



# Policy & Practice Annual Report 2019



Policy & Practice  
St Chad's College, Durham University

# Policy&Practice

## St Chad's College, Durham University

Policy&Practice is a multidisciplinary research group based at St Chad's College, Durham University. Our full-time academics, research associates and fellows are committed to the promotion of social justice in the United Kingdom and beyond.

*Policy&Practice* is the banner under which this work is communicated to a wider community of interest. The College is committed to undertaking research, policy analysis and evaluation that makes a difference to the way policy makers and practitioners carry out their work, aimed ultimately at increasing the benefit gained by the people for whom they work. We do this through applied research and evaluation for a wide range of private sector organisations, independent charitable foundations, national and local government, charities and other non-profit organisations.

Our work is heavily embedded in the North of England, but we do not confine our work to this area. Several national and international studies have been undertaken over the years in continental Europe, the United States, South Africa and Japan. What we hope to do is to use our learning to help increase our scope for understanding complex social, economic and political issues and our ability to help people tackle challenges in a positive, pragmatic and effective way in new contexts.

## Events & Debates

### Let's talk about value: how universities create value for students, staff and society

Carol Adams, Professor of Accounting in Durham University Business School, considered the appropriateness of measures of university performance. Her talk was based upon her recent report: *'Let's Talk Value: How Universities create value for students, staff and society'*. In her College lecture, in January 2019, Carol asked what universities create for society and how that can be better communicated.



Professor Adams is an expert in integrated reporting, social and environmental accounting, sustainability reporting and developing strategy to address sustainable development. She is founding editor of the Sustainability Accounting, Management and Policy Journal and writes on her website at [www.drCarolAdams.net](http://www.drCarolAdams.net).

Carol has been involved in various global corporate reporting initiatives and is currently a member of the ACCA's Global Forum on Sustainability, the ICAS

Sustainability Panel, the Climate Disclosure Standards Board's Technical Working Group and she is Chair of the Stakeholder Council of the Global Reporting Initiative.

## Institute for Local Governance Seminar Season 2018-19

Policy&Practice organised a series of seminars in 2018-19 for the Institute for Local Governance.

The Institute for Local Governance (ILG) is a Research and Knowledge Exchange Partnership involving North East local authorities, universities, police and fire and rescue services, hosted by Durham University Business School.



**institute for  
local governance**

Founded in 2009 it serves as an intermediary 'bridging organisation' whose role is to source and secure the delivery of the research requirements of its public sector partners through the facilitation of processes of co-production between practitioners and North East university researchers. Policy&Practice have worked closely with the ILG's director, Professor John Mawson for many years.

- **Strengthening the wellbeing of market towns in the Rural North and Borderlands of England and Scotland**, July 2019, Beaumont Hotel, Hexham.
- **The future of civil society in Tees Valley**, July 2019, Riverside Stadium, Middlesbrough.
- **Homes for the future in North East England**, June 2019, Teikyo University, Elvet Hill, Durham.
- **Tackling barriers to young people's aspirations and ambitions in County Durham**, March 2019, Town Hall, Bishop Auckland.
- **Consumption, Recycling and Waste**, March 2019, North Tyneside Council, North Shields.
- **Tackling loneliness and isolation in Northern England**, December 2018, MEA House, Newcastle.
- **Whose town centre is it anyway?** November 2018, Teesside University, Darlington.
- **Securing a future for community business**, October 2018, Civic Centre, Hartlepool.
- **The resettlement of migrants and refugees**, September 2018, Town Hall, Middlesbrough.
- **The power of arts and heritage to deliver regional investment**, March 2018, Mea House, Newcastle.
- **The Role of arts and heritage in social and economic regeneration**, January 2018, Dolphin Centre, Darlington.

Over the past decade, the ILG has secured the delivery of over 90 individual research projects involving North East university academics.

The ILG has initiated and funded the delivery of major North East region-wide studies in areas such as Scottish devolution, the impact of welfare reform, public expenditure cuts, mental health services for young people, child poverty, the impact of Brexit on rural development and supported the devolution agenda through consultation surveys and support to Combined Authorities.

# Completed Projects

## Striking a Balance: how community businesses work with other organisations

A new study for Power to Change, published in September reveals that community businesses often sign up to deliver public service contracts in the knowledge that they will make a financial loss.

