organisations.

Staff also reported that the difficult lives and trauma that some members had experienced (and in some cases were still experiencing) impacted the efficiency of group activities, as some participants were less able to dedicate the time and focus to the work of the group. As a result, progress on campaigning and organising meetings with key stakeholders to discuss issues affecting their communities was slower than anticipated.

> *"Sometimes it is difficult to move things quickly when you are working with people that are still going through trauma" Project staff, interview*

Project staff hoped that during the second year of the CDO strand of the project, Migrant Voice group members would start to lead on recruitment and reported that this had started to happen. At the time of the evaluation, project staff were also looking into other ways to amplify the "migrant voice" beyond the existing group. Plans included organising open forums, roundtables, "experts by experience" (something which the care team within the council already use) and sharing positive migrant stories.

(4) Issues communicating and engaging with certain teams within the council

Despite the mapping exercise undertaken before the project began and multiple activity strands encompassing different council teams, project staff reported that some teams within the council remained unaware of the project before work began. This meant that project staff had to spend more time explaining and convincing certain teams of the benefit of the project, which took time away from the other work of CDOs. Project staff felt that this contributed to a reluctance from some teams to take part in training or grant permission for staff to take part. As a result, the training was unable to reach all relevant and intended staff across the council.

> *"We have had to do a lot of leg work about trying to convince teams to let us train them" Project staff, interview*

CDOs suggested that this could have been a result of a lack of relationships with certain teams prior to the project, as well as the fact that some council staff struggled to find time

away from their desks to take part in training. Project staff also felt that certain teams were entrenched in their ways of working, which meant they were less willing to be involved with project activities. Project staff reported that for some teams, where it was challenging to conduct training with whole team (for example where a minimum number of staff needed to stay at their desks), 'champions' were trained with the responsibility of passing the information on to their teams. Whilst they felt this was an improvement on having no-one in the team trained, they felt that the training was most effective if all team members could attend face-to-face.

> *"For the training people were missed where, for example, teams that do have strict restrictions on being away from their desks or we don't have such a good relationship" Project staff, interview*

Project staff reported that this was further complicated by a lack of a "data sharing culture" within the council. They felt that systems and approaches of different teams were not always compatible, and in some cases contradicted each other, meaning there was no joined-up approach to supporting vulnerable migrants.

> *"Within the council, I have learned that there are lots of systems in place. They can contradict each other" Project staff, interview*

The lack of buy-in was a significant barrier to the housing strand of the project, which had not started delivery at the time of the evaluation. Project staff believed that this was due to weak relationships with managers who would be required to run project activities. The structure of the housing team was also considered to be a barrier, as staff were split across different council departments. These issues further meant that, at the time of the evaluation, the thematic sub-group on housing had not been established.

While being based in Children's Centres was experienced as positive in terms of relationships with the community and senior council leaders, staff reported that it also meant CDOs were unable to spend much time in close proximity with council teams. Project staff suggested this impeded communication, which had to take place via email and phone rather than face-to-face.

4 Key findings: Outcomes

This section reports on the key findings from the evaluation in relation to progress made by *Our Liverpool* project towards its intended outcomes. It begins with an assessment of progress made towards each of the intermediate outcomes set out in the project logic model. Where expected during the project timeframe, evidence towards expected longer-term outcomes is also considered. This is followed by discussion of the factors that were found to have contributed to the achievement of project outcomes.

Progress towards intended outcomes

This evaluation finds that the project was able to contribute towards a number of its intended outcomes. Project activities, such as the work of CDOs, the establishment on thematic sub-groups, and training for LA staff led to expanded and strengthened networks between stakeholders, as well as improvements in signposting and referral systems. There is also some evidence that migrant communities have increased their understanding of and access to public services as a result of the project. Whilst there is limited evidence that the project has achieved the intended outcomes in regards to longer-standing resident communities, there was an acknowledgement that these outcomes take a long time to realise and therefore unlikely to be realised within the timeframe of this evaluation, However, the evaluation found evidence of a positive direction of travel towards these outcomes.

CMF fund-level local authority outcomes

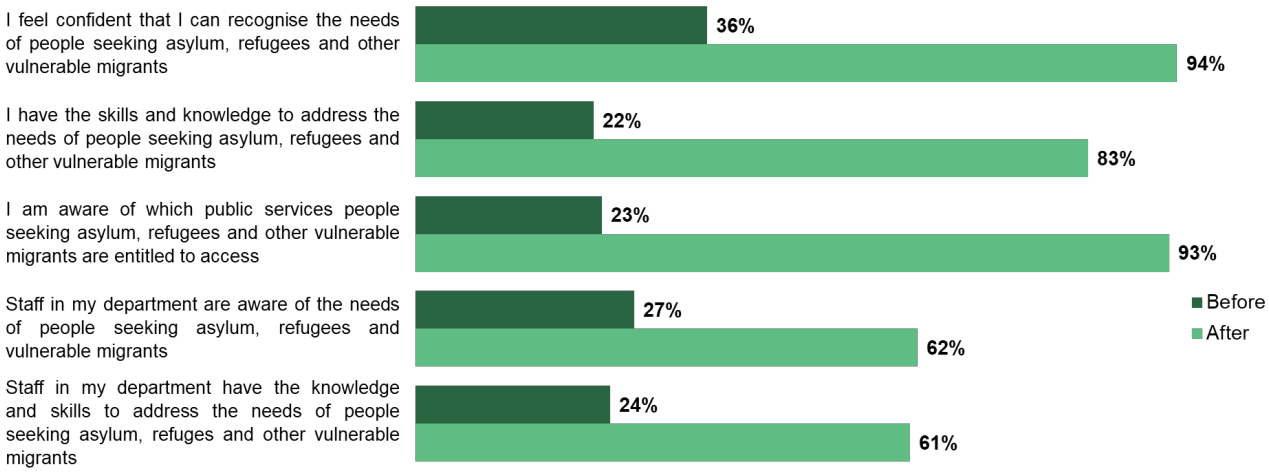
Intermediate outcome 1: Acquired expertise and structures in place to deal with local issues and Intermediate outcome 2: Improved signposting and referral systems

Through training council staff, the project intended to upskill staff and departments to better understand the rights and entitlements of vulnerable migrant groups, including refugees and asylum-seekers. It was hoped that through this learning, departments would improve or implement structures (including referral and signposting pathways) to increase relevant service provision for migrant communities. The establishment of thematic sub-groups were also intended to increase information sharing and collaboration between council staff and voluntary organisations. Evidence for this outcome comes from interviews with project staff, interviews and focus groups with council staff who underwent training, and a pre-post survey completed by training participants.

Training sessions increased staff's knowledge about the rights and entitlements of migrant groups, ability to recognise the needs of people from migrant communities, and confidence and skills to provide support. Before the training, one in five (22%) survey respondents agreed that they had the skills and knowledge to address the needs of people seeking asylum, refugees and other vulnerable migrants. However, after the training, the majority of participants (84%) felt confident in their knowledge and skills, and the skills of others in their department, to address the needs of these groups.

Furthermore, before the training, close to a quarter (23%) agreed that they were aware of which public services people seeking asylum, refugees and other vulnerable migrants are entitled to access, compared to 29% who disagreed and 47% who were unsure. Following the training, nine in ten (92%) reported they were aware of the entitlements of these groups.

Figure 4.1: Pre- and post-responses from LA staff participating in Our Liverpool training sessions, "To what extent do you agree with the following statements?"

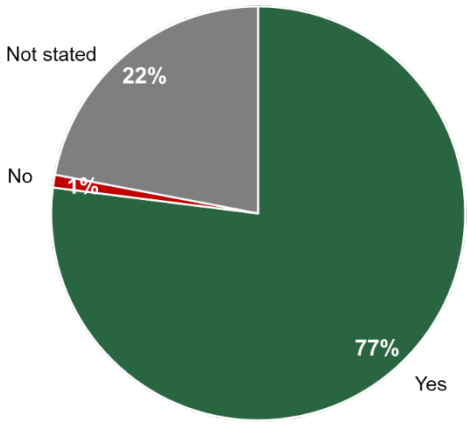


Base: All responding (309)

The majority also disagreed that, or were unsure whether, their department was aware of the needs of these groups (73%) or had the knowledge to address them (76%). Following the training, these figures fell to 37% and 39% respectively.

The majority of training participants (77%) stated that they would recommend the training to their colleagues.

Figure 4.2: Participant feedback following Our Liverpool training sessions, "Would you recommend this course to colleague?"



Base: All responding (309)

Several training participants stated that they had found teaching around the definitions of asylum seekers, refugees, and vulnerable migrants to be one of the most useful aspects of the training.[25]

Qualitative evidence reinforces this. Some focus group participants who had attended the training reflected that they had not been aware of the definitions of asylum seekers, refugees, and vulnerable migrants or their needs prior to the session, and had not felt confident supporting members of these communities. Participants reported learning more about local migration patterns, with actual numbers of those migrating or being granted asylum lower than anticipated by attendees. Some participants also stated that the training had impacted their personal views on migrant communities, particularly regarding reasons for migration or seeking asylum.

> *"We were also shocked by the information in the training, it was a real eye-opener. We are passed work by other areas of the council, but if you are unaware of the figures and facts of it, it is hard to help that person" Beneficiary (local authority training), focus group*

> *"I went into the training believing what the news told me…you'd think there were so many, but there actually aren't that many accepted. It was an eye-opener" Beneficiary (local authority training), focus group*

> *"It has given me a framework to more confidently deal with those people when the need arises" Beneficiary (local authority training), focus group*

Training participants also reported that they believed the information they had learned during the training would trickle down to the rest of the council, including those who had not taken part in the training themselves. Some participants mentioned that they had also passed the information on to their family and friends.

> *"I went home and shared the facts with my nan and grandad that night. I explained the facts that I learned and also learned that Germany has more migrants [than the UK]" Beneficiary (local authority training), focus group*

Council staff also felt more confident signposting and referring vulnerable migrants to relevant services as a result of the training. Some staff considered CDOs and wider Our Liverpool team to provide a new, effective point of contact, through whom they could access additional information or find out where to refer service users as required.

