

EXPLORING SOCIAL VALUE WITH THE VCSE IN COUNTY DURHAM

2025



SOCIAL VALUE AND THE VCSE IN COUNTY DURHAM

FINAL REPORT

This report summarises developmental work within the VCSE in County Durham during 2024/25. Durham Community Action (DCA) coordinated a programme of consultation with VCSE leaders and practitioners about social value, and the tools which gauge, and evidence added social value to the work of the sector.

Consultation extended beyond County Durham, to organisations and agencies with experience of applying social value insights. We specifically asked them about their experience and use of tools to assess, and to report on the social value outcomes of their work.

The process of intelligence gathering, evaluation, forward planning, and applying social value principles is continuing. It supports closer alignment, both within the VCSE, and between VCSE providers and public sector colleagues, all of whom are collaborating to deliver shared strategic economic, social and wellbeing outcomes for the County.

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SOCIAL RETURN ON INVESTMENTS / SOCIAL VALUE PRINCIPLES

WHAT IS SOCIAL VALUE?

Social value is the overall benefit that activities, projects, and services bring to people and communities. It includes social, environmental, and economic outcomes. As such, it goes beyond financial returns and includes improvements in wellbeing, health, inclusion, and sustainability.

Done well, it offers a framework for better decision making about where to put resources and how to design projects which provide meaningful benefits.

Social Value represents the broader impact of local authority and VCSE organisations activities.

Community Wellbeing: Better Health, less isolation, and stronger community bonds.

Environmental Gains: Better green spaces, lower carbon emissions, and protection of nature.

Economic Opportunities: Creating local jobs, developing skills, and increasing social inclusion.



WHY SHOULD WE MEASURE IMPACTS?

Accountability: Local Authorities and VCSE organisations are often funded by public money or grants. Demonstrating how resources are used builds trust and confidence among funders, service users and communities.

Service Improvement: Systematic evaluation helps identify what is working well and where adjustments might be needed, ultimately ensuring that services are effective and responsive.

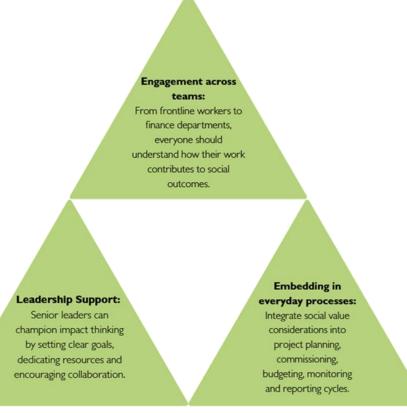
Strategic Decision Making: When you know which interventions have the most significant positive impact, you can allocate resources more wisely.

APPLICATION OF SOCIAL VALUE FOR THE VCSE

Working on the basis of the agreed principles for social value and what they mean in terms of day to day best practice, we explored what applications are already in place for VCSE providers in County Durham, most of whom exist as catalysts for social value.

Charitable governance models tend to enshrine social value at the heart of the purposes and objectives of VCSE organisations. In particular we drew on advice from national networks with direct experience of social value applications with the VCSE.

Critical to success in terms of gauging impacts is a system for embedding "impact thinking" throughout organisations, however large or small. This requires a focus of resources (time and systems) plus a consistent and longer-term strategy within organisations to fully engage all staff, volunteers, and managers:



See Appendix B on page 18: Advice for VCSE organisations considering adoption of a social value approach

LOOKING AT SOCIAL VALUE APPLICATIONS IN COUNTY DURHAM

METHODOLOGY & CONTEXT

DCA coordinated a programme of consultation and conversations with VCSE organisations in the County, looking at how social value applications might work for the sector, particularly in the context of partnership working and collaborative project delivery between both public sector staff and VCSE providers.

This scoping exercise comprised three stages:



Context

We began this work during the summer of 2024, when we undertook an assessment of the policy framework which influences and shapes the work of partners and the VCSE in County Durham. In particular:

- Inclusive Economic Strategy; The Durham Pound and the TOMs framework
- Current and changing procurement protocols via the County Council and public sector agencies.
- Health and Wellbeing Strategy

We also looked at currently available on-line tools and support forums which are targeted at organisations seeking to develop their approaches to recording social value outcomes.

Tools for assessing social value: We looked at various on-line models for measuring social value and providing advice and guidance. This includes the Social Value Portal and Social Value UK.