The authors of the study, Professor Tony Chapman and Dr Tanya Gray of **Policy&Practice** show that this trend is



### Striking a balance:

A study of how community businesses in Bradford, Hartlepool and Middlesbrough build working relationships with the public, private and third sector



Tony Chapman and Tanya Gray  
Policy & Practice, St Chad's College,  
Durham University  
September 2019



driven by the community business sector's commitment to social and financial success when judging contract values.

As one community business leader said:

***'We've gone for certain contracts that we feel are crucial to our community. We provide services to people who have quite complex needs. We might not be making any money on it, the reality is that we're contributing about***

***12 per cent. But we think it is so important, that we're prepared to do it because nobody else could do it properly at this price.***

Tony Chapman, who co-authored the report, said:

***'The trend is not down to acts of financial desperation, nor that community businesses are complicit in a 'race to the bottom' in contract pricing. But community business leaders knew that if profits on contracts were out of the question, then they'd have to make up the difference from other aspects of their trading to sustain vital services.'***

Resolving these pressures is virtually impossible for community businesses. So the onus is on local public sector organisations to be more realistic about contract values. But that is easily said in the current fiscal climate. And even though Chancellor, Sajid Javid, announced in this September's Spending Review that 'austerity is over', what this really means is that, at best, things will get no worse.

Suzanne Perry, Research Officer at Power to Change, said: ***'This research gives us excellent insight into the extent to which community businesses are sacrificing in order to keep local services open in their neighbourhoods. Additionally, the report reveals what adept business people they are – utilising their income to make the place they live better.'***

There's little to be gained by pointing at the Public Services (Social Value) Act of 2012. The reality is that public sector bodies need an enormous boost in funding to bring them anywhere near back to where they were in 2010. In the meantime, local public bodies should be applauding community businesses which keep services going in their communities – rather than to assume that they'll continually be willing and able to do 'more for less'.

## The Social Process of Supporting Small Charities

Small charities make a big contribution to personal, social and community wellbeing. So it's not surprising that governments and big charitable foundations have been attracted to the idea of helping build their capability to do things better and their capacity to do more of it.

Over the years there have been plenty of initiatives of this kind. Evaluations tend to produce pretty positive findings – suggesting high percentage satisfaction amongst small charities with the support they've been given. But the extent to which they made a deep or lasting impression is open to question.

After all, small charities tend to remain small, independent-minded and focused on issues that they feel that bigger organisations have ignored, neglected or even caused. So they're often not keen to listen to good advice from outsiders – however generously it may be dispensed.

Just because most charities are small, does not mean that they lack complexity. They may not have specialised divisions of labour, hierarchical command chains or bureaucratic procedures. But that does not mean that their internal dynamics are simple. In fact, small charities – especially when they are collectively governed and run – are complicated entities.

The Lloyds Bank Foundation 'Grow' project was devised to support small charities with income below £75,000 which were ineligible for support through the Foundation's existing programmes. This research report explains how these charities responded to support offered to them by specialist consultants.

There have been several initiatives in the past to help small charities to become stronger, bigger and more sustainable, and to encourage them to work together to increase their impact. These are all 'big asks' and charities often resist attempts by outsiders to change them. But there is little good evidence to make sense of the 'social processes' involved in providing such support and explanations for how charities respond.

This report attempts to help fill that gap in our understanding by exploring how the culture and dynamics of small charities affects their readiness to embrace change, to accept support and act upon advice in several areas of development which may be important for their future wellbeing.

The analysis hinges upon a recognition that very small charities are much more complicated social entities than immediately meets the eye. The social value they produce is based almost entirely on voluntarily given time, so it is necessary to be cautious before meddling too much and unsettling the equilibrium in their finely balanced social system.

The report was published in March 2019



## Tackling barriers to young people's ambitions and aspirations in County Durham

Many young people in County Durham are not achieving as much as they should as they make their journey towards adulthood. While much support is lent to young people to achieve their potential, it falls unevenly – too often being focused upon those who already have many advantages.

Recognising that this was unacceptable, Durham County Council commissioned this research via the Institute for Local Governance in 2016 to start a debate in the County on how to achieve more for young people from less advantaged backgrounds. There is widespread belief in the UK that young people from less-advantaged backgrounds are less likely to make successful transitions to adult life because they lack aspiration and ambition.