> *"I think that is where Our Liverpool works best for us: knowing who to go to and to be more confident to get more information or help for the person you are working with" Beneficiary (local authority training), focus group*

The training had also seemingly resulted in concrete changes. For example, project staff reported that following the training, Careline changed the way age assessment referrals were accepted: while previously they were only accepted from a solicitor, referrals are now accepted from the voluntary sector partner, reducing barriers to migrants getting age assessments. Anecdotal evidence from project staff during qualitative interviews suggested that council departments were putting in place measures to improve service provision, such as more frequent use of interpreters. Project staff attributed this to training participants becoming more aware of the needs of vulnerable migrant groups.

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[25] Open response survey question: 'What was most useful [about the training]?'

"We've seen departments now using interpreters where they hadn't previously. Landlord licensing may not have used interpreters [before] but now they are, because they weren't aware that that was an option/need before." Project Staff, interview

The training and the work of the CDOs and strategic sub-groups also improved relationships between council departments and voluntary sector organisations working in this area, according to project staff.

Based on the evidence outlined above**, there is a strong indication that training increased the knowledge of council staff concerning migrant communities, as well as their confidence to be able to support these communities.** As a result of the new expertise developed and structures outlined above, there is some evidence that signposting and referrals mechanisms had improved and should improve further as the knowledge gained by staff becomes embedded within the council. Outcomes from the thematic subgroups are expected to be realised beyond the timeframe of the evaluation.

Intermediate outcome 3: Expanded and strengthened networks and partners and Intermediate outcome 4: Increased coordination and cooperation between agencies

Whilst expanding and strengthening networks and increasing coordination and cooperation between agencies were not explicitly intended (and therefore not included in the project logic model), evidence from interviews with project staff, training attendees and voluntary sector representatives suggest that the project has contributed towards them.

Project staff felt that the strengthened networks created through the project was one of the most successful outcomes to date. Staff reported that training sessions for LCC staff linked up the *Our Liverpool* Community Development team with other departments in the council, allowing for more joined up working. For example, Community Development Officers went into the community with the landlord licensing team, helping to access vulnerable groups, and mitigating issues caused by mistrust of the council by certain groups.

Staff also suggested that historic tensions between the council and the voluntary sector working with the refugee and migrant community had reduced as a result of the project. Some training sessions were co-delivered with VCS representatives. Project staff reported that this facilitated knowledge sharing and enabled council staff and voluntary sector staff to discuss barriers or issues they faced. For example, during the social services training, VCS stakeholders and social workers were able to discuss issues, and the particular barriers faced by clients with no recourse to public funds. Both project staff and voluntary sector stakeholders reported that this co-delivery meant that agencies were better able to understand the needs of the other, allowing them to feel more confident working effectively together in the future to support vulnerable migrants.

"The training now means we know where to go and who to phone up to get advice and build that professional link"- Beneficiary (training), interview

The creation of thematic sub-groups also encouraged the expansion of multi-agency networks and working, with each group chaired by one member of council staff and one representative of the voluntary sector. Project staff felt that they had provided a leadership and coordinating role that had not been present before the start of the project.

“Sub-groups have been really popular because the community knows we mean business, we are changing the perceptions of the local authority as a big brother, to more dialogue-based work” Project staff, interview

Project staff cited that organisations in the voluntary sector felt more valued by the council, with relationships improving. Voluntary sector representatives also felt that communication had improved with the council and that regular communications from the Our Liverpool team meant that they were more aware of work undertaken by the council and wider VCS organisations in Liverpool.

"I think the project is good because it is creating a joined-up network. Hopefully people will get to the right place" Stakeholder (VCS representative), focus group

"I have reached out to people because of this project and met them and have had meetings" Stakeholder (VCS representative), focus group

Third-sector staff appreciated being asked to co-deliver training sessions to council staff and reported that this had resulted in more joined-up working between council staff and charities supporting vulnerable migrants.

“It was great when [CDO] asked me to jump on board and help deliver some of the training” Local stakeholder (voluntary sector representative), interview

As outlined above, close working between CDOs and local VCS organisations enabled the council to reach and work with historically hard to reach communities, including the Roma community.

Staff and stakeholders hoped that in the longer term these strengthened networks would improve service provision for vulnerable migrants, through more effective joined-up working and continued knowledge sharing.

Therefore, there is **strong evidence** from project staff, training attendees, and voluntary sector representatives of **positive movement** towards these outcomes, despite them not being explicitly intended by the project.

Intermediate outcome 5: Increased insight into local migration patterns and community impact

The project intended to achieve this outcome through CDO scoping activities within wards and communities to understand needs, tensions and pressure on services. The work also intended to be informed through the wider Our Liverpool strategy and feedback from the training and work with voluntary sector representatives, which included the work of the thematic sub-groups and a survey of VCS organisations.

Project staff reported that leadership and coordination provided by the Our Liverpool strategy and team enabled the effective running of the thematic sub-groups and improved relationship building between key stakeholders. Further, they felt that the thematic sub-groups led to greater collaboration and knowledge sharing, which previously had been lacking. *Our Liverpool* team also created a space for gaps in service provision to be identified. For example, the sub-group focusing on the needs of asylum seekers identified and addressed several gaps including the creation of a visual up-to-date list of solicitors available to those seeking asylum. The list also gave advice on how to find and engage a

solicitor. Previously this had been handled by organisations on an individual basis and the majority of such lists were out of date. Other examples include a welcome pack for people new to Liverpool providing specific local information; the development of a tracker in partnership with VCS organisations providing asylum support advice in order to help log housing and asylum support issues.

In the longer-term it is intended that council staff would gain insight from the Migrant Voice group and wider outreach work with the migrant community, such as direct CDO work with individuals and community groups. Whilst the group has already highlighted issues, such as the treatment of migrant groups by bus drivers, project staff hoped that this would be expanded going forward. In the future, the Migrant Voice group members planned to meet with council staff in different departments to discuss issues affecting migrant communities, which project staff felt was another opportunity for the council to gain insight from local communities.

The project also intended to hold further activities with longer-standing residents to understand and listen to their concerns, for example, through community conversations, giving a 'safe space' for both longer-term residents and migrants to air their concerns and to discuss the issues they face in the community.

There is little strong evidence that this outcome has been achieved to date. However, the direction of travel for the project indicates potential for future progress towards increasing insight into local migration patterns and the impact on the community.

CMF fund-level migrant outcomes

Intermediate outcome 6: Increased understanding of and access to public services

The project intended for CDO work in the community to increase migrants' understanding of, and access to, public services. Project staff also hoped that ESOL course content developed and delivered by local ESOL providers (such as classes on recycling) would increase knowledge about how to access and use public services appropriately. In addition, the project intended for improved systems of signposting and referral (discussed above) to increase migrants' access to services. In the longer-term, the work of the refugee strategy sub-group (ongoing at the time of this evaluation) aimed to improve understanding for people seeking asylum about their legal rights and wider support entitlements. The project hoped this would lead to greater capacity among asylum seekers to make informed decisions and engage with services.

Both project staff and delivery partners felt confident that **ESOL learners that attended classes on recycling and waste disposal had increased knowledge around these issues**. Learners also relayed how they were not aware of this information before the class. VCS representatives confirmed that this was not usually included in the information provided to vulnerable migrants. Barriers to ESOL learners using the knowledge from recycling classes in practice included not having the correct type of bin, particularly where these were not provided by asylum accommodation providers. Community Development Officers attended a number of the ESOL classes to provide tangible support to learners, such as how to apply for a recycling bin. Some learners also indicated that they found these classes helpful in teaching them how to source and use recycling bins.

Project staff and delivery partners felt that the learners would be able to take back the knowledge they had gained from the classes to their communities. One ESOL tutor indicated that a large number of learners took leaflets from the classes to distribute in their friends and family, suggesting that the knowledge may spread in communities beyond learners physically attending classes. They also described how one group of students, following the class on recycling and waste disposal, had decided to clean up the area around the Children's Centre where the class had been held.

Stakeholders indicated that there was more that could be done to improve migrants' understanding of and access to public services. For example, one ESOL tutor believed that learners would benefit from course content on the British education system. At the time of the evaluation, CDOs were in the process of refining an ESOL module on hate crime, including teaching learners of their rights and how to report instances of hate crime to the police.

The refugee sub-group's action plan, running from 2018 to 2022, details several measures being taken to achieve this goal:

- The **production of a guidance document** on accessing a solicitor and a list of legal providers, to be shared with a group of stakeholder organisations and tested for its effectiveness by a sample group of people seeking asylum. At the time of the evaluation, the document had been produced but feedback on its effectiveness had not yet been received;

- A **mapping exercise on what information is provided at key stages of the asylum process** and by whom, including a survey of people seeking asylum on their experience of receiving information. The mapping exercise was ongoing at the time of the evaluation;

- The **development of a welcome pack for newly arrived asylum seekers** in Dispersed Accommodation, which was in the process of being drafted at the time of this evaluation.

As these activities were either on-going at the time of the evaluation, or envisaged to happen in the future, and assessment of outcomes was beyond the scope of the evaluation. However, these activities and the joined-up working of the thematic sub-group suggest that the project is likely to have a positive impact on the understanding of public services among migrant communities in the longer term.

Evidence outlined above indicates that there is some evidence to suggest that migrants who had taken part in ESOL classes had a better understanding of some public services. Ongoing and planned work, including producing additional ESOL session content tailored to gaps identified in migrants' knowledge, and the work of the refugee sub-group, suggests that the project could lead to greater understanding and better access to public services for migrants in the future.

CMF fund-level resident outcomes

There is little evidence that the project had, at the time of this evaluation, achieved the outcomes for longer-established residents, as intended. However, the project

acknowledged that these outcomes can take a long time to realise. This evaluation found positive evidence of direction of travel towards these outcomes, suggesting that they could be met in future.