Social Value UK: www.socialvalueuk.org

Social Value Portal: www.socialvalueportal.com

Applications for VCSE providers seemed to align best with The Social Value Engine, which has been tested with East Riding of Yorkshire Council and with community and charitable organisations across the UK.

The Social Value Engine could also demonstrate applications within rural areas and with social and community orientated projects and programmes, which are both relevant, and have a better synergy with the VCSE in County Durham. It also comes with opportunities for staff training and on-going support which is costed into licencing packages. See Social Value Engine Trial page 11.

Tools for working with clients: All the organisations consulted have systems in place for gauging outcomes for their individual clients and beneficiaries. Some systems are proscribed through contract managers, and others have been adopted or developed because the organisations find them useful.

Key tools in use for assessing outcomes for individual service users or beneficiaries are:

Outcomes Star: designed to reach specific groups of people, or communities of interest e.g. people who are homeless, people who are carers etc. Some organisations are using it to evaluate impacts for clients as a requirement of their funders.

Organisations also pointed to other on-line tools for one-to-one impact scoring:

Impactasaurus (free to use) www.impactasaurus.org

Poverty Stop Light: www.povertystoplight.org

Formscore: www.formscoretoday

Feedback from organisations working with people in crisis or living with the impacts of poverty and disadvantage in their lives, was nuanced with regard to the use of impact scoring tools.

Although impact scoring tools have some use for reflection and one to one developmental support, they also have limitations in that they can only provide a fleeting snapshot on what are longer term and complex issues. The on-line tools work as a sense check but cannot reflect the complex impacts and the lived experiences of their clients.

When used in conjunction with longer term case work support, and providing access to relevant services, together with case studies, organisations felt they could provide more illuminating feedback to their funders about the value of their work for the clients accessing their support. This pointed to a need and an ask for longer term and more nuanced approaches to assessing the value and impacts of their work.

Consultation

One to one consultation was undertaken over the summer months with key VCSE partners in County Durham.

The seven organisations engaged are all independently governed and are operationally independent. In common, and through collaboration, they provide support, information, and advice services. All of them are actively engaged with partnership working in the County (Advice in County Durham and Better Together Partnerships).

In addition to the seven provider organisations, delivering support services in the County, we looked at the work of VCSE infrastructure support, with respect to their roles in fostering partnership approaches and enabling resources and investment for the sector (DCA and Point North).

Organisations engaged with:



We asked all those engaged about their respective models for planning and evaluating their work, and about their thoughts regarding measurement of the Social Value impacts of their work.

All the organisations involved contribute to the social and economic infrastructure of County Durham as employers and as significant volunteer users/supporters and coordinators.

Their work covers County Durham, and they represent a range of operational models, with place based, county wide and regional examples of coverage. Three of the contributors are also working across local authority boundaries but still within the northeast region.

We asked about their systems for evaluating, planning, and tracking work outcomes and values, both for funders, and to attract further investment. This included their CRM systems, project and programme monitoring templates, asks from funders, and case work with individuals (tracking progress and outcomes).

We also asked about back-office resources for administration and report generation, and for managing data, promoting their work through case studies, and building the narratives which demonstrate what they can do and their offer.

Feedback and further consultation with colleagues in both public and VCSE sectors were undertaken in Autumn, at the October Better Together Social Value Policy Conference. See Appendix A on page 18 for a summary note of the conference.

The conference drew delegates from a broad range of large and smaller VCSE providers and community organisations. Content included an update from Durham County Council about the Durham Pound and how the sector can engage more as members, together with feedback from the social value consultation.

Social Value Engine & Trial: Following the conference, DCA invested in a licence for the Social Value Engine and has been testing projects and initiatives for and on behalf of colleagues in the VCSE. In particular, the initiatives which were tested focused on partnership working, and benefits accruing through collaboration on delivery and managing services. We also tested individual projects and programmes of work to provide feedback to the organisations supplying the data for testing.

CONSULTATION OUTCOMES AND ISSUES

Consultation and common threads:

The seven organisations providing direct services and support to the public employ over 360 full time equivalent staff between them.

Also, between them, they support and coordinate a reported cohort of well over 1010 volunteers, many of whom bring specific skills for which they are trained and qualified e.g. money advice, counselling, wellbeing support.

