# Cornish+Grey
## Helping organisations achieve their social purpose

**Findings and Recommendations
from the Theory of Change workshop**

For The Gatehouse

28 July 2023

# THE GATEHOUSE VISION

## A world in which…

Cornish+Grey

Everyone is to have a home
Community looks after each other
So everyone gets what they need
Equal access
Safety
No poverty

No-one is unable to reach their full potential and the barriers to people fulfilling their potential no longer exist

There is plentiful, affordable housing, jobs galore, and sufficient economic and social support for vulnerable people unable to support themselves. World of equality

More housing for people (everyone)
More help for the ill and mental health
Places for people with addictions to drugs and alcohol

Everyone has what they need, living health and happy lives

Across Oxfordshire everyone would have a secure place to live/sleep at night and access to all basic needs equally

People would be able to have good housing and have money to live

People would be able to have good housing and have money to live

No poverty
Everyone surrounded by positive relationships and able to resolve difficulties constructively
No mental ill health, gainful occupations for all, no addictions

Homelessness didn't exist, no housing inequality or food poverty

People are not hungry
Everyone has a home
Everyone's needs can be met – social, educational, physical and mental health, housing

**EXAMPLE: Our vision is that everyone across Oxfordshire has equal access to a good quality life**

# THE GATEHOUSE KEY WORDS – by theme

Cornish+Grey

| Need | Community space/place | Relationship building/ approach | Guest/client outcomes | Long term outcomes |
|------|----------------------|--------------------------------|----------------------|-------------------|
| Inequalities | Platform | Support | Empowering | **Equality** |
| Poverty | Sanctuary | Compassionate | Voice | **Community** |
| Housing | Peaceful | Professional | Optimism | |
| | Refreshing | Activist | Hope | |
| | Access | Unjudgmental | Reaching out | |
| | | Alongside | | |
| | | Care | | |
| | | Holistic | | |
| | | Guest led | | |
| | | Strength based | | |

# WHO does the Gatehouse support?

Homelessness is wrapped up in/difficult to separate from other issues. The Gatehouse support isn't limited to people who are homeless and vulnerably housed.

Needs, as currently tracked in Lamplight include:
- Food, fuel and financial poverty
- Abuse/neglect
- Addiction/substance misuse
- Benefits/budgeting/finance
- Communication hep
- Emotional support
- Employment/education
- Housing
- ID
- Legal
- Looked after child
- Mental health
- Physical health
- Social isolation
- Safeguarding
- Wellbeing

Important to monitor which needs you are supporting using data stored in Lamplight

**Articulation of key beneficiaries/target group**

From current charitable aims statement: *Homeless and needy people living in or near the City of Oxford*
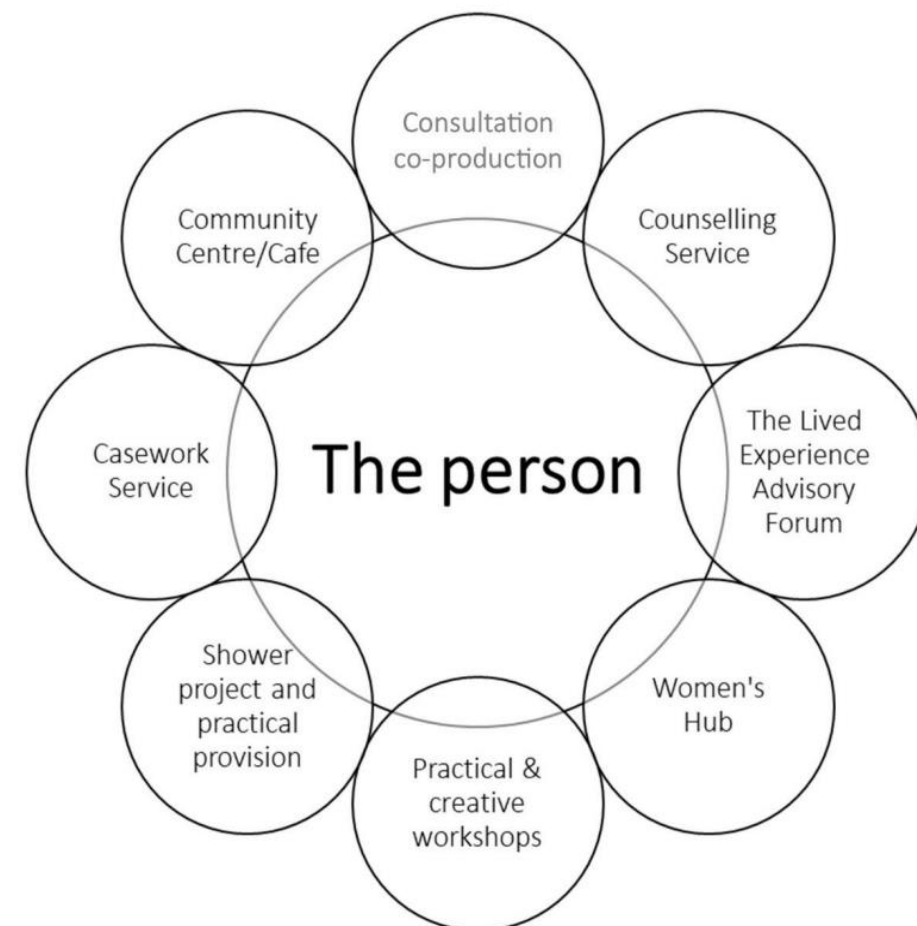
From current mission statement: *Homeless and vulnerably housed adults*

Options for the future:

1. *People experiencing homelessness and related barriers to a good quality of life*