Intermediate outcome 7: Improved quality of public space

The project hoped that giving migrant communities information on public services, including recycling and waste disposal, would lead to improvements in the quality of public spaces through reduction in littering and fly-tipping. They also hoped that project activities, such as CDO work with communities, aimed at engaging longer-term residents and increasing social mixing, would reduce incidences of anti-social behaviour.

As outlined above, the project was confident that the recycling module delivered to ESOL learners would have a positive impact on the quality of public spaces. The council's recycling team acknowledged that it was still too early at the time of this evaluation to establish robust evidence of increased recycling rates and cleaner public spaces, which was consistent with ward level recycling data provided to the evaluation. However, a member of the recycling team felt confident that the project was having a positive impact and that this would increase in the longer term. An external factor is also likely to have an impact on this outcome; at the same time as the *Our Liverpool* project, the council introduced a pilot of communal bins in various wards across the city. The Recycling Team reported that recycling had increased by 30% as a result of this intervention. The pilot was conducted in the same wards as the ESOL classes on recycling.

Only 8 out of 62 residents surveyed in the three wards in February 2020 explicitly stated in open responses that there had been improvements to the local area related to cleaner public space.[26] Other respondents reported that issues of fly tipping, litter, and dog mess remained prevalent.

Representatives from the voluntary sector were encouraged that the *Our Liverpool* project included activities centred around waste and fly tipping, an area where organisations focusing on specific needs did not have the capacity to raise awareness. There was an acknowledgement, however, that tangible change takes a long time to see.

There is **some anecdotal evidence** that the project has contributed to this outcome, but, at time of the evaluation, there was **little concrete evidence** that areas have become cleaner. There is, however, evidence to suggest that the project is contributing towards achievement of this outcome in the longer term.

Intermediate outcome 8: Increased opportunities for social mixing

CDOs aimed to increase opportunities for social mixing between recent migrants and wider resident communities by organising community events in the three target wards. Evidence comes from interviews with project staff as well as focus groups with migrant beneficiaries. As outlined in Chapter 2, engaging with wider residents was largely beyond the scope of the evaluation.

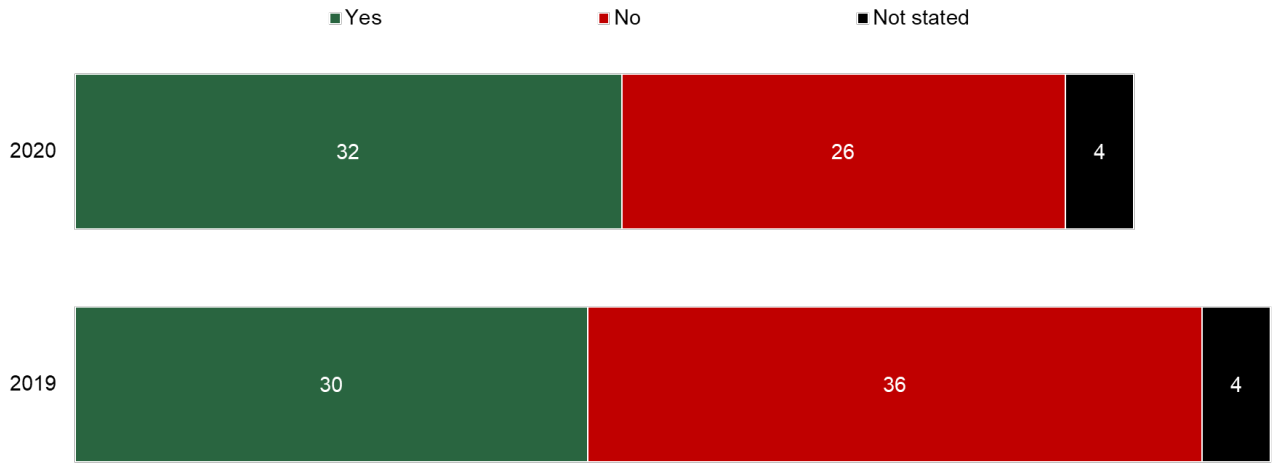
[26] In response to open question: "Do you think there have been improvements in your local area in the last year?"

Whilst some community events had taken place at the time of the evaluation, project staff acknowledged that it had been challenging to engage longer-established residents with hostile views towards new migrant communities (as outlined in Chapter 3). Staff reported that there was no 'magic bullet' to engaging residents to take part in activities. The outcome was therefore considered to be a longer-term priority.

Representatives from the Migrant Voice group and ESOL class attendees felt that there was a need for more opportunities for social mixing between migrants and longer-established residents in Liverpool and few opportunities for them to meet in a positive environment. While some participants of the Migrant Voice group and ESOL beneficiary focus group felt that residents in Liverpool were generally friendly and helpful, others reported negative experiences. For example, a number of participants felt that bus drivers often discriminated against people on the basis of their accent, reporting that they can be 'nasty and rude' to people who appeared to be migrants. Participants suggested that bus company staff would benefit from training on diversity and how to deal sensitively with vulnerable migrants.

Residents' survey respondents were split as to whether their communities offered opportunities for social mixing (see Fig 4.3). It is important to note that these findings should be seen as indicative only and interpreted with caution due to the small sample size. Open-ended and qualitative responses in the survey indicated that some residents felt that there were opportunities for social mixing in the community in communal spaces (e.g. parks and community centres), while others felt an example of social mixing was highlighted by the fact neighbours felt comfortable greeting each other in the street. On the other hand, some responses indicated a lack of opportunities for social mixing, with some respondents saying they experienced racism and others feeling that there was too much diversity in their wards.

Figure 4.3: Number of residents who felt there were opportunities in the local area to mix with people who are of a different background



Base: All responding 2020 (62); 2019 (70)

To date, activities undertaken by CDOs to encourage social mixing included community events during hate crime week, and ad-hoc events in the three target wards focused on celebrating the contribution of migrants to Liverpool and to the wards specifically. Limitations in engaging wider residents is discussed in more detail above in Chapter 3 of this report. While it is likely that these events provided an opportunity for residents to mix, no data was available to the evaluation to measure relevant outcomes.

Due to lessons learned during the project, the project team planned to organise "community conversations" in order to allow longer-standing residents and migrants a 'safe space' to air any issues they felt affected their communities, as well as to try and encourage community-led local solutions to these issues.

While to date there is little evidence that the project has contributed to increasing social mixing, the project hoped to contribute further to this outcome in the future (beyond the timeframe of the evaluation) through additional targeted community events. Project staff acknowledged that resident outcomes were likely to be realised in the longer-term and that project work had not explicitly focused on engaging wider residents to date.

Intermediate outcome 9: Increased confidence that their concerns are listened to and addressed

Through mapping exercises undertaken by CDOs and wider community engagement work, the project aimed gain a greater understanding of resident concerns. Community events were also intended as a space for wider residents to engage with migrant communities and council staff. The grants programme (which is out of scope of this evaluation) also intended to fund projects addressing resident concerns.

Project staff provided examples from the community development work where resident concerns had been identified, responded to and addressed. For example, CDOs identified concerns regarding a house in one ward that had been converted into a mosque, resulting in an increase in people parking on the street when visiting the mosque. This led to several complaints by residents to the local MP, who escalated the situation to the council, eventually reaching the CDO. In response, the CDO went to speak to local residents about their concerns and provided information about how to report issues directly to council staff in future. The CDO also worked with the mosque to design flyers for residents to put up to indicate that they did not want cars to park outside their homes. Staff at the mosque made members of the congregation aware that they should take note of the flyers. CDOs considered this work to have addressed the issue, however, there is no evidence available to the evaluation on resident views regarding their response to the CDO activities.

There is also some evidence suggesting that longer-term residents from migrant backgrounds felt listened to as a result of the project. Members of the Migrant Voice group included people who had lived in the UK for over 10 years, as well as newer arrivals to the UK and people with a migrant background who had moved to the city from other parts of the UK. Members widely reported that their participation in the group meant they felt listened to and that being part of the group gave them "hope" that their views and experiences were being heard by people with influence. As a result, some participants felt hopeful that they could influence local authority policy to address barriers faced by migrants when accessing public services and trying to live full and happy lives in the area.

"With the group… we are really having hope with everything" Beneficiary (migrant user group), focus group

There is **limited evidence** to suggest that the project had, at the time of the evaluation, contributed to increased confidence among wider residents that their concerns were being listened to and addressed. While some examples were provided where CDOs have identified and responded to concerns, the evaluation was unable to explore resident perceptions of this work. Therefore, current evidence is limited to Migrant Voice group members, who included longer-term residents. As mentioned above, this had not been a focus of project activities at the time of the evaluation, and project staff felt that the outcome would be achieved in the longer term as a result of planned project activities. There is some indication that future direction of travel may well contribute towards this outcome.

Unintended outcomes

Creation of a welcoming and inclusive brand for the council

Staff credited the creation of the "Our Liverpool" brand as welcoming and inclusive and a positive unintended outcome of the project. Project staff felt that the branding portrayed the fact that Liverpool City Council was welcoming and inclusive towards migrant communities. They planned to continue to use the branding for future projects, which they hoped would amplify the message of the positive contribution of migrants in Liverpool and continue to make the council appear welcoming and friendly to migrant communities.

"The brand is an inclusive and welcoming logo – if we can develop that into a narrative, that will have a big impact" Project staff, interview

Project staff also reported that the branding had helped with their community work as part of the project. CDOs indicated that the branding put people in the community at ease, and that migrants were beginning to recognise the brand, with positive responses.

Progress towards long-term outcomes

This section gives a short overview of how likely the projects activities will contribute towards longer-term outcomes. This is informed by the direction of change depicted in the logic model (figure 1.1) and is valid given the assumptions in the logic model are met.

There is some evidence to suggest that the project will contribute to longer-term outcomes in the future. It is likely that as the work of the thematic sub-groups will be continued and knowledge-sharing is maintained, the local authority will, in partnership with VCS organisations, **build an evidence base of "what works" locally** as they continue to collaborate on service provision for vulnerable migrants.