All contributors provide crisis support for people: advice, counselling, information, foodbanks, health & wellbeing. There is, however, also a strong and important seam of provision targeted at preventive support and care, particularly for health, care, and older people.

The value of preventive support provided via the VCSE is much broader than this scoping exercise and embraces a diverse range of local community groups and organisations, which all contribute to social value. It would entail a longer-term approach to building up evidenced social value impact statements for the breadth and scope of this contribution to preventive support in the County.

Back Office: All the organisations share responsibility for back-office management within their senior management teams, with CEOs carrying overall responsibility for reports submitted to funders and to boards of Trustees.

Two of the seven organisations do not currently have CRM systems in place. Operating on a contracting model, they monitor project by project (with differing requirements from different funders), however they are developing towards further consolidation, and think it may be timely to look at tools for measuring social value. Three of the Advice* partners are using Charity Log as their CRM and report it as an effective model for tailoring individual projects with targets and desired outcomes to track against (*Advice in County Durham: AiCD).

Two organisations have bespoke CRMs, which are consistent with national umbrella organisations and enable them to benchmark aspects of their work with national outcomes in the same themes. They also enable them to report on value for money and outcomes for volunteers etc.

All the organisations consulted work directly with individuals, either as one off interventions or as longer term case support working. There's a strong sense between partners that any model for measuring social value must be people centred and be of significant value in terms of achieving good outcomes for the people they work with.

The underlying assertion is that organisations are prepared to invest in developmental change of their systems so that they can embrace social value more comprehensively, but it would have to be subject to evidence of increased/better outcomes, primarily for their beneficiaries, and secondly to their funders.

When discussing case work and one to one interventions, organisations had developed their own tools and methodologies, although they are largely consistent i.e. based on survey questions with the people engaged, to check their outcomes and any changes in their circumstances as a result of their contact with the organisations.

Some organisations have used Outcomes Star as a tool for individual assessments; however, two organisations have dropped the use following internal Theory of Change exercises with staff, volunteers, and trustees (addressing What and How questions). Those still using Outcomes Star are as a requirement of funders and /or contracting obligations.

Alternative assessments are largely on the basis of carefully constructed sets of questions for clients. All organisations reported that longer term outcomes are very difficult to evidence: timing (now, soon, or later); resources; external factors which are influencing outcomes for their clients etc.

All organisations felt that the case studies they produce (via a variety of formats and presentational styles) are by far the most effective tool they have in terms of explaining, evidencing, and showcasing their work, and influencing funders.





Issues Arising:

The anecdotal insights which were offered reflect on where some frustrations may lie. They also identify opportunities to build upon, and the principles which underpin the work and business plans of organisations working with vulnerable people. Noted here because they are common to most of the organisations consulted.

There could still be better and closer collaboration with workers in multi-agency working. The use of case studies are particularly effective as a more vivid form of communication about the nature, reach and impacts of the VCSE partner inputs, especially when targeted at public sector (front line) staff working in the same fields/same client groups.

A post pandemic drop in volunteering numbers was reported (and in skilled volunteers e.g. money advice, foodbanks, health) and it's harder to recruit into sector. Anecdotally, this seems to be echoed within the public sector too.

Again, anecdotally, multi-year or roll over contracts are coming to close and tendering is becoming more of a default with local authority, although the Integrated Care Board is reported to be showing a more enlightened approach towards the VCSE and seems to be more open to longer term commissioning, and also specifically interested in impact reporting. This may change again with the announcement of government reorganisation of National Health Service England (NHSE).

Applications for Social Value: There is a tension between commercial procurement and investment into the VCSE in terms of social value measurements. The TOMs framework enables commercial providers to demonstrate the social value they add to contracts, whereas VCSE providers exist as social value catalysts. We should therefore perhaps consider the roles and

contributions separately in procurement processes and consider a different approach from commissioners looking for VCSE providers to tender for service provision. This would require further clarity and understanding, and a shared policy through the County Durham Partnership.

Durham Pound: The TOMs framework seems to work very effectively for commercial procurement; however, it's less user friendly for some VCSE providers. There could be further opportunity to build in social value benefits of VCSE engagement within communities and to audit any social value underpinning their respective business models.

Organisations with a contracting business model and working across borders are structured to address anomalies in management of several contracts at a time and a consistent set of TOMs across Local Authority boundaries makes tendering less complex and enables greater consistency in tracking and reporting outcomes.