2. *People experiencing inequalities*

3. *People living in poverty*

4. *People living with complex barriers*
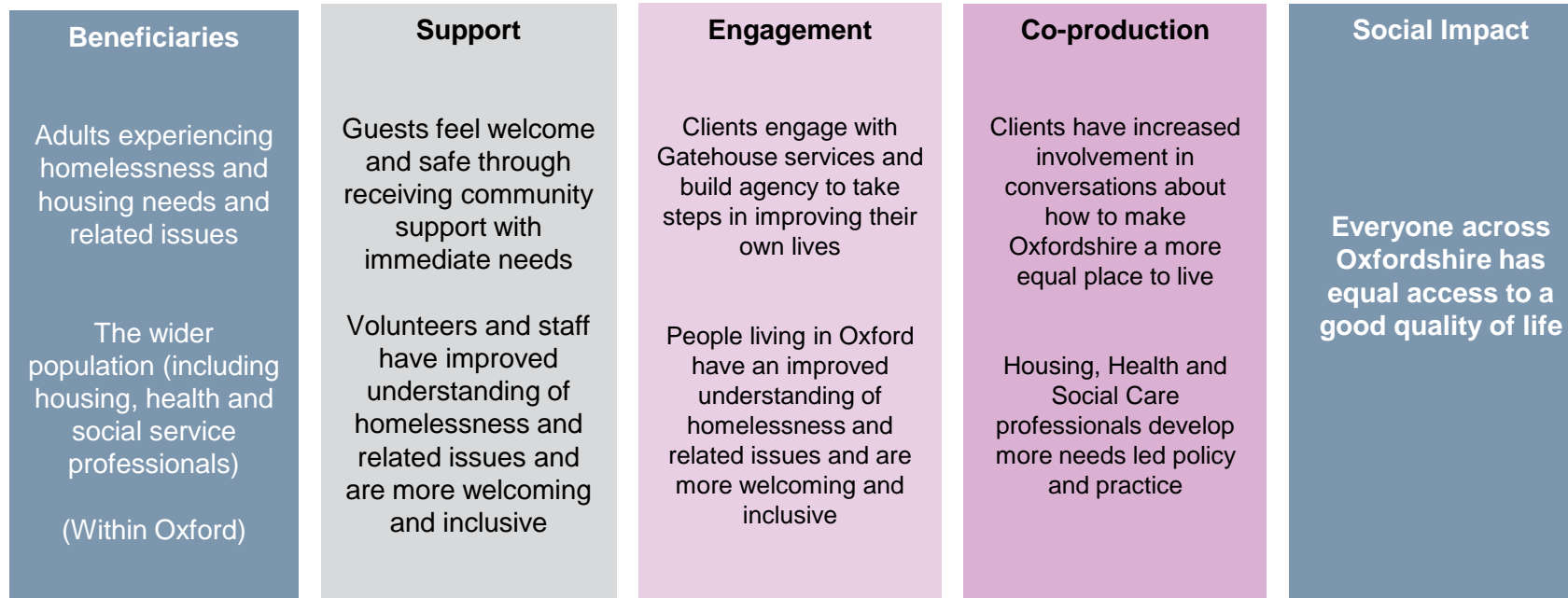
# The Gatehouse activities – by needs focus

| Level 1 | Level 2 | Level 3 |
|---|---|---|
| **Guests' immediate needs** | **Guest/client individual progression needs** <br> **Personal development needs** | **Wider community/system needs** |
| • Drop in community centre/cafe <br> • Shower and clothing service <br> • Signposting to internal and external services <br> • Emotional support <br> • Community | 1:1 support and group work including: <br> • One to one casework support (including advocacy) <br> • Counselling service <br> • Therapeutic, practical and purpose driven workshops and activities <br> • Women's provision <br> • Signposting to external services (see appendix x for examples) | Lived Experience Advisory Forum (LEAF) |
| Gateway/access | Acceptance/progression/ independence/empowerment/self advocacy | Fulfilment/influencing/equality/trust /co-production/equal seat at the table |

# Key outcomes

Cornish+Grey

| Type of activity | Level 1 activities | Level 2 activities | Level 3 activities |
|---|---|---|---|
| | Support | Engagement | Co-production |
| **Overall aim** | To help people feel welcome and safe through providing support to meet their immediate needs | To build agency in taking steps to improve their own lives | To work in partnership with the wider community (including health and social care professionals) to develop more needs led policy and practice |
| **Current activities** | Services that meet people's immediate needs including:<br>• Drop in community centre/cafe<br>• Shower and clothing service<br>• Signposting to internal and external services | 1:1 support and group work:<br>• One to one casework support (including advocacy)<br>• Counselling service<br>• Therapeutic, practical and purpose driven workshops and activities<br>• Women's provision<br>• Signposting to external services (see appendix x) | Membership of Lived Experience Advisory Forum (LEAF) |
| **Guest/client outcomes** (adults experiencing homelessness and related issues) | • Immediate needs met (e.g. less hungry, clean)<br>• Feel welcome and safe<br>• Reduced isolation<br>• Trust and confidence to access services<br>• Take up of internal and external services | • Self understanding of personal barriers<br>Motivation and confidence to address personal barriers<br>• Steps taken to address personal barriers<br>• Independence/no longer needing the service. | Increased involvement in conversations about how to make Oxfordshire a more equal place to live |
| **Community outcomes** (e.g. volunteers and health and social care professionals) | • (Through volunteering role) Volunteers have an improved understanding of homelessness and related issues and are more welcoming and inclusive | • (Through wider comms) People living in Oxford have an improved understanding of homelessness and related issues and are more welcoming and inclusive | (Through involvement with LEAF) Health and social service professionals develop more needs led policy and practice |

# High level logic model

| Beneficiaries | Support | Engagement | Co-production | Social Impact |
|---|---|---|---|---|
| Adults experiencing homelessness and housing needs and related issues | Guests feel welcome and safe through receiving community support with immediate needs | Clients engage with Gatehouse services and build agency to take steps in improving their own lives | Clients have increased involvement in conversations about how to make Oxfordshire a more equal place to live | **Everyone across Oxfordshire has equal access to a good quality of life** |
| The wider population (including housing, health and social service professionals)<br><br>(Within Oxford) | Volunteers and staff have improved understanding of homelessness and related issues and are more welcoming and inclusive | People living in Oxford have an improved understanding of homelessness and related issues and are more welcoming and inclusive | Housing, Health and Social Care professionals develop more needs led policy and practice | |

# Mission and Aims statement example

Cornish+Grey

**Developing a mission and aims statement that grounded in your theory of change:**

**Our vision** is that everyone across Oxfordshire has equal access to a good quality of life

**Our mission** is to address inequalities in Oxfordshire through partnership working with people experiencing homelessness and related barriers to a good quality of life

**Our specific aims are:**

- To help people feel welcome and safe through providing support to meet their immediate needs (Community Centre and Café)

- To build agency in taking steps to improve their own lives (Casework and Counselling)

- To work in partnership with the wider community (including housing, health and social care professionals) to develop more needs led policy and practice (e.g. through Lived Experience Advisory Forum)

**Current articulation:**

*Our aim is to relieve poverty and hardship among homeless and needy people living in or near the City of Oxford. This aim is achieved in the first place by the provision of a community drop-in centre."*