As above, there is strong evidence that the project has contributed to the intermediate outcome of increased expertise within the local authority to deal with local issues. As this knowledge is embedded across council departments, it is likely that service provision and signposting mechanisms for vulnerable migrants improves. There was also some evidence to suggest that project activities contributed towards increased understanding of, and

access to, public services, though ongoing and planned work beyond the scope of this evaluation is required to fully achieve this outcome. Therefore, there is some evidence to suggest that the project will lead to **increased wellbeing** for vulnerable migrant groups in the longer-term.

There is some anecdotal evidence that project activities have led to improved public space, however, as of yet there is little concrete evidence on this outcome. If the ESOL module was continued and utilised by more ESOL tutors across the city, and ESOL learners were able to pass their acquired knowledge on to their communities, it is possible that the project could contribute to the longer-term outcome of **improved cleanliness and quality of the local area.**

There was minimal evidence to suggest that the project had contributed towards the intended intermediate resident outcomes; therefore, it is unlikely that the project will contribute to the corresponding longer-term outcome of **increased levels of social mixing** unless project staff are able to engage wider residents in project activities in the second year of the project.

5 Key findings: Value for Money

Introduction

Due to the lack of quantifiable outcomes data or primary or secondary data to monetize outcomes, it was not possible to conduct a Cost Benefit Analysis (CBA) or a Cost Effectiveness Analysis (CEA) for the Community Development Strand of the Our Liverpool project.[27] As a result, a qualitative assessment of costs and benefits is included below.

Qualitative assessment of project costs and benefits

Perceptions of project costs and benefits were explored through interviews and focus groups with project staff, LA staff attending training sessions, and wider stakeholders from the council and from the voluntary sector.

Finances were checked by the project coordinator on a regular basis and project staff reported that they were confident that the project was cost-effective. As the seven strands of the *Our Liverpool* project sat across different departments within the council, all finance claims were submitted to the project coordinator for oversight. The project sought to ensure cost effectiveness through strict procurement processes, as well as value for money scorings on applications submitted under the *Our Liverpool* grants programme.

Project staff reported that project activities would not have been possible without the funding. They also felt that the *Our Liverpool* strategy would not have been successfully implemented without project activities to gain buy-in and engagement across sectors.

> *"If we didn't have the funding, we wouldn't have been able to get the strategy off the ground" Project staff*

This was reinforced by local authority staff who had attended training sessions, who were not aware of any other similar training and were confident that without the project such sessions would not have taken place. Project staff reported that bringing training in from an external organisation would have been too expensive and therefore the training was developed and delivered internally by CDOs.

Voluntary sector stakeholders also felt that without the funding, project activities and the benefits they had experienced as a result of the project, such as increased joint-working and the reduction in gaps within service provision, would not have been possible without the funding. Without the funding they reported that organisations would have continued to operate in silos, whilst trying their best but struggling to fully support vulnerable migrants.

[27] As outlined in Chapter 3, other strands of the project were not in scope of this evaluation.

6 Conclusions

This chapter outlines key learnings from this project around achieving delivery outputs and wider outcomes. The key barriers and enablers are also highlighted. There is also a discussion around some of the main attributes of the project, including for whom it benefited, the larger context in which it was created, and future directions in terms of replicability, scalability and sustainability.

What works?

The main components that facilitated the achievement of outputs and outcomes for the community development strand were **the experience and skills of the project team, the flexibility of the project design** (particularly within the CDO role), and **buy-in secured from a wide range of stakeholders** as a result of the overall project design and the concurrent launch of the "Our Liverpool" city-wide refugee strategy.

- Recruiting project staff with experience and skills to build relationships and work with council staff across departments, voluntary and third sector organisations and vulnerable migrants increased attendance at training and encouraged networks to be established between council and third sector. There is evidence of increased knowledge-sharing and joined up working as a result of these relationships, which should improve services available to vulnerable migrants going forward.

- The flexibility of the CDO role and project activities allowed project staff to tailor interventions and respond to needs in the community identified through initial scoping. For example, resident concerns about tailored ESOL class content on recycling and waste disposal to address resident concerns.

- The project design (including multiple strands on different themes) fostered buy-in from a wide range of stakeholders within the council, which raised awareness of the project as well as senior support. As a result, staff from some departments were more likely to be told about and granted permission to attend the training. The active engagement of third sector stakeholders by project staff increased the relevance and scope of these training sessions.

The community development team faced a number of challenges during project delivery, impacting the achievement of outcomes:

- Project staff found it **difficult to engage effectively with longer-standing resident communities**, and encountered ingrained negative rhetoric surrounding migrant communities in the city, bolstered by tensions arising from the referendum to leave the EU and the proliferation of misinformation on social media.

- Difficulties around the effective recruitment of the Migrant Voice group led project staff to consider alternative ways to amplify and support the voice of migrant representatives (which were still underway at the end of the evaluation period).

- Further need for activities was identified in other wards and across the city that were not in scope of the project or could not be covered fully by the project team during the project. For example, a need was identified for more community development activities in wards in North Liverpool, where there are lower levels of migration but a lack of existing support services available.

For whom?

The key beneficiaries at the time of the evaluation were **local authority staff, third sector stakeholders** and **members of migrant communities** (particularly refugees, asylum seekers and other vulnerable migrants).

- Local authority staff that attended training as part of the project reported that they had more confidence and skills to provide or signpost to support for vulnerable migrant communities;

- Third sector stakeholders felt more valued by the council and the project fostered networks between statutory and the third sector. This improved knowledge-sharing and facilitated joined-up working to solve problems and support vulnerable migrants;

- Migrant communities benefited through project activities, such as ESOL classes to improve awareness and knowledge about local systems. In the longer-term, migrant communities should benefit indirectly as a result of improved expertise and knowledge within the council as well as improved working between third sector and statutory services, resulting in better access to services.

There is, as yet, no evidence that the project has had contributed towards outcomes for longer-standing resident communities. However, project staff considered work with these communities and outcomes associated with them to be longer-term. The direction of travel and the activities undertaken to date with these groups suggest that residents could be impacted positively in the future. They also felt that work undertaken by organisations and charities funded by the *Our Liverpool* grants programme (out of scope of this evaluation) would lead to the achievement of these outcomes.

In what circumstances?

The successes of the project were, in large part, down, to strong network and relationship building, as well as through recruiting project staff with the right experience and skills. The previous experience of the project staff working in the voluntary sector helped build effective relationships with third sector stakeholders and allowed increased engagement of these actors in project activities. This engagement should lead to more knowledge-sharing and joined up working between the council and voluntary organisations going forward as networks between the sectors grow and are strengthened, for example, through thematic sub-groups.

The focus on building a wider strategy including both statutory and third sector stakeholders also encouraged senior buy-in for project activities, fostered collaboration between actors, and helped create sustainable activities that will continue beyond the lifespan of the project.

This strand of the project was focused on the ward level, with the majority of activity taking place in three target wards. This approach, coupled with the flexible nature of the CDO role, allowed project staff to understand local issues and work with other stakeholders to create local-level solutions. Whilst need was identified outside of these wards, project staff and stakeholders were reportedly confident that the focused work of CDOs had been the right approach.

Could the project be replicated elsewhere?

The Community Development Officer role is flexible by nature (identified as success factor of the project) and therefore similar roles could work well in other areas, with scoping exercises undertaken early on to identify and develop suitable activities specific to the needs of the area. However, as above, this would require identifying staff with knowledge of the local area and third sector partnerships, and the skills and experience to work with target communities.

The content developed for ESOL classes lends itself well to being replicated in other areas experiencing similar issues, and there is some evidence of course content being made available to ESOL providers in other areas. It would be important, however, to ensure that the specifics of the classes were tailored to the local area in which the project was being implemented (for example, local recycling processes), which may require input from council staff. Other aspects, however, are less replicable. For example, classes for migrants on ‘scouse’ dialect and culture would not lend themselves to other areas outside Liverpool. On the other hand, other areas may have similar specific cultural practices and knowledge that could be taught using a similar design.

Could the project be scaled up?

The community development strand of the *Our Liverpool* project could be scaled up. More Community Development Officers could be engaged to cover more wards across Liverpool where needs have already been identified. Both project staff and wider stakeholders acknowledged a need for community development work across the city. However, there was also recognition that the specific needs in the selected wards meant that these were the correct areas to target given the scope of the project.

Training activities could be scaled up to include more teams and individuals within the council. Stakeholders and project staff also considered there to be scope to extend the training to sectors outside the local authority (such as healthcare workers). Migrant group representatives also suggested that public facing services, such as bus drivers, would benefit from training. It should be noted, that the effective scaling of training would require further relationship building by project staff with managers or key stakeholders within the new target services.

As above, project staff intended to make the content for ESOL classes available to more ESOL providers, thereby reaching more learners across the city, as well as making the learning materials available online. Further modules on relevant issues that would be beneficial to learners were also suggested, such as content on the UK education system (as parents from migrant communities were often unaware of how the system operates) and on how to recognise and report hate crime.

Is there evidence of sustainability beyond the lifetime of the project?

The extent to which the activities and outcomes of the Our Liverpool project are sustainable is difficult to ascertain, as many project activities were ongoing at the end of the evaluation period. However, there is some evidence that outcomes could be sustained in the longer term, particularly in relation to the *Our Liverpool* city-wide strategy. Project staff and stakeholders were confident that the networks and relationships built between council teams, as well as between the council and the voluntary sector, would continue beyond the lifespan of the project. The action plans were intended to be delivered beyond the project, with the thematic sub-groups acting as a forum for continued engagement between the third-sector and local authority staff. The refugee strategy action plan, for example, was projected to run until 2022.