There are opportunities to negotiate and structure some nuance alongside or into the TOM framework for County Durham, which could recognise both the economic and social value which VCSE providers offer. It also lends potential to showcase the inherent value of social action and infrastructure across County Durham as a cultural asset, contributing to social and economic wellbeing across the County.

SOCIAL VALUE ENGINE

SOCIAL VALUE ENGINE: TRIAL

The Social Value Engine was developed in partnership between Rose Regeneration and East Riding of Yorkshire Council. It helps organisations to measure and communicate their social impact effectively. It supports the public and VCSE sectors, ensuring social value assessments are credible and easily communicable to stakeholders. For a more detailed overview: www.socialvalueengine.com

It has been designed as a tool to help organisations to assign approximate financial values to outcomes, drawing from validated sources, and to streamline their reporting so stakeholders can understand the bigger picture of what has been delivered. It is intended to complement existing processes for thorough planning, engagement, and the application of SVI principles.

Any VCSE organisations in County Durham, wishing to explore the Social Value Engine for their own use can be signposted via DCA to follow up.

DCA purchased a licence for the Social Value Engine and undertook staff training to test, trial projects and report back to colleagues in the sector.

As a VCSE infrastructure support provider, DCA initially focused on testing projects:

 which have been delivered and managed through collaboration between VCSE organisations, and programmes of activity which have been coordinated through multi sector cooperation.

The objective was to test outcomes for best practice, increased efficiency in use of resources, and improved quality, range, and access to services for people who need them.

Adopting the Social Value Engine, we tested seven projects, focusing primarily on outcomes for partnership working and collaboration between organisations and sectors.

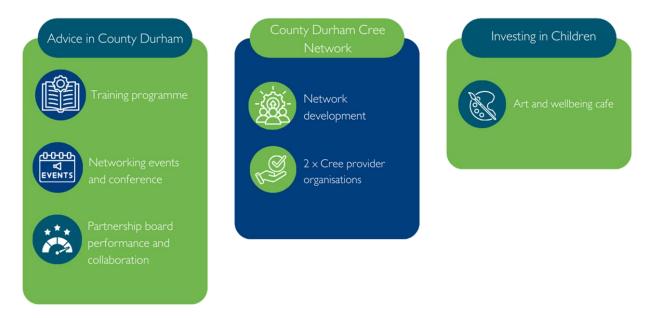
The partnership working was more complex to assess and evaluate because of the range of organisations participating and inconsistencies in the data available. Smaller projects and organisations, however, were more straightforward and clearer in their outcomes.

See Appendix C on page 19 for copy of the data entry field headings in the Social Value Engine.

Projects tested:

We focused on looking at projects which have been delivered through partnerships, or networks of VCSE organisations coming together. Individual organisations were also supported to run through social value measurement exercises on discrete projects within their organisations. We have not included the outcomes of these specific exercises in this report. They were undertaken to assist the organisations which engaged with their own internal evaluations, and to assess their capacity to adopt social value mechanisms as part of their future management.

Each project evaluated a year of activity (January-December 2024)



See Appendix D on pages 21 & 22: Examples of Social Value outcomes:

- AiCD Networking and Training and
- Cree Network Development

SUMMARY AND RECOMMENDATIONS

Summary

Durham Community Action undertook this scoping and consultation exercise about the potential applications of Social Value measurement for the VCSE in County Durham. Consultation with VCSE organisations and testing was undertaken during the Summer and Autumn of 2024.

Although this exercise has now concluded, development and support for the VCSE in finding the most relevant and effective forms of social value applications is continuing.

The outcomes, plus continuing development about social value helps feed into work which is on-going between the VCSE and Public Sector (Durham County Council and NHSE/ICB). This work aims to consolidate and streamline information and access to data about where funding is targeted (within the VCSE) and how to achieve best value and more consistent support for VCSE organisations and service providers.

One or two of the larger VCSE organisations are considering purchase of their own Social Value Engine licence as a potential tool to add value in their contracting, and to their bids for public sector contracts.

Smaller organisations and community groups are keen to showcase their inherent and potential future value, but do not have the resources (time, staff, or funding) to manage and administer a social value measurement tool. They do find the reflection it provides for their work is valuable however and have expressed interest in the application of social value tools for planning and development.