Over-simplified explanations such as these are readily backed up with examples, garnered from observation and experience, which serve to reinforce falsehoods. With sufficient repetition these falsehoods start to ring true. To instigate discussion across all sectors, this study was undertaken to hold up a mirror to County Durham, and ask policy makers and practitioners to look again at the situation of young people and challenge popular narratives about young people's presumed lack of aspiration and ambition.

Policy makers and practitioners are encouraged to consider critically the differences between 'aspiration' and 'ambition'; 'attitudes' and 'behaviours'; 'attainment' and 'achievement', and most crucially, ask questions about what constitutes 'success in life' for young people from different starting points. By doing so, it is hoped that organisations in the education, public, private and voluntary sectors will be able to focus their resources individually or in complementary ways on those young people who are most in need of support.

Professor Tony Chapman, Dr Tanya Gray, Dr Stephanie Rich and Paul Braidford were commissioned by the Institute for Local Governance to undertake a project on young people's ambitions and aspirations in County Durham.

The report was launched on 29th March 2019 at an event at Bishop Auckland Town Hall which was opened by the Bishop of Durham, the Right Reverend Paul Butler.

## National Youth Agency's 'The Environment Now' Evaluation



Evaluation of 'The Environment Now' Programme

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Policy&Practice at St Chad's College was commissioned to evaluate the National Youth Agency's 'The Environment Now' programme of work funded by the Big Lottery's 'Our Bright Future' initiative in 2016. The project was also supported by O<sup>2</sup> Telefonica.

Our Bright Future allowed the NYA to work intensively with young people over three years developing environmental projects. Funding was

awarded to undertake 50 projects devised and run by young people who were, in turn, supported and trained through a comprehensive programme to develop their sustainability learning, employability skills, digital understanding and self-confidence.

An investment of up to £10,000 was made in each of the 50 projects to help meet key environmental challenges. Project leaders were supported by NYA programme staff and specialist O<sup>2</sup> Telefonica mentors. The project aimed to help produce sustainability leaders of the future.

The evaluation was undertaken independently by Professor Tony Chapman and Dr Stephanie Rich of Policy&Practice who were involved from the initial planning stage to design a comprehensive and rigorous methodology to blend qualitative and quantitative data.

The final report was published in January 2019

## Continuing projects

### Auckland Castle Trust Heritage Lottery Fund Project Evaluation

#### Regeneration in Bishop Auckland



Auckland Tower © House of Hues

Professor Fred Robinson and Ian Zass-Ogilvie have been undertaking an independent evaluation of The Auckland Project.

This remarkable heritage-based regeneration scheme has restored Auckland Castle, the historic home of the Bishops of Durham in Bishop Auckland. It is led and financed by philanthropist Jonathan Ruffer and supported also by a £12.4m grant from the National Lottery Heritage Fund.

Fred and Ian have been working on this for the last two years and their contract has recently been extended for a further year, to October 2020.

Their approach has been to serve as 'critical friends' to The Auckland Project. They are evaluating not only the restoration of the Castle restoration but also efforts to engage local communities and revive Bishop Auckland – the real aim of the whole scheme.

The Castle opened to the public in November 2019. That is to be followed by much more, including a Faith Museum, Spanish Art Gallery, Walled Garden, restaurants and a hotel.

Fred and Ian hope to be there as all this unfolds, continuing their journey with The Auckland Project and local communities of Bishop Auckland.

The evaluation work will conclude in 2020.

# New Research Projects



## How do charitable trusts & foundations support North East England?

Policy&Practice has been commissioned by the **Community Foundation serving Tyne & Wear and Northumberland** to look at the way charitable foundations support the voluntary sector in the North East of England. The research involved in-depth interviews with 25 regional and national charitable foundations and concluded with seminars in Newcastle and London to test the findings from the research.



In recent years funding for the voluntary sector has remained fairly similar but its composition is changing – with a lower level of reliance on local and national government sources during a long period of austerity policy. Charitable foundations have often stepped in where social needs have been growing in areas such as homelessness, poverty, health and personal wellbeing. Reduction in funding for youth services by local councils has also led to higher levels of investment by charitable foundations.