*Our mission is to reduce and overcome barriers and inequalities in food, finance, social isolation, housing, health, education, employment and well-being for homeless and vulnerably housed adults.*
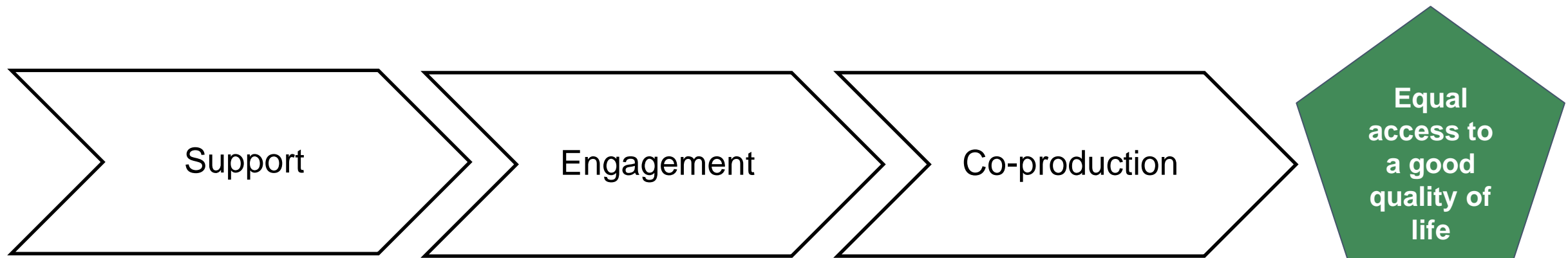
*Our approach is to encourage and empower personal progress. We are responsive, inclusive, compassionate and welcoming, and offer open access to all our services. We provide support based around the individual and companionship whilst working within a broader social and economic context*
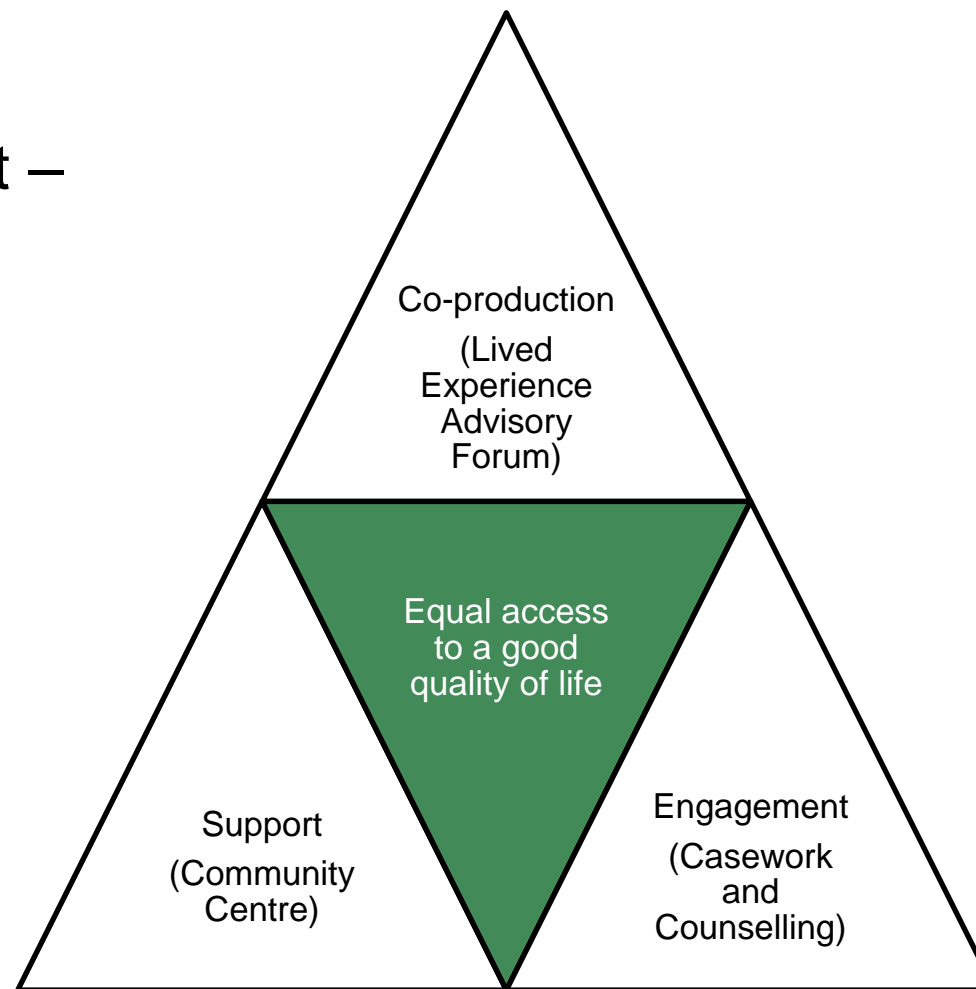
# Outcomes Framework Example