There may be opportunities for the broader infrastructure of smaller and community based groups and organisations to receive this additional support and feedback. For example:

VCSE infrastructure support providers could assist with feedback and evaluation on behalf of smaller organisations e.g.

- DCA in terms of best practice, volunteer contributions, reach and networking between groups and organisations.
- Point North in terms of grant recipients and the outcomes achieved through grant funding.

Better Together: The Better Together Forum (coordinated via DCA) provides a valued interface for VCSE leaders to meet on a regular basis and to share information and best practice. Better Together also provides for a six monthly themed Policy Conference, bringing together key representatives from commissioning, procurement, the VCSE and other interested partners (according to theme) such as Durham University, housing providers, private sector and agency or service leads drawn from the County Durham Partnership Board membership.

Feedback from delegates participating in the Policy Conferences is consistently positive about the opportunities the conferences offer for networking, shared insights, and knowledge, and to build a stronger collegiate approach to policy and development for all sectors. This is a potentially valuable element of an infrastructure in the County which fosters growth of social value understanding and learning across sectors.

A regular feature of the Policy Forum events is to gather messages from the VCSE to commissioners and funders, and feedback from funders and commissioners to the VCSE. Unsurprisingly, feedback is consistent and is reflected in the recommendations in this report.

Fit with Procurement (Durham Pound & TOMs Framework): TOMs framework proxies are operating effectively as an integral part of public sector procurement, particularly for commercial contracts and with the private sector.

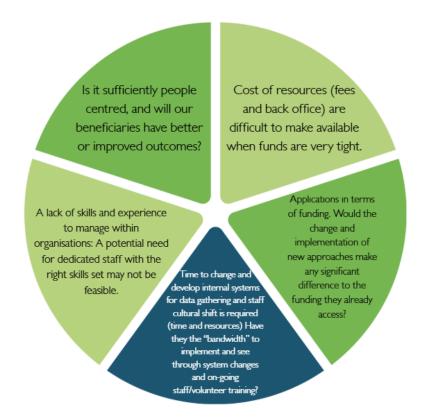
VCSE organisations which deliver services via a contracting model can also apply the TOMs framework effectively to their work, some of which crosses administrative boundaries. It's less relevant for smaller or local charities however, which rely on a mix of grants and commissions for funding their work. Their charitable objectives mean they exist to provide social value, so demonstrating added social value is challenging, often irrelevant to the contract, and cannot contribute to an overall value added picture for the County as intended.

Therefore, potentially, investment into this element of the VCSE could be evaluated differently and in terms of the outcomes achieved for their beneficiaries. This happens informally already and is integral to the patterns of commissioning and grant aid for the sector, however it may be of value to publicly align the significant outcomes of the Durham Pound with the social outcomes of VCSE providers as members of the Durham Pound, and as significant contributors to the wealth and wellbeing of the County.

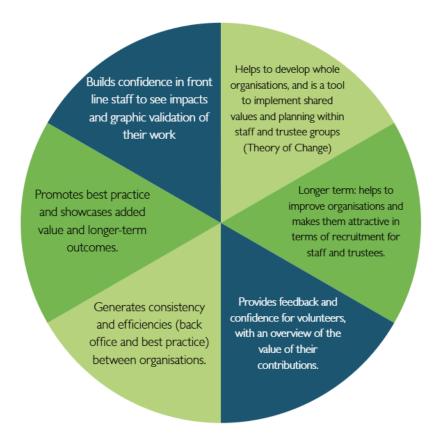
Social Value applications within organisations: VCSE Feedback

Key issues and observations, for the VCSE which arise from this exercise, in terms of adopting a social value measurement tool:

Negative:



Positive:



System Feedback

- Tension between commercial and social contracting and social value outcomes.
- Potential for a more sophisticated approach to evaluating multi sector partnerships for delivery and reach.

The following provides a summary of the feedback between VCSE representatives and commissioning leads from the public sector:

What do the VCSE and Commissioners need from each other:

Designing Initiatives / Commissioning:

- Involve VCSE providers in identifying need and developing commissioning responses.
- Find ways to reach smaller groups and organisations to ensure their engagement and get best value from their local know how. Ensure robust VCSE infrastructure support is in place to enable smaller organisations to both evaluate and to forecast.
- Include the VCSE in discussions and decisions about how government programmes are targeted and delivered.
- Enable open ended "challenge" events to bring sectors together to collaborate on problem solving and exploring solutions.