Whilst the training given by CDOs to council staff was not planned to continue without further funding, project staff suggested that the online training and materials would remain available to further upskill staff. Furthermore, there is evidence that those trained under the project have used the knowledge gained through the sessions to change their working practices. For example, some training participants felt that their personal views had been changed, altering the way they perceived vulnerable migrants they came in contact with at work, others felt it had boosted staff morale when giving advice as they were more confident that they had the knowledge and skills to help members of these groups. In addition, some staff who had received training mentioned telling wider family and friends about what they had learnt, particularly around the definition of a refugee.
Project staff reported that for some teams, where it was challenging to conduct training with whole team (for example where a minimum number of staff were required to be at their desks), 'champions' were being trained with the responsibility of passing the information on to their teams.

The ESOL content developed through the project is particularly sustainable as the materials produced can be disseminated to more ESOL tutors in order to continue the classes. In fact, at the time of the evaluation, resources had been widely shared with ESOL tutors across Liverpool and were publicly available online.[28] Members of the recycling team intended to continue supporting and attending ESOL classes beyond the project. Project staff also hoped that learners would further disseminate the knowledge they gained within their communities. However, due to the transience of many migrant communities (with newly recognised refugees often relocating to other cities and new migrants arriving regularly) staff acknowledged an ongoing need to disseminate information about public services.

The *Our Liverpool* branding was also intended to be used beyond the project for other initiatives working with vulnerable migrant communities. This is also likely to be a particularly sustainable aspect of the project; in the longer-term, if the council has an image of being friendly and approachable, vulnerable migrants may be more likely to access services they are entitled to.

[28] https://liverpool.gov.uk/esolresources [Accessed 18.05.20]

There are, however, some barriers to sustainability. While the CDO role was considered valuable and the need for further community development work remained, there were no current plans to continue the CDO role unless additional funding was identified.

7. Appendix 1: Methodology and technical note

Evaluation scope

Following discussions with project staff, it was decided that the evaluation should focus on the **Community Development strand** of the Our Liverpool project. This was due to project timescales, scope of the evaluation and the priorities of the project team:

- The internal data analyst was still finalising outputs and workplans for strands due to start in 2019 (education, housing move-on service). It was considered unlikely that these strands would realise outcomes within the evaluation timescale;

- The education strand was delayed due to difficulties putting an agreement in place with the Home Office to share information about asylum seeker children and it was unclear when this would be finalised;

- Where services had been commissioned to third sector organisations (employment, wellbeing, support for migrant rough sleepers), it was unclear if the organisations would have capacity to be closely involved in the evaluation. On the other hand, the community development strand was centrally coordinated;

- The community development strand began in October 2018 which meant there was a greater likelihood of seeing outcomes within the evaluation timeframe from this strand compared to other aspects of the project;

- It was also considered the area that the project team was most interested in generating learning about local-level change in three wards where CDO activities are focused. DLUHC also expressed interest in local-level change and resident perceptions, which it was considered possible to capture through this strand of the evaluation;

- Given the limited resources of the evaluation, it was considered more appropriate to cover one strand in depth, than stretch resources across all strands without giving due consideration to any one element.

Furthermore, the Grants programme aspect of the Community Development Strand was considered out of scope as it did not open to applications until after May 2019, therefore outcomes were not expected to be seen within the timeframes of the evaluation.

Evaluation Methodology

The evaluation employed a mixed method approach of both qualitative (depth interviews and focus groups) and quantitative (face to face and online beneficiary questionnaires) methods.

Qualitative data collection

Qualitative data was collected between August 2019 and January 2020 and activities consisted of focus groups and interviews with project staff, beneficiaries, and stakeholders (see table 7.1 below).

Table 7.1: Qualitative research undertaken

Participant group	Research method
Project staff	6 telephone/ face-to-face interviews
Beneficiaries: Migrant Voice group representatives	1 focus group
Beneficiaries: ESOL course participants	1 focus group
Beneficiaries: Local authority staff training participants	1 focus group 1 telephone interview
Stakeholders: VCS representatives	1 focus group 1 telephone interview
Stakeholders: ESOL tutor	1 telephone interview
Stakeholder: Wider local authority staff	1 telephone interview

Due to challenges setting up a Data Sharing Agreement between Liverpool City Council and DLUHC (in which Ipsos MORI would act as a Data Processor on behalf of DLUHC), it was agreed to proceed with fieldwork such that no personal information would be shared with Ipsos MORI via the Council or partner organisations. This is detailed below in the methods.

Quantitative data collection

Three questionnaires were designed with input from the Ipsos MORI relationship manager and Our Liverpool project staff:

1. **Local authority staff training questionnaires:**

a) A paper “pre- and post” combined questionnaire for local authority staff attending training. The questionnaire was administered by project staff at the training session. 309 responses were collated and shared with Ipsos MORI towards the end of the evaluation (January 2020).

b) An online “pre” version was also made available for staff who had not attended training (27 respondents). Given the low sample size for this group, the data is used illustratively. The questionnaires were administered by project staff.

2. **Resident survey:** a resident's survey was conducted by project staff in the three wards targeted by the project. Responses were collated and shared with Ipsos MORI towards the end of the evaluation (January 2020)

a) A "baseline" survey was conducted in February 2019 with 70 responses.

b) A follow-up survey was conducted in February 2020 with 62 responses.

3. **VCS survey:** a survey was developed by the Our Liverpool project team for VCS organisations to understand their views on the main issues and concerns facing vulnerable migrants in Liverpool and the local authority's handling of these.

a) A "baseline" survey was conducted in January 2019, with 15 responses

b) A follow-up survey was conducted in early 2020.

Monitoring data on project outputs and relevant secondary data was also collected by the project and shared with Ipsos MORI. This included "activity trackers" for each of the seven project strands.

Value for money assessment

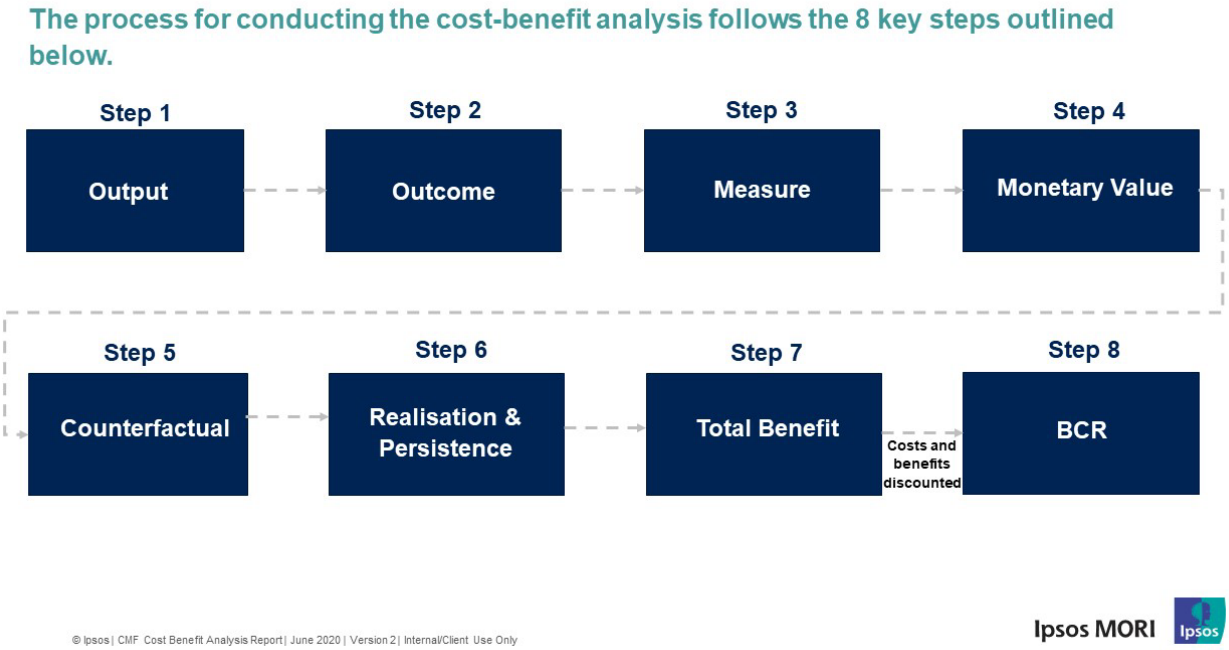
In order to assess the feasibility of a cost-benefit analysis (CBA) or cost-effectiveness analysis (CEA) each of the 14 projects were assessed using the 8-step process below. Based on this assessment, each project was triaged to one of three methodological groupings:

1. **Cost benefit analysis (CBA):** Where data on quantitative and monetizable outcomes was available, a cost-benefit analysis was conducted;

2. **Cost effectiveness analysis (CEA):** Where quantitative measures for outcome(s) existed, but no data (primary or secondary) was available to monetize the outcomes, cost effectiveness analysis was conducted; or

3. **No feasibility for quantitative analysis:** Where there was no quantitative measure of outcomes available to the evaluation, neither cost benefit analysis nor cost effectiveness analysis could be conducted. In this case, a qualitative assessment of project costs and benefits was undertaken based on analysis of staff, stakeholder and beneficiary perceptions from qualitative consultations. Secondary data on potential monetizable benefits was also reviewed.