The research was not just about where money from grants flows, Instead it focused on how charitable foundations determine what issues they want to support, how they know if their grant giving is making a real difference and how they work alongside each other to have a greater overall impact. Another key purpose of the exercise was to feed new questions in the forthcoming Third Sector Trends survey across the North which began in June 2019 (see next story).

Charitable foundations involved in the study included: *Community Foundation serving Tyne & Wear and Northumberland, County Durham Community Foundation, Tees Valley Community Foundation, The Ballinger Family Trust, The Barbour Foundation, Big Lottery Fund, Children in Need, Comic Relief, Esmee Fairbairn Foundation, Garfield Weston Foundation, Greggs Foundation, The Henry Smith Charity, Joseph Rowntree Foundation, Lloyds Bank Foundation, Middlesbrough and Teesside Philanthropic Foundation, Millfield House Foundation, Northstar Ventures, The Pilgrim Trust, Power to Change, Sage Foundation, The Sainsbury Family Charitable Trusts, Sir James Knott Trust, The Tudor Trust, Virgin Money Foundation and Wolfson Foundation.*

A report will be published early 2020.

# Third Sector Trends

Third Sector Trends is **Policy&Practice's** flagship project. Established in 2008, it is the longest running research programme of its kind in the UK. The work will continue from 2018-2020 thanks to the support of the Community Foundation serving Tyne & Wear and Northumberland, Power to Change and Garfield Weston Foundation.

The study informs voluntary and community organisations, cooperatives, community businesses and social enterprises about the wellbeing and direction of the sector. Its results are also widely used by policy makers and funding bodies.

The original aim of the Third Sector Trends study, when commissioned by Northern Rock Foundation, was to examine the structure and dynamics of the third sector in North East England. In 2015, the Community Foundation assumed responsibility for the study and its legacy and took it forward working with JRF, Garfield Weston and IPPR North.

### The Third Sector Trends survey

This large-scale study now collects data from right across the North of England allowing for in-depth analysis of more than 3,000 respondents. The research continued across the North of England from June 2019 and well over 3,000 TSOs responded.

### The TSO50 study

A second strand of the work is a longitudinal study of a



cohort of 50 third sector organisations in North East England and Cumbria. This began in 2009 and is continuing in 2020. New analysis of this detailed study proceeded in 2019 alongside the survey work and will lead to further publication in 2020.

### Social and Public Policy

Third Sector Trends is not just about research, it also aims to have an impact on social and public policy. In 2020 this work will continue alongside IPPR North and it is expected that a number of briefings will be produced on new findings from the research which have strong policy implications.

Third Sector Trends research reports can be accessed [here](#)

## Academic articles

### Whatever happened to the North East?

A new academic article by Professors Keith Shaw (Northumbria University) and Fred Robinson (Policy&Practice) shows that governance in the English regions has been undermined and weakened by recent structural changes.

Although well established during the New Labour era, the regional level of governance in England did not survive the post-2010 process of institutional churn shaped by economic austerity and central government's aversion to the regional level. This has subsequently led to rescaling to the sub-regional level and the introduction of devolution 'deals' involving new combined authorities with elected mayors.

This article looks at the experience of North East England, where regional structures have been broken up and the region disempowered by such changes. It reviews what has happened to governance in the North East over the past 20



years and discusses why the dismantling of regional governance matters.

While the region's external relationships with central government are problematic, it is also argued that governance problems within the region are no less important and need reforming. Longitudinal research indicates that organisations providing public services in the North East have continued to be characterised by inadequate accountability,

unrepresentative governance and lack of transparency.

The combined effects of the devolutionary consequences of Brexit and the ineffectiveness of small-scale 'devo-deal' interventions mean that the 'regionalist case' in England will need to be refashioned and restated. The article concludes by considering the case for reintroducing regional-level governance and points to ways of bolstering the accountability and effectiveness of this level of sub-national governance.

Shaw, K. and Robinson F. (2019) 'Whatever happened to the North East? Reflections on the end of regionalism in England', *Local Economy* 33(8): 842-861.

### Sport for development

Following their recent Commonwealth Books publication on how sport can contribute to United Nations' Sustainable Development Goals, Iain Lindsey, Oliver Dudfield and Tony Chapman have published a conceptual article on how to understand the way relationships are configured between state and non-state actors.