Shared resources for intelligence, research, and good practice:

- Key common areas of development and need should be identified by both VCSE providers and Commissioners
- Maintain and prioritise networking activities and feedback. Include both public and private sector providers in networking activities with VCSE.
- Shared research and intelligence platform/repository, digitally accessible.
- Make opportunities and provide funding and resources for VCSE to conduct and share research and intelligence through a shared and accessible digital platform.
- VCSE share resources (back office?) to enable best value and foster increased collaboration based in trust.
- Foster networking between businesses and VCSE organisations.

Longer term initiatives and services:

- Develop policy to provide for longer term funding for key services.
- Develop strategy for investment into preventive services (softer outcomes) with longer term evaluation markers, and measurement of social value impacts.

Impacts:

• Continued recognition of the value of case studies in terms of demonstrating impacts with beneficiaries: Encourage greater consistency in models for sharing case studies and potential for cross sector sharing via accessible digital platform (see shared resources above).

Common Themes:

Supporting health and wellbeing in communities

Advice, information, and support networks in communities

Volunteers: Sustaining, building skills, recruitment, and long terms support infrastructure.



Recommendations

VCSE

Infrastructure

Case Studies:

VCSE provide case studies and SV impacts statements to support their engagement with specific issues or policy areas e.g. debt advice, homelessness, skills development

Training:

Develop and run a shared, multi sector, rolling training programme for front line staff about social value: monitoring, data collection and assessing outcomes more effectively

Service Planning:

Commissioning

County Durham Partnership to foster regular cross sector networking to build partnerships in advance of commissioning and procurement intentions. Resources required for coordination and administration.

Partnership working:

Commission additional research to scope social value of broader partnership networks (Crees, Advice drop in centres, Community Buildings to include volunteering impacts)

Back Office:

Build funding into commissioning which recognises cost of back office and data management.

Contracting:

Provide longer term contracts and commissioning relationships which cross sectors and also reduce contract management and administrative costs.

Intelligence:

Develop on-line dashboard to demonstrate both economic and social value, and added value across the Partnership. Access to a shared (public, private, academic, VCSE sectors) digital platform for case studies, research and intelligence. This should include regular check- up networking events/activities to focus on emerging and on-going themes and issues to run alongside management and coordination for intelligence gathering and administration of a platform.

Consultation: Consolidate Better Together networking and build wider sectoral engagement for the policy and conference events. Target some investment to cover costs (venues, admin, secretariat, overheads etc) to enable networking activities.

Engagement:

Resource support for VCSE infrastructure to enable smaller organisations to measure SV, engage in partnership bidding and produce case studies.

APPENDICES

- A Better Together Conference: Links to presentations
- B Advice for VCSE Organisations considering adoption of a Social Value approach
- C Data Entry Fields for the Social Value Engine
- **D** Social Value Engine Project Examples:
 - I. Cree Network
 - 2. Advice in County Durham Training & Networking Programme

APPENDIX A

A: Better Together Social Value Conference: October 2024

Link to a summary note of the event, presentations, transcription of messages between Commissioners and VCSE Representatives and outcomes can be found HERE.

APPENDIX B

B: Advice for VCSE Organisations considering adoption of a Social Value approach

The process of calculating SROI is detailed and nuanced, involving several critical steps, some of which are already integral to current practice within VCSE provider organisations and some of which require further development of systems and approaches to planning and intelligence gathering, to sharpen their capacity to assess. Key tasks include:

- Establishing Scope and Identifying Key Stakeholders: To set the boundaries for the SROI analysis and ensure that all relevant voices are heard.
- Mapping Outcomes: What changes are a result of the activity and who experiences these changes.
- Evidencing Outcomes and Assigning Value: Collect data to demonstrate these changes and use of financial proxies to assign them value.
- **Establishing Impact:** Determine which outcomes can be attributed directly to the project, considering what would have happened anyway.
- Calculating the SROI: Use the information gathered to calculate the ratio of value created to the investment made.
- Reporting and Using the Findings: Communicate the results in a useful way for stakeholders and use the insights gained to inform future actions.