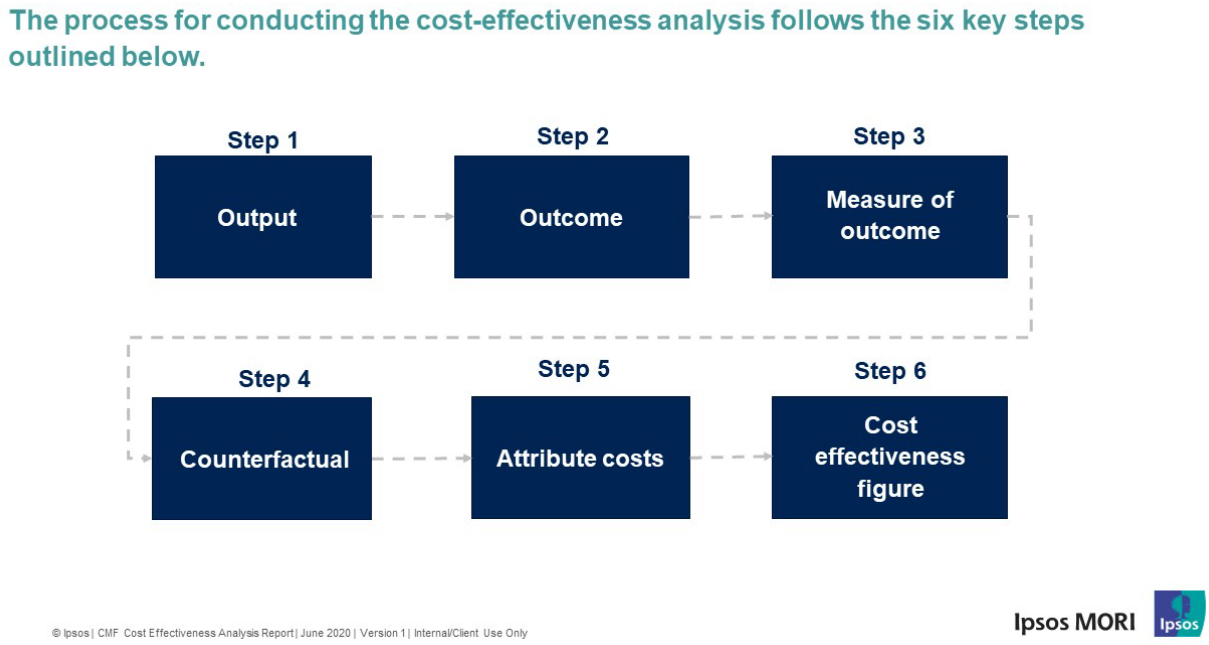
Eight step model for reviewing project outputs and outcomes



Cost-benefit analysis followed an eight-step process:

1. **Identify the projects outputs** (e.g. number of individuals provided with housing support)
2. **Identify the achieved projects outcomes** and the outcomes which are monetizable
3. **Identify monetary values for each outcome** from existing data sources
4. **Assign a counterfactual case for the outcomes** to estimate the number of outcomes achieved in the absence of the project; derived through primary information collection or secondary data analysis
5. **Monetize the outcomes** by multiplying the monetary value of each outcome by the number of additional outcomes achieved
6. **Estimate the persistence of the outcome** (i.e. is this a one-off benefit or ongoing, and how long does the benefit persist for into the future?)
7. **Calculate the total monetary benefits (cost savings)** by summing the total benefit for each outcome (including fiscal savings, public sector efficiency savings and public value benefits), accounting for any duplication of benefits across different categories.
8. **Compared the total estimated monetary benefits to the total costs** of the project, to estimate the estimated Benefit to Cost Ratio (BCR).

Cost effectiveness analysis followed a six-step process, outlined below:



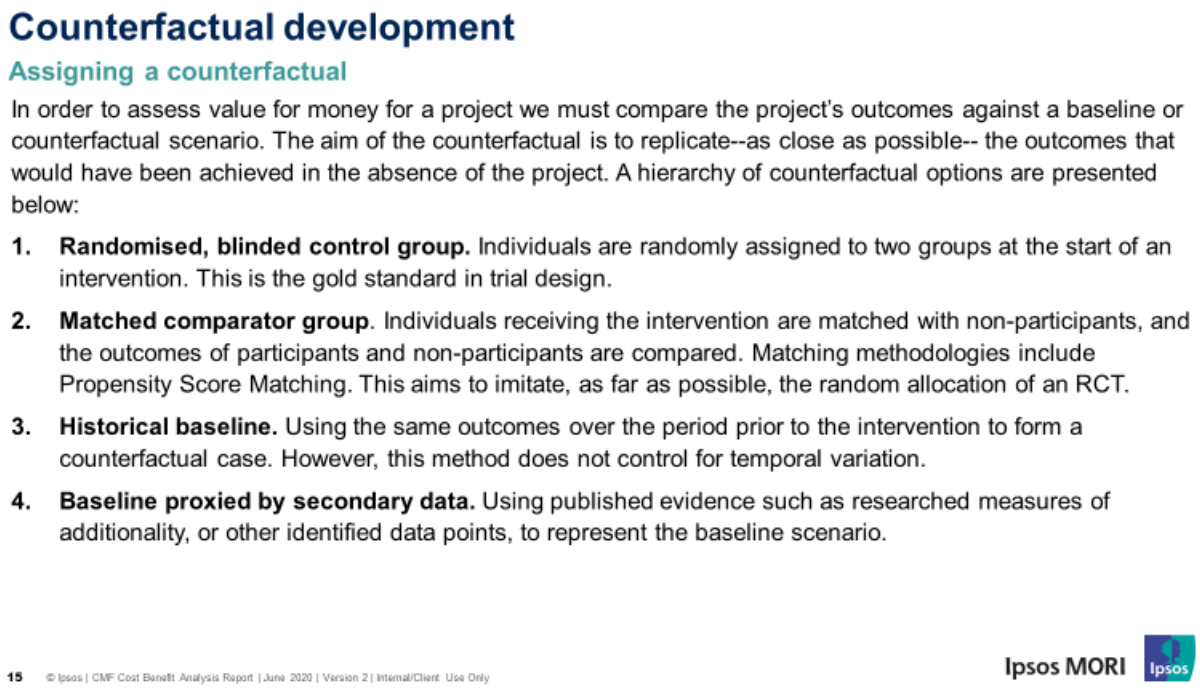
1. Identify the projects outputs
2. Identify the achieved projects outcomes
3. Identify quantifiable values for each outcome
4. **Assign a counterfactual case for the outcomes** to estimate the number of outcomes achieved in the absence of the project. This is derived through primary information collection or secondary data analysis.
5. **Attribute costs** using a breakdown of the project costs. Costs that are related to the outcomes identified in Step 3 can be isolated and attributed to the relevant outcomes.
6. **Calculate the cost-effectiveness figure** of the project outcome, by dividing the outcome by the cost attributed to it to derive the cost per unit of that outcome.

Two models were developed using Excel. The CBA model calculated costs relative to the monetizable benefits. The CEA model calculated costs relative to the quantifiable outcomes achieved from each of the CMF interventions (without attempting to monetize these outcomes).

As there was no robust control (counterfactual) group against which to assess impact, artificial baselines were constructed. Where possible, input from project leads was used to inform the assessment of the counterfactual and in the cases that this was not available, conservative estimates were made. A hierarchy of counterfactual options are outlined below. Given the nature of the data used in the construction of the cost benefit and cost

effectiveness models, the accuracy of results produced by the models should be interpreted with a high degree of caution.

Counterfactual development: hierarchy of counterfactual options



Counterfactual development

Assigning a counterfactual

In order to assess value for money for a project we must compare the project's outcomes against a baseline or counterfactual scenario. The aim of the counterfactual is to replicate--as close as possible-- the outcomes that would have been achieved in the absence of the project. A hierarchy of counterfactual options are presented below:

1. **Randomised, blinded control group.** Individuals are randomly assigned to two groups at the start of an intervention. This is the gold standard in trial design.
2. **Matched comparator group**. Individuals receiving the intervention are matched with non-participants, and the outcomes of participants and non-participants are compared. Matching methodologies include Propensity Score Matching. This aims to imitate, as far as possible, the random allocation of an RCT.
3. **Historical baseline.** Using the same outcomes over the period prior to the intervention to form a counterfactual case. However, this method does not control for temporal variation.
4. **Baseline proxied by secondary data.** Using published evidence such as researched measures of additionality, or other identified data points, to represent the baseline scenario.

Analysis / synthesis of findings

Secondary data and monitoring data shared by the project was analysed to extract key findings related to achievement of outputs and outcomes.

Interview notes were systematically inputted into an analysis grid for each research encounter, allowing for more in-depth analysis of findings. There was one grid for each type of audience consulted. The grids follow the structure of the topic guide enabling the identification of relevant quotes for each element of the outcomes and process evaluation. A thematic analysis approach was implemented in order to identify, analyse and interpret patterns of meaning (or "themes") within the qualitative data, which allowed the evaluation to explore similarities and differences in perceptions, views, experiences and behaviours. Once all data had been inputted, evidence for each outcome and key delivery themes was brought together in a second analysis matrix to triangulate the evidence and assess its robustness.

Qualitative approaches explore the nuances and diversity of perceptions, views, experiences and behaviours, the factors which shape or underlie them, and the ideas and situations that can lead to change. In doing so, it provides insight into a range of perceptions, views, experiences and behaviours that, although not statistically representative, it nonetheless offers important insight into overarching themes.

Outputs achievements

Ipsos MORI undertook an assessment of the project's success in achieving its intended outputs based on consideration of the evaluation evidence generated. There are five measures that this assessment can take and that have been consistently applied throughout the individual project evaluations. These measures are based on the definitions below.

Table 7.2: Definitions of achievement measures

Achievement measure	Definition
Not achieved	The evidence indicates that the output has not been achieved
Partially achieved	There is some evidence to infer some of the output may have been achieved.
Achieved	There is evidence to conclude that the output has been achieved.
Exceeded	This refers to output where monitoring information shows projects exceed their target outputs.
Inconclusive	There is not sufficient evidence to provide a robust assessment of progress towards project outputs.