Cornish+Grey

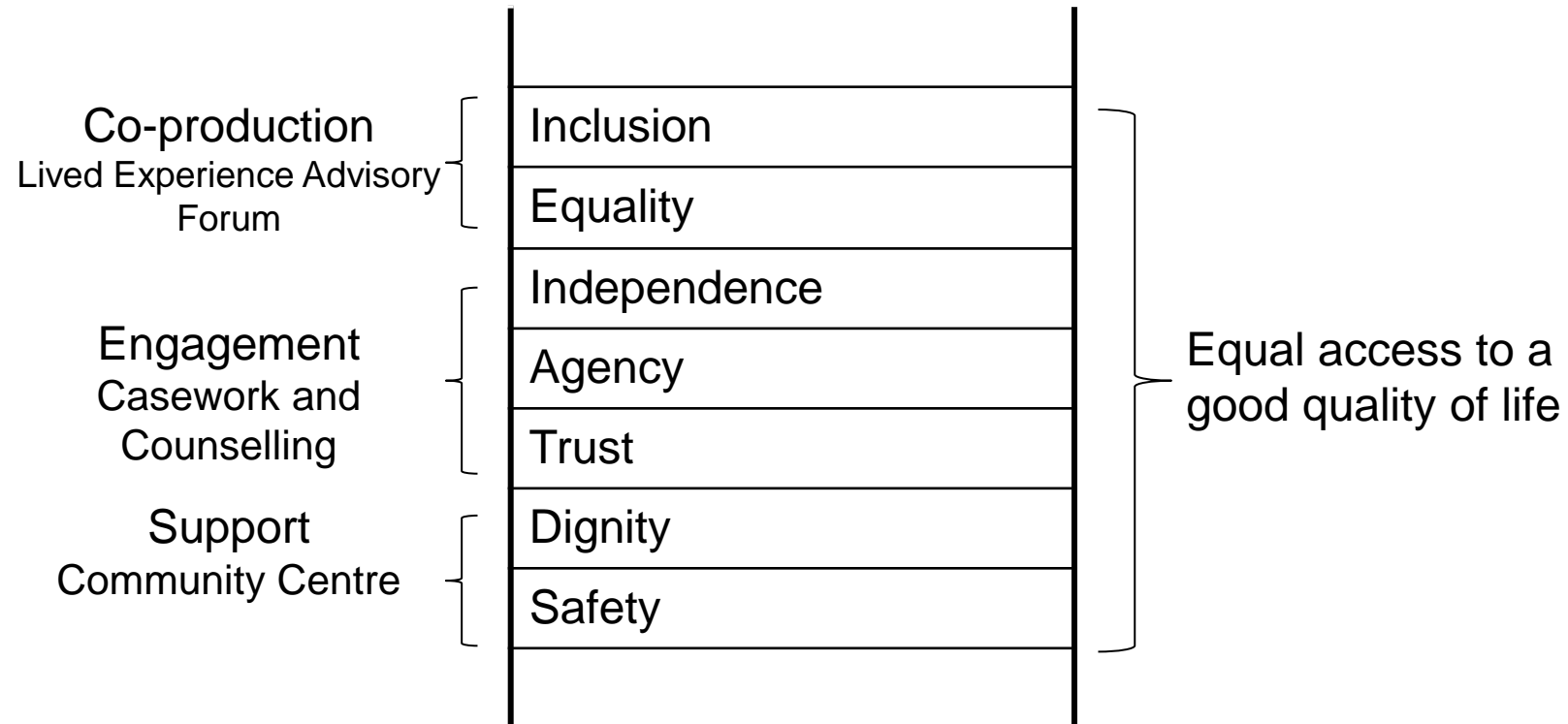| Service | Key aim | Key outcome | Example outcome indicators | Tool |
|---------|---------|-------------|---------------------------|------|
| **Support (Community centre)** | To help people feel welcome and safe through providing support to meet their immediate needs | Guests feel safe<br>Guest feel they are treated with dignity and respect<br>Guests feel less isolated | % agreeing 'I am treated with dignity and respect'<br>% agreeing with the statement 'It helps me feel less isolated' | New Community Centre feedback questionnaire |
| | | Volunteers feel less isolated | % agreeing with the statement 'It helps me feel less isolated' | New volunteer questionnaire |
| **Engagement (casework and counselling)** | To build agency in taking steps to improve their own lives | Clients engage with internal and external services and build agency to take steps in improving their own lives | % community centre guests who take up casework or counselling<br>% casework clients who engage with external services<br>Wellbeing questions (appendix x) | Lamplight<br>Wellbeing questionnaire at 10 week review |
| **Co-production (LEAF)** | To work in partnership with the wider community (including housing, health and social care professionals) to develop more needs led policy and practice | Clients have increased involvement in conversations about how to make Oxfordshire a more equal place to live | No. of guests/clients participating in LEAF Involvement questions<br>No. of voluntary or paid work opportunities as a result of involvement in LEAF | Lamplight<br><br>New LEAF specific feedback questionnaire |
| | | Health and social service professionals develop more needs led policy and practice | Examples of outcomes of LEAF consultation/evaluation projects | Case studies |

# The Gatehouse model of support – three service areas

Support → Engagement → Co-production → **Equal access to a good quality of life**

The Gatehouse model of support – three key service areas

Co-production
(Lived Experience Advisory Forum)

Equal access to a good quality of life

Support
(Community Centre)

Engagement
(Casework and Counselling)

THE GATEHOUSE

Cornish+Grey

# The Gatehouse key service level outcomes and impact

| | |
|---|---|
| **Co-production** Lived Experience Advisory Forum | Inclusion |
| | Equality |
| **Engagement** Casework and Counselling | Independence |
| | Agency |
| | Trust |
| **Support** Community Centre | Dignity |
| | Safety |

Equal access to a good quality of life

# Recommendations for the future

If there is an opportunity for follow on Enhance Support, options could include:

1. Conducting an external stakeholder consultation to help inform strategy development (including the Impact Model)

2. Reviewing and developing your monitoring and evaluation systems and tools once the high level model has been agreed by the board.  This could, for example, involve supporting the new casework manager (once they have been appointed) to review current M&E for the Engagement service area.

In-depth interviews with stakeholders could, for example, be used to…

- Explore how Gatehouse are perceived externally and where they see you fitting in the eco-system of support – perception of your USP, your key beneficiaries, and the key outcomes you deliver.

- Gather feedback on Gatehouse's current ideas and plans for service development (e.g. setting up outreach hubs within external services).

- Identify opportunities for more effective partnership working.

- Identify opportunities for future activities e.g. influencing and campaigning.

# Appendix
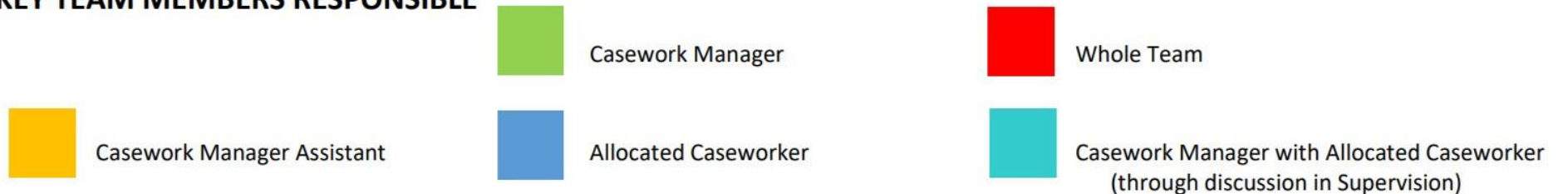
**Appendix 1**

# Casework Support 2023: Client Journey

**LAMPLIGHT RECORDING PROCESS**

- Client Profile Created and Consent Form Uploaded
- Initial Assessment and Softer Outcomes Recorded
- Added to Waiting List, Record Allocation and Open Case
- All Interactions Recorded
- Reviews and Softer Outcomes Recorded
- Decision Meetings Recorded
- Lamplight Case Closed

**CLIENT INTERACTION PROCESS**

- Referral Received and Consent Form Completed and Sent to Casework Manager Assistant
- Initial Assessment and Softer Outcomes
- Waiting List and Caseworker Allocation
- Full Needs Assessment and Caseworking
- 10 Week Review with Softer Outcomes
- Decision on Closure or Continuation
- Closure with Final Softer Outcomes, Quotes and Casestudies

Referral Out?