The article considers new ways of looking at inter-organisational relationships through the lens of public policy and politics. In so doing, it explains how power relationships frame the way organisations can work together or limit the options for formal or complementary working relationships.

The article focuses on sport, but it has wider relevance to those who study interactions between the state, business

and non-profit organisations in a local, national or global context.

Lindsey, I., Chapman, T. and Dudfield, O. (2019) 'Configuring relationships between state and non-state actors: a new conceptual approach for sport and development', *International Journal of Sport Policy and Politics*.



### Young People & Society Study Group

Academics at Durham University, from across a wide range of departments, institutes and colleges, have established a strong reputation for the study of young people and society.

St Chad's College hosts an interdisciplinary study group of academics and post-graduate students who have shared interests in this field of work.

The study group, which has 40 members and spans nine departments and institutes, meets three times a year to discuss current issues concerning young people and society.

The study of young people at Durham is approached from many disciplinary and inter-disciplinary perspectives including: anthropology, business studies, cultural studies, English literature, geography, health, history, politics, psychology, social policy, sociology, theology and youth & social work.

The following key areas of interest show the range and depth of study which is currently being undertaken:

- Equalities: deprivation, social exclusion & marginalisation, ethnic diversity, gender & sexualities, disabilities.
- Environment and spatiality: migration, urban & rural society, conflict and disasters.
- Health and wellbeing: physicality, resilience & mental health, happiness & pro-sociality.
- Everyday life: culture & identity, consumption, leisure & sport, arts and culture, social media.
- Civil society: voluntary social action, civic engagement, politics & social movements, third sector interventions
- Social mobility: education & employability, paid work, virtual mobilities.
- Relationships: families & households, friendship & loneliness, domestic violence, life transitions & critical incidents.
- Research methodologies: comparative methods, visual sociology, autobiography, narratives, observation, quantitative data and analysis.
- Social policy: youth work, crime & antisocial behaviour, penalty, unemployment, health, housing and homelessness, welfare benefits.

The group welcomes members of academic staff and post-graduate students who are interested in the study of young people from any disciplinary or thematic perspective.

## Publications 2018-19

- Lindsey, I., Chapman, T. and Dudfield, O. (2019) 'Configuring relationships between state and non-state actors: a new conceptual approach for sport and development'. *International Journal of Sport Policy and Politics*.
- Shaw, K. and Robinson, F. (2019) 'Whatever happened to the North East? Reflections on the end of regionalism in England', *Local Economy*, 33(8): 842-861.
- Chapman, T and Gray, T. (2019) *Striking a balance: a study of how community businesses in Bradford, Hartlepool and Middlesbrough build working relationships with the public, private and third sectors*. London: Power to Change.
- Chapman, T. (2019) *The social process of supporting small charities: an evaluation of the Lloyds Bank Foundation Grow programme*, Durham: Policy&Practice.
- Chapman, T., Rich, S., Gray, T. and Braidford, P. (2019) *Understanding barriers to young people's aspirations and ambitions in County Durham*, Durham: Institute for Local Governance.
- Chapman, T. and Rich, S. (2019) *Evaluation of the NYAs 'The Environment Now' Programme*, Durham: Policy&Practice.
- Chapman, T. and Gray, T. (2018) *How do community businesses differ from other community and voluntary organisations? new comparative analysis from the Third Sector Trends Study*, Durham: Policy&Practice, St Chad's College, Durham University.
- Chapman, T. and Rich, S. (2018) *Evaluation of the My Money Now programme*, Leicester: National Youth Agency.
- Chapman, T. and Rich, S. (2018) *Evaluation of The Environment Now programme*, Leicester, National Youth Agency.
- Chapman, T. and Hunter, J. (2018) *The value of volunteering in the North*, Manchester: IPPR North.
- Chapman, T. and Hunter, J. (2018) *The value of business to the third sector in the North*, Manchester: IPPR North.
- Chapman, T., Mawson, J., Robinson, F. and Wistow, J. (2018) *How to work effectively with the third sector*, Durham, Institute for Local Governance.
- Chapman, T. (2018) 'Assets and Liabilities: what contribution can 'positive intervention' programmes make to the social mobility of disadvantaged young people?', in G. Payne and S. Lawler (eds) *Everyone's a Winner: Social Mobility in Contemporary Britain*, London: Palgrave.



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