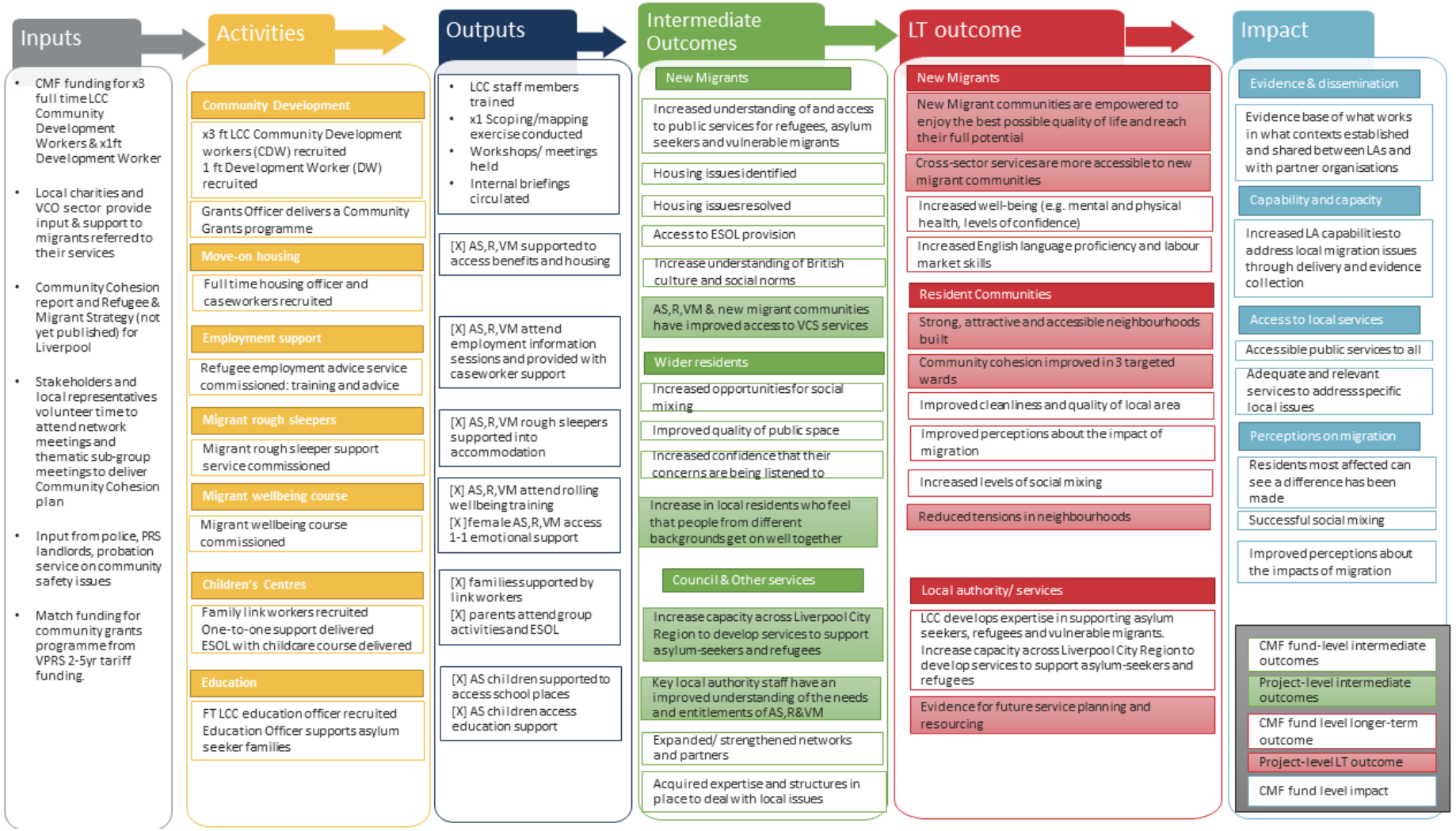
Project-level evaluation framework

Output / Outcome / Impact (from logic model)	Who will measure it?	When will it be measured?	Target	Data source							
				MI	Interviews with project staff	FG/ interviews with VCS reps	Survey with training attendees	FG with training attendees	Surveys / FG with residents	FG with migrant representatives (ESOL and migrant subgroup)	Project participant (AS,R,VM) questionnaire toolkit
Outputs											
Introductory meetings held between CDOs and statutory partners, community groups and new community representatives	*Project*	*After each session*	*TBC*	*Attendance records*							
X thematic sub-group meetings held	*Project*	*After each meeting*	*TBC*	*Attendance records*							
Survey conducted with 15 VCS organisations	*Project*	*Once complete*	*1 survey (target respondents tbc)*	*Number of respondents*							
CDOs hold X workshops for new communities	*Project*	*After each workshop*	*TBC*	*Attendance records*							
X migrant user group meetings held	*Project*	*After each meeting*	*TBC*	*Attendance records*							
Online learning hub set up	*Project*	*Once set up*	*1 hub*	*Internal monitoring*							
X training sessions delivered through online hub	*Project*	*End of evaluation*	*TBC*	*Attendance records*							
Outcomes											
Asylum seekers, refugees, vulnerable migrants (AS,R,VM) and new migrant communities have improved understanding of the support they are entitled to											
AS,R,VM & new migrant communities											

Output / Outcome / Impact (from logic model)	Who will measure it?	When will it be measured?	Target	Data source							
				MI	Interviews with project staff	FG/ interviews with VCS reps	Survey with training attendees	FG with training attendees	Surveys / FG with residents	FG with migrant representatives (ESOL and migrant subgroup)	Project participant (AS,R,VM) questionnaire toolkit
have improved access to VCS services											
Improved understanding of difference among residents											
Reduced fear of newly arrived migrants											
Increase in local residents who feel that people from different backgrounds get on well together											
Increase capacity across Liverpool City Region to develop services to support asylum-seekers and refugees											
Key local authority staff have an improved understanding of the needs and entitlements of AS,R&VM											
LCC develops expertise in supporting asylum seekers, refugees and vulnerable migrants. Increase capacity across Liverpool City Region to develop services to support asylum-seekers and refugees											

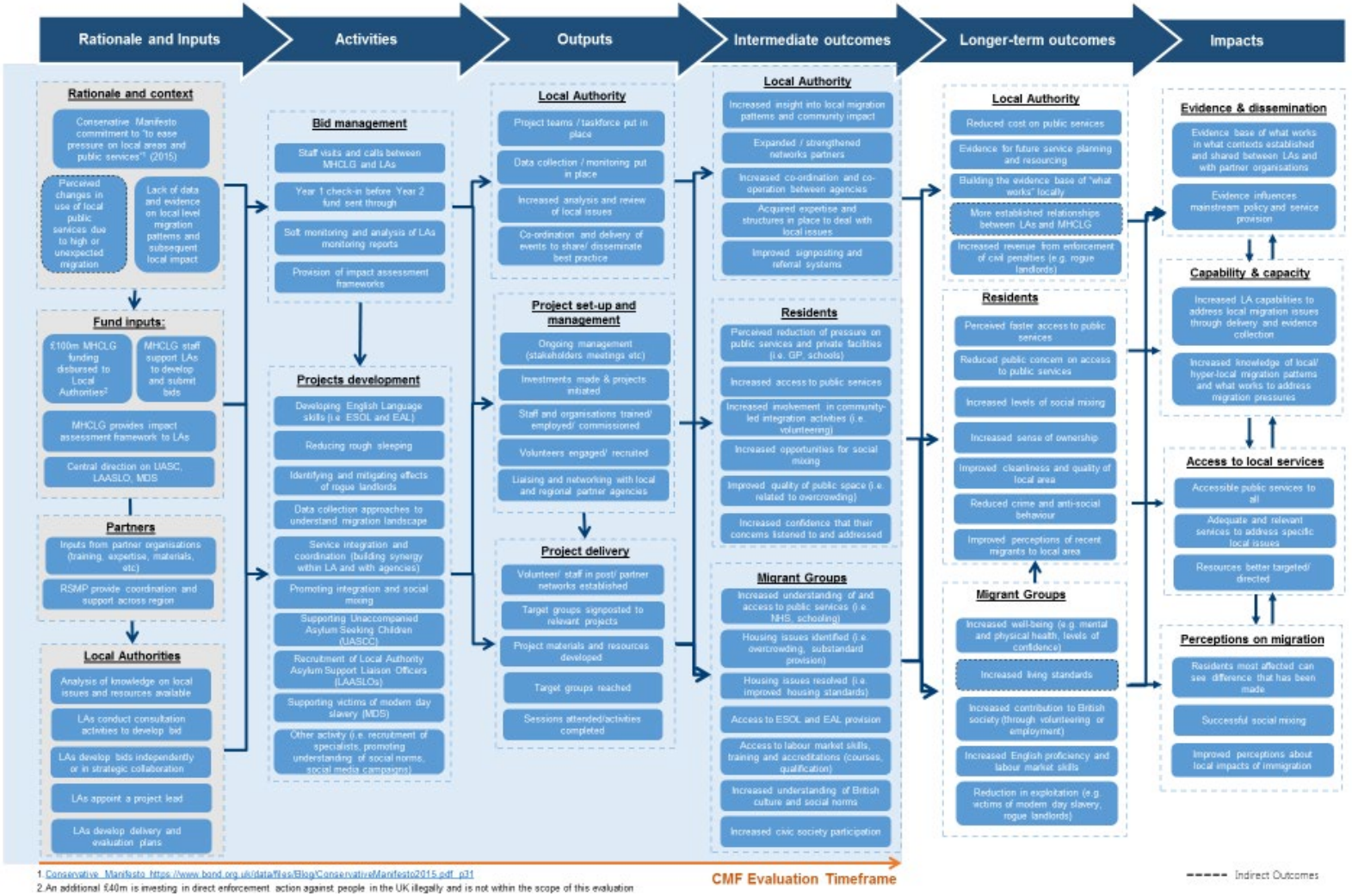
Project-level theory of change

Figure 7.1: Our Liverpool overall Theory of Change



Appendix 2: CMF Overall Theory of Change

Figure 7.2: CMF fund-level theory of change



1 Conservative Manifesto https://www.bond.org.uk/data/files/Blog/ConservativeManifesto2015.pdf p31

2 An additional £40m is investing in direct enforcement action against people in the UK illegally and is not within the scope of this evaluation

Overall CMF logic model

Rationale is linked to activities and these are linked to outputs, outcomes and impacts.

Rationale

Context:

- There was a Conservative Manifesto Commitment to ease pressures on local areas and public services; There was a public perception that there were changes in the use of local public services due to high or unexpected migration; Local of data and evidence on local level migration patterns and subsequent local impacts.