Referral Out?

Referral Out?

**KEY TEAM MEMBERS RESPONSIBLE**

- Casework Manager
- Whole Team
- Casework Manager Assistant
- Allocated Caseworker
- Casework Manager with Allocated Caseworker (through discussion in Supervision)

# Appendix 2: stakeholder services (127 in 2022 report)

A2 Dominion
Abingdon & Witney College
Abingdon Foodbank
Adult Safeguarding
Adult Social Care
Aldi Recruitment
Alliance Leadership Team
Anchor Hanover
Aspire
Banbury Children and Family Centre/services
Banbury Cross Health Centre
Banbury Foodbank
Beaumont Society
Beaumont Street Surgery
Cambridge Council
Cambridge Winter Comfort for the Homeless
Cambridgeshire Adult Safeguarding (MASH)
Cambridgeshire Early Help Team
Candy
Caring for Cambridgeshire Homeless
Catalyst
Centre 33 Cambridge
Centre for Homeless Impact
Cherwell District Housing
Chipping Norton Larder
Community Champion Oxford City Council
Community Cupboard
Community Emergency Food
Connection Support
Connections Step down project
Counselling Service at the Gatehouse
Countywide Steering Group
Criminal Justice Liaison & Diversion &amp; RECONNECT Team
Crisis
Cruse Bereavement Services
Devon and Cornwall Police
Dogs trust
Domestic Abuse Service Oxfordshire and West Berks
Domestic survivors
Dual Diagnosis Street Project NHS Cambridgeshire
DVLA
DWP
Edge Housing

Elmore Community Services
Emmaus
Gatehouse - Cafe
Gatehouse - Casework
Gatehouse - Food Delivery
Gatehouse - LEAF
Gatehouse - Outreach
Gatehouse - Showers
Gatehouse - Women's Hub
Greater Change
Green Square
Guideposts
Health Services Research Unit | Nuffield Department of Population Health
Helping Hands for hoarders
HM Passport Office
Hollow Way Medical Centre
Homeless link
Homeless Oxfordshire
Hope House
Hospital JR social work team
Housing First
Housing Needs Team / Homeless / OCC
Housing21
Information Commissioners Office
JCWI working together for equality and injustice
Jimmy's Assessment Centre Cambridge
King Edward Street Medical Practice
Kings College London
Kingwood Autism
learning disability team NHS
Luther Street Medical Centre
Matilda House
My Life My Choice
National survivor network
Newground Academy
North Oxford Action Against Homelessness
NRPF - No recourse to public funds project
O'Hanlon House
Old fire station
Open access arts
OxFAP
Oxford City Council - Housing Services
Oxford City Council Commissioning support officer Homeless and rough sleeping

Oxford City Council Data Protection
Oxford city council health
oxford city council health and social care
Oxford City Council Regulatory Services & Community Safety
Oxford Community Response Team / ASB Team
Oxford Foodbank
Oxford Hub
Oxford Institute of Clinical Psychology Training and Research Isis Education Centre.
Oxford Mutual Aid
Oxford Playhouse
Oxfordshire Cooperative Training Scheme (OCTS) Coordinator
Oxfordshire Employment
Oxfordshire Health & Housing Project Manager
Oxfordshire Homeless Movement
Oxfordshire MASH
Oxfordshire Mind
Prevention Peer Support Meeting managers from the Alliance
Primark Careers
Probation Services
Real Life Options
Reducing the Risk
Response Organisation
Restoration Church Botley Road
Ruskin College Oxford
Sovereign Social Housing
St Mary Magdalen Church
St Mungo's
St Stephen's House
Stagecoach Bus Company
Tandem Befriending Oxford
Thames Valley Police
Thames Valley Police Restart project
The Big Issue
The Hart Surgery
The Key Medical Practice
The Leys Health Centre
the living room
The Porch
Turpin Miller
West Oxfordshire Benefits DWP
West Oxfordshire Council

Cornish+Grey

- Welcoming / open access for all adults aged 25+ / supportive
- Companionship /community / friendly atmosphere / bringing people together
- Feeling valued and accepted as you are / non-judgemental / guests aren't 'labelled'
- Supporting diversity and building on individual's different strengths
- Caring and sharing / encouraging
- Dignity / humanity / trust /respect
- Safe and therapeutic environment / sanctuary
- Providing a safety net
- Protecting the vulnerable and disadvantaged
- Relief of hardship / poverty
- Homeless and vulnerably-housed
- Moving on into independence / overcoming barriers

- Free services that reflect user needs
- A person-centred and holistic approach
- Guest development / skills and confidence / growth / purpose / empowerment
- Lived experience / providing a voice / co-production
- Consultation / feedback
- A guest and volunteer led organisation
- Teamwork / partnerships / network of support agencies / collaboration
- Well integrated with the wider local community / community support / strong volunteer team
- Professional and efficient staff / good governance and management structure
- Flexible and adaptive strategies and operational model
- Cost effective use of funds
- Independent local charity
- Values / ethos that reflects Christian background, but non-evangelizing

# Appendix 4:  Wellbeing questionnaire

Cornish+Grey

Please rate on a scale of 1-10 your agreement with the following 10 statements:
(Note 1 is not at all and 10 is strongly agree)

1. I feel able to achieve my personal goals.
   1     2     3     4     5     6     7     8     9     10

2. I feel able to deal with problems or challenges as they arise.
   1     2     3     4     5     6     7     8     9     10