For VCSE organisations embarking on adoption of a social value approach to planning and evaluation, a gradual approach is recommended. Key steps for VCSE providers to consider:

- Awareness: Begin by fostering an understanding of social value within your organisation.
 Explore resources provided by the Social Value Engine or other relevant bodies. Engage staff
 and board members in discussions about the potential benefits of social value for your
 organisation and the communities you serve.
- 2. **Align with existing activities**: Social value should not be seen as an additional administrative burden, but it does need to be meaningful. Are you collecting the right data, so it (a) accurately highlights the work you are doing and (b) tells the story of how the work has impacts for your beneficiaries. Much of the data required for social value measurement may already be held by your organisation, so with some minor adjustments you can capture the broader social impact of your activities.

- 3. **Seek expert guidance**: Consulting with established social value practitioners specialising in the VCSE sector can be invaluable. Their expertise ensures that adopted methods seamlessly integrate with existing evaluation and measurement practices.
- 4. **Focus on storytelling**: Data is powerful, but it's the story behind the data that truly resonates. Develop a compelling narrative that showcases the social value your organisation creates.
- 5. **Use your data:** To Illustrate the positive change you are making in the lives of beneficiaries and within the community.

APPENDIX C

C: Data Entry Fields for Social Value Engine



Purpose: Evaluation or planning ahead?



Aim: The reason for undertaking the assessment



Activity: What activities is this project delivering and how.



Scope: Time period being measured, who needs to know (the "audience") and who's involved. Some background about the project.



Stakeholders: Who are the key people involved (Funders, project beneficiaries, staff, organisation delivering the project?)



Proxies: List of 600 proxies on SVE, including all the TOMs proxies, covering economic development, environmental, social, health, wellbeing, community, VCSE, housing, education & employment.

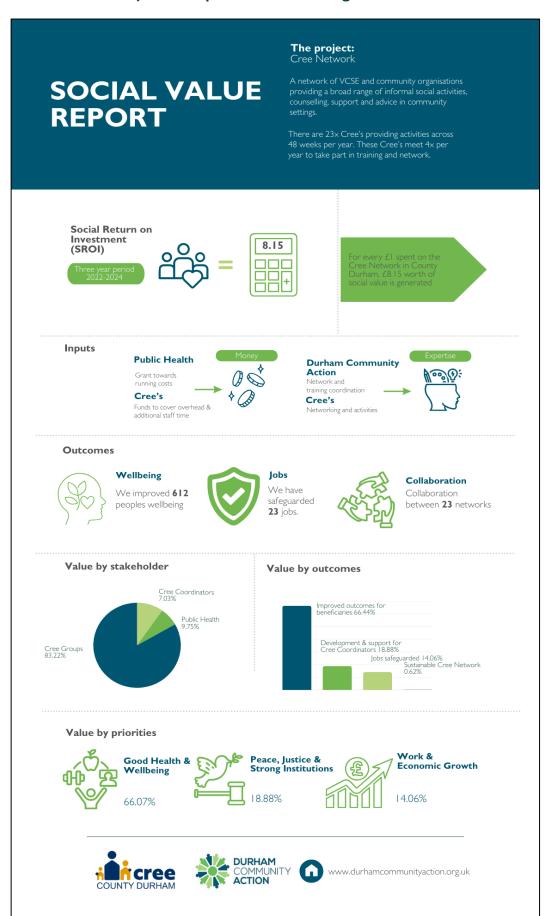


Outcomes: Set against chosen proxies & stakeholders: What was achieved (numbers of people, organisations, services/jobs/resources created etc)



Inputs: Money, Skills, Equipment etc. How much and where from. Deflators apply. Time for benefits to accrue to project (no.of years)

APPENDIX D: Project Examples Social Value Engine



SOCIAL VALUE REPORT

The project:

Advice in County Durham (AiCD)

A rolling programme of professional training for staff and volunteers in the advice sector, together with opportunities to network and share skills informally.

Social Return on Investment (SROI)







For every £1 spent on Advice in County Durham, £8.61 worth of social value is generated

Inputs







Outcomes



Effective leadership Of

9 leaders with improved self-esteem



Advice & training

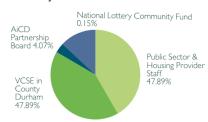
192 delegates have accessed advice, training & networking and 962 hours of training delivered



Expertise

53 staff have enhanced job roles, CV's and performance through learning

Value by stakeholder



Value by outcomes



Value by priorities



Work & Economic Growth

92.82%



No poverty



Peace, Justice & Strong Institutions

0.61%







www.durhamcommunityaction.org.uk