Fund inputs:

- £100 million from MHCLG disbursed to Local Authorities; MHCLG staff support LAs to develop and submit bids; MHCLG provides impact assessment framework to LAs; Central direction on UASC, LAASLOs

Partners:

- Inputs from partner organisations (training, expertise and materials etc); RSMP provides coordination and support across the region.

Local Authorities:

- Analysis of knowledge on local issues and resources available; LAs conduct consultation activities to develop bid; LAs develop bid independently, or on strategic collaboration; LAs appoint a project lead; LAS develop delivery and evaluation plans.

Activities:

Bid management:

- Staff visits and calls between MHCLG and LAs; Year 1 check-ins before year 2 fund sent through; Monitoring and analysis of LAs monitoring reports; Provision of impact assessment frameworks

Project development:

- Developing English language skills (ESOL and EAL); Reducing rough sleeping; Identifying and mitigating the effects of rogue landlords; Data collection approaches to understand migration; Service integration and coordinating (building synergy within LA and with agencies); Promoting integration and social mixing; Supporting Unaccompanied Asylum Seeking Children; Recruiting local authority asylum support liaison officers; Supporting victims of modern day slavery; Other activities (recruitment of specialists, promoting social norms and social media campaigns)

Outputs

Local Authority:

- Project teams/ taskforces; data collection/ monitoring information; increased analysis and review of local issues; coordination and delivery of events to share and disseminate best practice

Project set up and management:

- Ongoing management; investments made and projects started; staff trained; volunteers engaged and recruitment; liaising and networking with local and regional agencies

Project delivery:

- Volunteers in post and networks of partners established; target groups sign posed to relevant projects; project materials and resources developed; target groups reached; sessions attended and activities completed.

Intermediate outcomes

Local authority:

- Increased insights into local migration patterns and community impacts; Expanded and strengthened network partners; increased coordination and cooperation between agencies; acquired expertise and structures in place to deal with local issues; improved sign posting and referral systems

Residents:

- Perceptions of reduced pressured on local public services; increased access to public services; increased involvement in community led integration activities; increased opportunities for social mixing; improved quality of public space; increased confidence that concerns are being listened to

Migrant groups:

- Increased understanding of and access to public services; housing ussyes identified; housing issues resolved; access to ESOLand EAL provision; access to labour market, skills and training, and accreditation; increased understanding of British culture and social norms, increased civic participation.

Long term outcomes:

Local Authority:

- Reduced cost of public services; evidence for future service planning and resourcing; building the evidence base of work works locally; increased revenue from enforcement of civil penalties

Residents:

- Perceived faster access to services; reduced public concern on access to public services; increased level of social mixing; increased sense of ownership; improved cleanliness and quality of local areas; reduced crime and anti-social behaviour; improved perceptions of recent migrants to local area.

Migrants groups:

- Increased well-being (mental health) levels of confidence; increased living standards; increased contributions to British Society; Increased English proficiency; Reduction in exploitation

Impacts:

Evidence and dissemination:

- Evidence base of what works in what contexts and shared between LAs and partners; evidence influence mainstream policies an service provision

Capability and capacity:

- Increased LA capabilities to address local migration issues through delivery of evidence collection; Increased knowledge of local hyper local migration patterns and what works to address migration pressures.

Access to local services:

Accessible public services to all; adequate and relevant services to address specific local issues; resources better targeted and directed

Peceptions on migration:

- Residents most affected can see difference that has been made; successful social mixing; improved perceptions of local impact of immigration.

Appendix 3: Research tools

CMF qualitative tools

Table 7.3: Qualitative tools for different participants groups

Participant *(e.g. training beneficiary/ ESOL beneficiary/ project staff)*	**Research method** *(e.g. focus group/ interview)*	**Outcomes measured** *List all relevant outcomes measured*
Project staff	Interviews	• All intended outcomes
Training attendees	Focus group & interview	• Acquired expertise and structures • Improved signposting and referral mechanisms • Increased insight
VCS representatives	Focus group & interview	• Improved signposting and referral • Increased insight • Acquired expertise and structures • Understanding of and access to public services (in relation to migrant clients)
Migrant beneficiaries (migrant voice group)	Focus group	• Understanding of and access to public services • Social mixing • Confidence their concerns were being listened to and addressed
Migrant beneficiaries (ESOL students)	Focus group	• Understanding of and access to public services • Quality of public space • Improved signposting and referral • Social mixing
Wider stakeholders (council/ESOL tutors)	Interviews	• Quality of public space • Acquired expertise and structures • Improved signposting and referral • Understanding of and access to public services

Quantitative tools

Our Liverpool Training Evaluation Form

1. Date	
2. Location	
3. Trainers	

Before the Session

To what extent do you agree with the following statements:

	Strongly agree 1	Agree 2	Not sure 3	Disagree 4	Strongly disagree 5
4. I feel confident that I can recognise the needs of people seeking asylum, refugees and other vulnerable migrants.	☐	☐	☐	☐	☐
5. I have the skills and knowledge to address the needs of people seeking asylum, refugees and other vulnerable migrants.	☐	☐	☐	☐	☐
6. I am aware of which public services people seeking asylum, refugees and other vulnerable migrants are entitled to access.	☐	☐	☐	☐	☐
7. Staff in my department are aware of the needs of people seeking asylum, refugees and vulnerable migrants.	☐	☐	☐	☐	☐
8. Staff in my department have the knowledge and skills to address the needs of people seeking asylum, refuges and other vulnerable migrants.	☐	☐	☐	☐	☐

After the Session

To what extent do you agree with the following statements:

	Strongly agree 1	Agree 2	Not sure 3	Disagree 4	Strongly disagree 5
9. I feel confident that I can recognise the needs of people seeking asylum, refugees and other vulnerable migrants.	☐	☐	☐	☐	☐
10. I have the skills and knowledge to address the needs of people seeking asylum, refugees and other vulnerable migrants.	☐	☐	☐	☐	☐
11. I am aware of which public services people seeking asylum, refugees and other vulnerable migrants are entitled to access.	☐	☐	☐	☐	☐
12. Staff in my department are aware of the needs of people seeking asylum, refugees and vulnerable migrants.	☐	☐	☐	☐	☐
13. Staff in my department have the knowledge and skills to address the needs of people seeking asylum, refuges and other vulnerable migrants.	☐	☐	☐	☐	☐

Instructions: Please tick your level of agreement with the statements below	Strongly agree 1	Agree 2	Disagree 3	Strongly Disagree 4	Not relevant to this event 5
14. The content of the session was organised and easy to follow	☐	☐	☐	☐	☐
15. The trainers were well prepared and able to answer any questions	☐	☐	☐	☐	☐
16. The session length was appropriate	☐	☐	☐	☐	☐
17. The pace of the session was appropriate to the content and attendees	☐	☐	☐	☐	☐
18. The venue was appropriate for the session	☐	☐	☐	☐	☐

19. What was most useful?

20. What should be changed?

21. What else would you like to see included in the training?

22. Are there any other topics that you would like to be offered training courses in?

23. Would you recommend this course to colleagues? Yes (1) ☐ No (2) ☐

24. Why?

25. Any other comments

Resident Questionnaire [Feb 2019]

Liverpool City Council

1. What 3 things about your local area are most important to you?
By local I mean within a 16-20-minute walk of your home.

1 Parks/Open Spaces 2 Good Schools 3 Good Shopping Facilities

4 Feels Safe 5 Clean Streets 6 Youth Facilities 7 Good Community Feeling

8 Other

2. How strongly do you feel you belong to your local area?*
*[*Fallback = do you feel you belong to your local area?]*

1 Very strongly 2 Fairly strongly 3 Not very strongly at all 4 Not at all strongly 5 Don't know

Comments

3. How safe or unsafe do you feel when outside in your local area...
3-1...after dark?
3-2...during the day?

	Q4-1 After dark	Q4-2 During the day	Comments
Very safe	1	1	
Fairly safe	2	2	
Neither safe nor unsafe	3	3	
Fairly unsafe	4	4	
Very unsafe	5	5	
Don't know	6	6	

4. To what extent do you agree or disagree that your local area is a place where people from different backgrounds get on well together?
By getting on well together, we mean treating each other with respect.

1 Definitely agree 2 Tend to agree 3 Neither agree nor disagree 4 Tend to disagree 5 Definitely disagree
6 Don't know 7 Too few people in local area 8 All the same ethnic background

5. Are there opportunities in your local area to mix with people who are of a different background to you?
YES ☐1 or NO ☐2

If yes, what are they?

Comments

6. Would you like us to contact you about future meetings/events/activities that happen in your neighbourhood?
YES ☐1 or NO ☐2

If yes, please fill in below:

Name	
Address	
Contact Details	
Comments	

Finally, the last couple of questions are about how long you've been living here:

7. How long have you lived in the local area?
Reminder: By this I mean within a 15-20-minute walk of your home.

☐1 6 months or less
☐2 More than 6 months but less than 1 year
☐3 1 year or more but less than 3 years
☐4 3 years or more but less than 5 years
☐5 5 years or more but less than 10 years
☐6 More than 10 years
☐7 Don't know

8. How long have you lived in the UK?
☐1 6 months or less
☐2 More than 6 months but less than 1 year
☐3 1 year or more but less than 3 years
☐4 3 years or more but less than 5 years
☐5 5 years or more but less than 10 years
☐6 More than 10 years but I was not born in the UK
☐7 I was born in the UK
☐8 Don't know

++

A bit more about you

9. What age were you on your last birthday?
☐1 **16-24**
☐2 **25-34**
☐3 **35-44**
☐4 **45-54**
☐5 **55-64**
☐6 **65-74**
☐7 **75-84**
☐8 **Other** _____

10. What is your sex?
- 1 **Male**
- 2 **Female**
- 3 **Other**
- 4 **Prefer not to say**

11. Main / first language?
[use showcard & note?]
_____

ML Draft2 (1/2/19)

Street / address: _____