3. I never feel lonely or isolated.
   1     2     3     4     5     6     7     8     9     10

4.  I feel I have a purpose in life.
   1     2     3     4     5     6     7     8     9     10

5. My mental health and wellbeing is good.
   1     2     3     4     5     6     7     8     9     10

6. My life is where I want and need it to be right now.
   1     2     3     4     5     6     7     8     9     10

7. I feel confident and good about myself.
   1     2     3     4     5     6     7     8     9     10

8. I feel safe.
   1     2     3     4     5     6     7     8     9     10
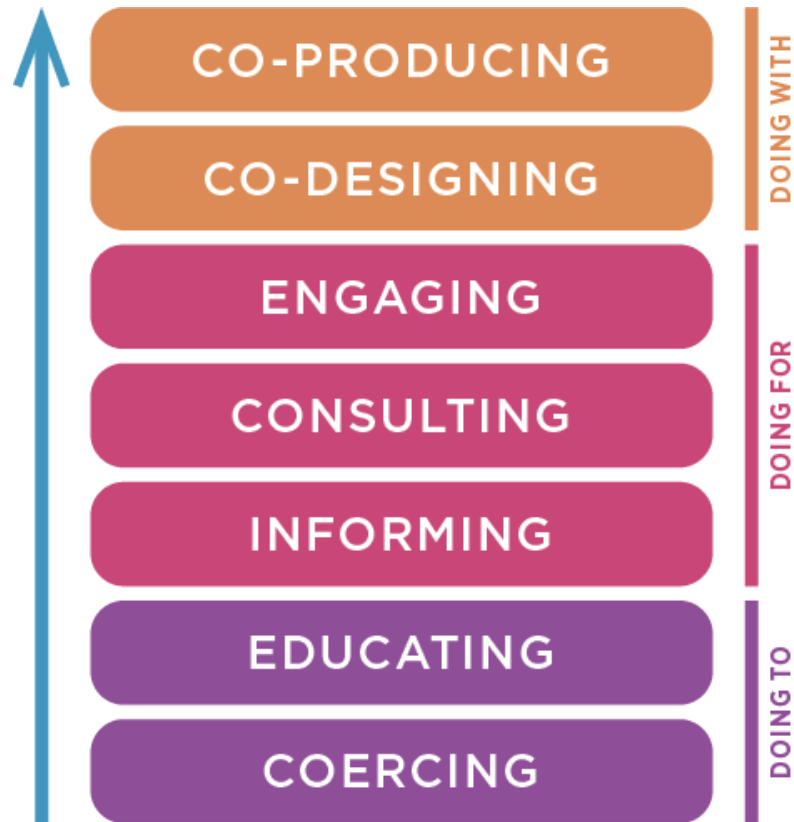
9. I can speak up for myself and I feel heard.
   1     2     3     4     5     6     7     8     9     10

10. I am able to look after my physical needs.
   1     2     3     4     5     6     7     8     9     10
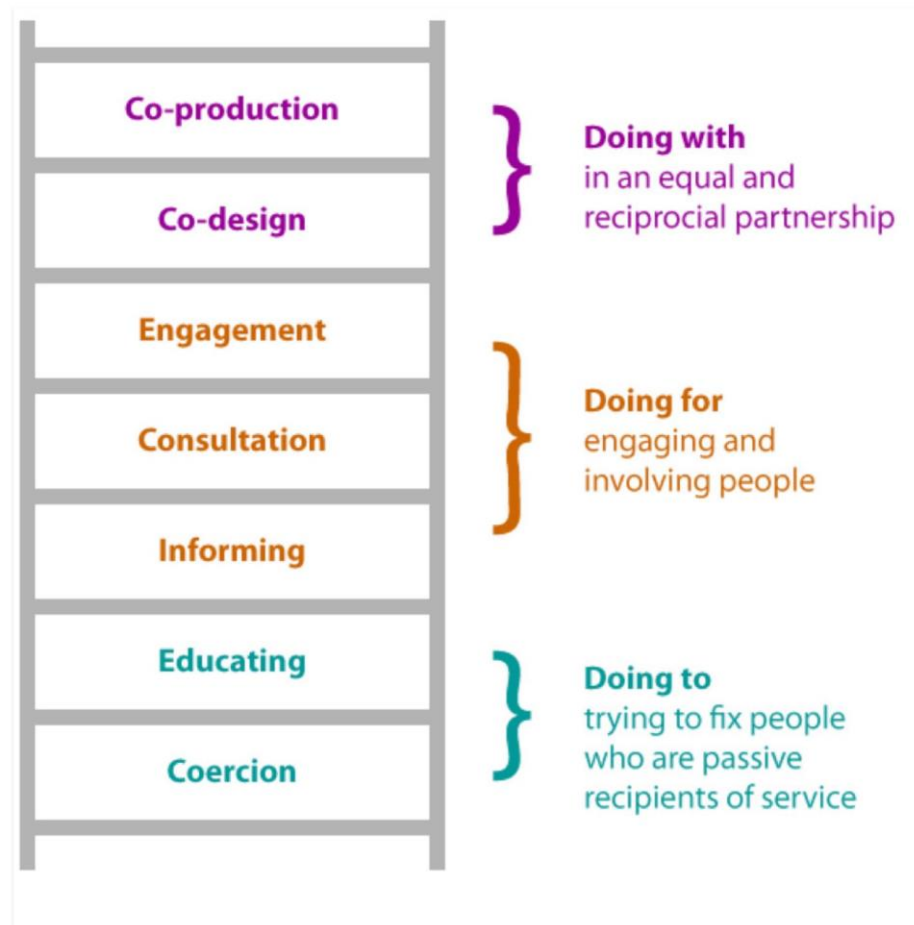
# Appendix 5: Examples of ladders to involvement

Cornish+Grey



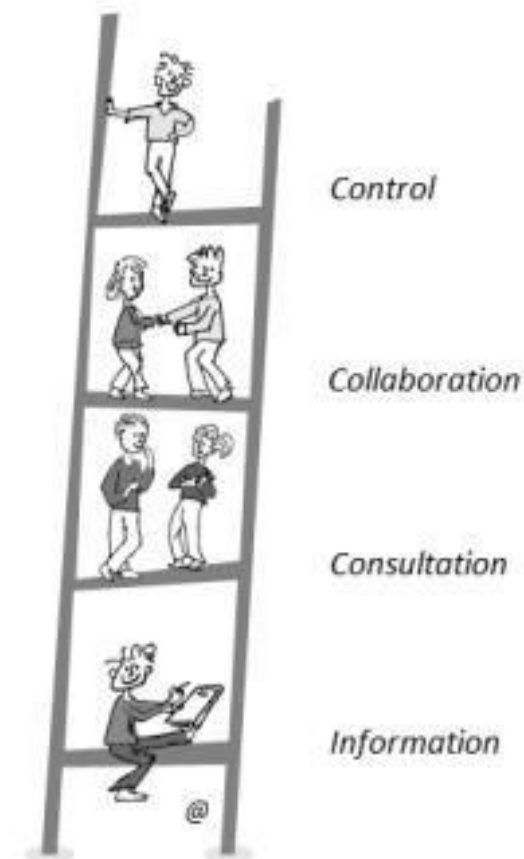New Economic Foundation participation ladder
(Slay and Stephens 2013)

Ladder of Involvement
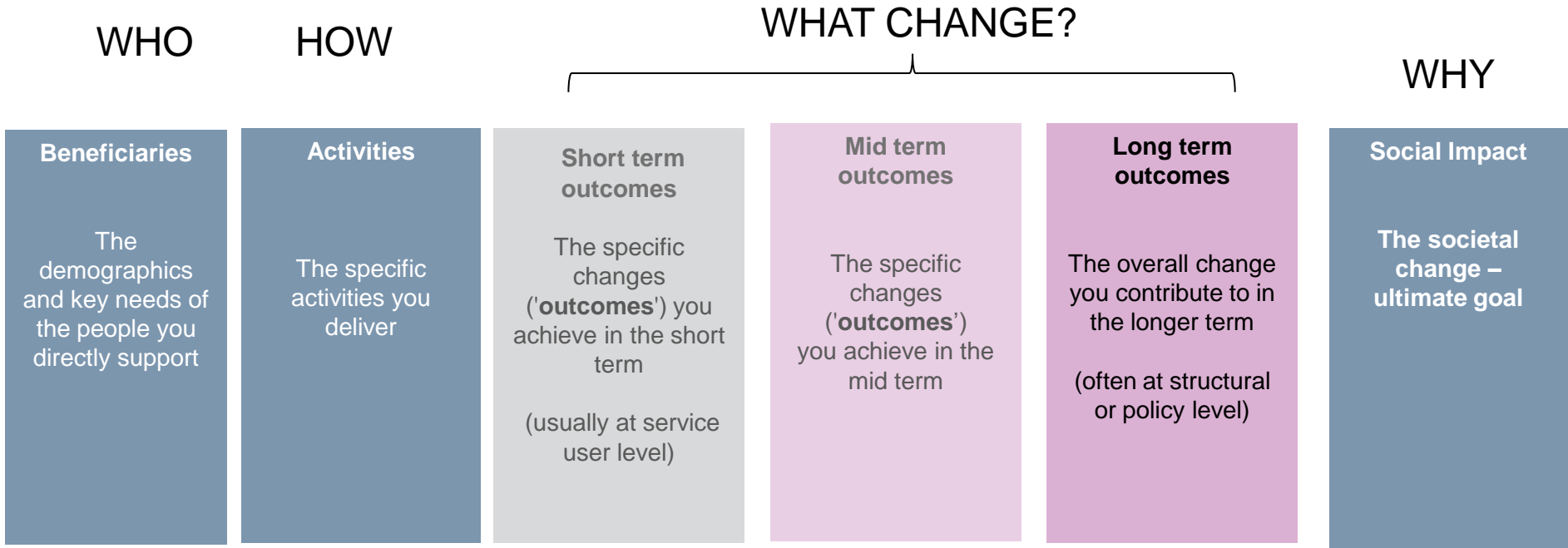Fulfilling Lives South East Partnership

# Appendix 5 (cont.)



Co-production
Co-design
} Doing with
in an equal and
reciprocial partnership

Engagement
Consultation
Informing
} Doing for
engaging and
involving people

Educating
Coercion
} Doing to
trying to fix people
who are passive
recipients of service

Ladder of Co-production
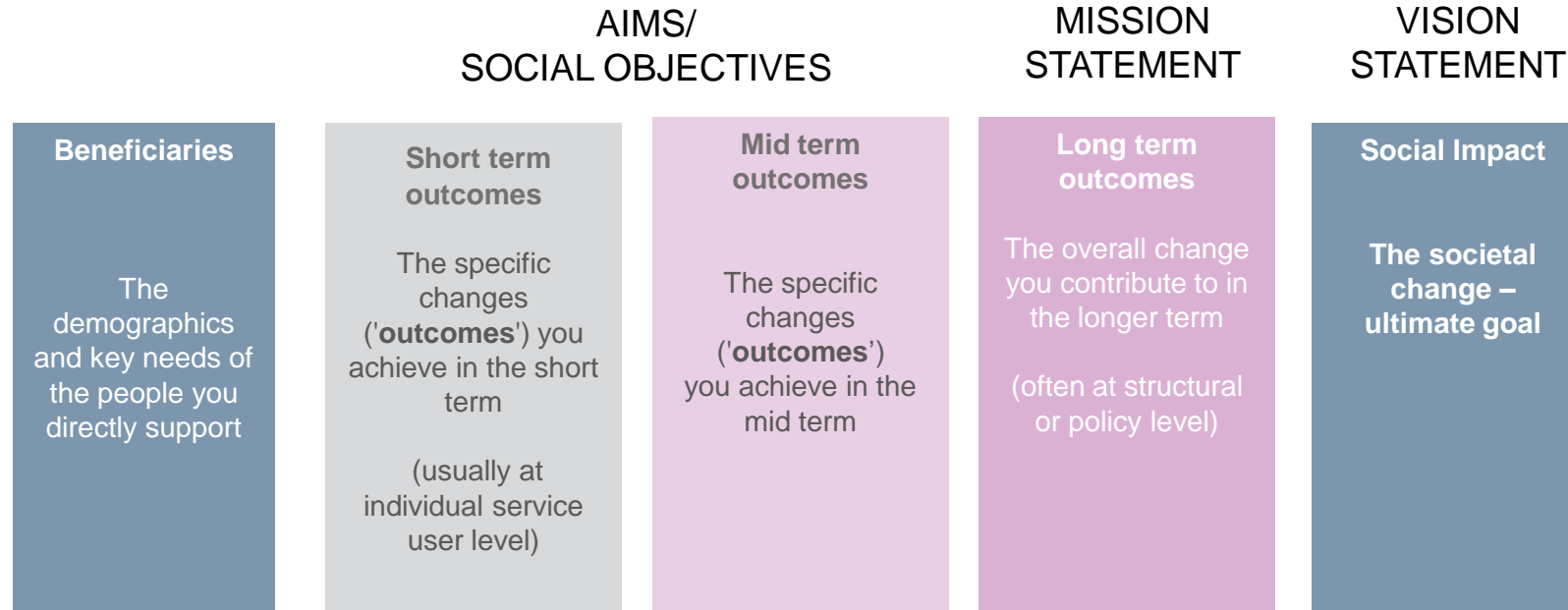Health Improvement Scotland



Control

Collaboration

Consultation

Information

CREDIT: CHEO RESEARCH INSTITUTE IN ONTARIO (CANADA)

# Simplifying a Theory of Change into an Outcomes Chain or Logic Model

Cornish+Grey

| WHO | HOW | WHAT CHANGE? | | | WHY |
|---|---|---|---|---|---|
| **Beneficiaries** The demographics and key needs of the people you directly support | **Activities** The specific activities you deliver | **Short term outcomes** The specific changes ('**outcomes**') you achieve in the short term (usually at service user level) | **Mid term outcomes** The specific changes ('**outcomes**') you achieve in the mid term | **Long term outcomes** The overall change you contribute to in the longer term (often at structural or policy level) | **Social Impact** **The societal change – ultimate goal** |

# Vision, mission and specific aims should articulate your logic model

Cornish+Grey

|  | AIMS/ SOCIAL OBJECTIVES | | MISSION STATEMENT | VISION STATEMENT |
|---|---|---|---|---|
| **Beneficiaries**<br><br>The demographics and key needs of the people you directly support | **Short term outcomes**<br><br>The specific changes ('**outcomes**') you achieve in the short term<br><br>(usually at individual service user level) | **Mid term outcomes**<br><br>The specific changes ('**outcomes**') you achieve in the mid term | **Long term outcomes**<br><br>The overall change you contribute to in the longer term<br><br>(often at structural or policy level) | **Social Impact**<br><br>**The societal change – ultimate goal** |

| Stage | Stage 1 *Gateway* | Stage 2 | Stage 3 |
|---|---|---|---|
| Name | Basic + immediate needs | Progression + independence *opportunity* | Influencing equality & reducing stigma. |
| Timeframe | *Adults who experience homelessness or being vulnerably housed who are facing multiple barriers + challenges* | | |
| Services/ activities | **How do people first engage with the Gatehouse?**<br>• Drop in community centre/café<br>• Shower and clothing service | **What does mid term engagement look like?**<br>• Casework support (incl advocacy)<br>• Counselling service<br>• Therapeutic, practical and purpose driven workshops and activities<br>• Women's provision<br>• Signposting to partnership services | **What does longer term engagement/ involvement look like?**<br>• Community Champion/Lived Experience Advisory Forum (LEAF) membership<br>• Volunteer and staff roles<br><br>Influencing + Equality + reducing stigma. |
| Outcomes | **What difference does stage 1 make? When are people ready to move on to stage 2?**<br><br>Basic & immediate needs -<br>- reducing food inequality<br>- reducing lowliness + isolation<br>- Main gateway to other services/ external/internal provision. | **What difference does stage 2 make? When are people ready to move on to stage 3?**<br><br>Progression stage.<br>- reducing barriers to health, education, housing etc<br>- retaining + gaining housing<br>- Equipping and able to services<br>- Supporting individuals ✱ to gain + successfully manage their own outcomes. | **What difference does stage 2 make? When are people ready to move on to stage 3? Where next? What is the ultimate goal?**<br><br>- Equal seat at the table with services to influence change.<br>- Empower + progress LEAF members.<br>- Change systemic barriers. |

| Stage | Stage 1 | Stage 2 | Stage 3 |
|---|---|---|---|
| Name | *WELCOME.* | *ENGAGEMENT* | *FULFILMENT &* *CHANGES MADE* |
| ~~Timeframe~~ *(WHO)* | *= COMMUNITY* | *COMPLEX BARRIERS* | ~~*GOALS ACHIEVED*~~ |
| Services/ activities | **How do people first engage with the Gatehouse?**<br>• Drop in community centre/café<br>• Shower and clothing service | **What does mid term engagement look like?**<br>• Casework support (incl advocacy)<br>• Counselling service<br>• Therapeutic, practical and purpose driven workshops and activities<br>• Women's provision<br>• Signposting to partnership services | **What does longer term engagement/ involvement look like?**<br>• Community Champion/Lived Experience Advisory Forum (LEAF) membership<br>• Volunteer and staff roles *(thro' LEAF)* |
| Outcomes | **What difference does stage 1 make? When are people ready to move on to stage 2?**<br><br><br>*Immediate needs met.* | **What difference does stage 2 make? When are people ready to move on to stage 3?**<br><br><br>*SELF ADVOCACY EMPOWERMENT* | **What difference does stage 2 make? When are people ready to move on to stage 3? Where next? What is the ultimate goal?**<br><br><br>*GOALS ACHIEVED CONFIDENCE* |

| Stage | Stage 1 | Stage 2 | Stage 3 |
|---|---|---|---|
| Name | WELCOME | ACCEPTANCE | ~~HAPPY~~ TRUST |
| Timeframe | | | |
| Services/ activities | **How do people first engage with the Gatehouse?**<br>• Drop in community centre/café<br>• Shower and clothing service<br><br>LESS HUNGRY<br><br>CLEAN<br>SUPPLIES | **What does mid term engagement look like?**<br>• Casework support (incl advocacy)<br>• Counselling service<br>• Therapeutic, practical and purpose driven workshops and activities<br>• Women's provision<br>• Signposting to partnership services<br><br>EMPOWERING<br>SUPPORTED<br>~~VALUED~~ HEARD | **What does longer term engagement/ involvement look like?**<br>• Community Champion/Lived Experience Advisory Forum (LEAF) membership<br>• Volunteer and staff roles<br><br>PROGRESSION<br>STRUCTURED<br>CONFIDENCE |
| Outcomes | **What difference does stage 1 make? When are people ready to move on to stage 2?** | **What difference does stage 2 make? When are people ready to move on to stage 3?** | **What difference does stage 2 make? When are people ready to move on to stage 3? Where next? What is the ultimate goal?** |

| Stage | Stage 1 | Stage 2 | Stage 3 |
|---|---|---|---|
| Name | | | |
| ~~Timeframe~~ | All groups | All groups | All Groups |
| Services/ activities | **How do people first engage with the Gatehouse?**<br>• Drop in community centre/café<br>• Shower and clothing service | **What does mid term engagement look like?**<br>• Casework support (incl advocacy)<br>• Counselling service<br>• Therapeutic, practical and purpose driven workshops and activities<br>• Women's provision<br>• Signposting to partnership services | **What does longer term engagement/ involvement look like?**<br>• Community Champion/Lived Experience Advisory Forum (LEAF) membership<br>• Volunteer and staff roles |
| Outcomes | **What difference does stage 1 make? When are people ready to move on to stage 2?**<br><br>Safety.<br>Less hungry.<br>Confidence<br>Self esteem.<br>Supplies.<br>Happy/trust | **What difference does stage 2 make? When are people ready to move on to stage 3?**<br><br>Empowering<br>Supported<br>~~listen~~ Heard.<br>Hollistic.<br>Sense of wellbeing<br>Happy/trust | **What difference does stage 2 make? When are people ready to move on to stage 3? Where next? What is the ultimate goal?**<br><br>Confident<br>Progression.<br>Structured.<br>Content<br>Happy/trust. |