



MONITORING AND EVALUATION PLAN



Wyre Forest and South Worcestershire
Nightstop and Mediation Service

May 2025



INTRODUCTION

About Us

Wyre Forest and South Worcestershire Nightstop and Mediation Service is a grass roots charity working tirelessly to prevent and relieve homelessness for young people aged 11-25.

Our Vision is an end to youth homelessness in Worcestershire. We believe that every young person deserves a safe place to sleep, and the support they need to thrive and to play an active role within their community.

Our Approach

We create positive change by ensuring that our actions reflect our values. Our Theory of Change explains how the services we deliver ensure positive outcomes for the young people we work with, and how the impact of our work aligns to our vision of an end to youth homelessness in Worcestershire.

Monitoring and Evaluation

We are committed to undertaking effective and efficient monitoring and evaluation of our work. We do this to provide evidence and insight that enables us to continuously enhance our work, strengthening the pathways towards achieving our intended outcomes for young people.

We use monitoring and evaluation to serve three key purposes:

- **Providing evidence** of the scale and impact of our work;
- **Being accountable** to funders, stakeholders and the young people we support;
- **Enhancing our impact** through continuous improvement of our services, informed by high quality data that enables us to evidence our strengths and identify opportunities for development.

This Framework

- Identifies the **data we collect** to monitor the activities and evaluate the outcomes in our High-Level Theory of Change;
- Details **methods and responsibilities** for data collection;
- Outlines the **review and oversight mechanisms** we have in place to ensure effective implementation and development of this framework.

OUR EVALUATION CYCLE

Strategy Development

We develop a strategic plan that identifies our overall vision, intended outcomes and strategic priorities for 3-5 years

This is built from a review of the evidence base, and input from young people, hosts, volunteers, stakeholders, trustees and staff

Action Planning

We develop operational plans aligned to our strategy. These identify the day-to-day actions that will enable delivery of our strategic priorities

Our Evaluation Framework and Data Collection Plan provide details of the actions we will take to monitor and evaluate our progress

Delivery

We deliver the actions identified in our operational plans, including those in our Data Collection Plan

Routine Monitoring

Staff meetings routinely review progress of delivery as outlined in our operational plans

Trustee meetings routinely review progress towards strategic priorities

The Evaluation Working Group routinely reviews the efficiency and effectiveness of our data collection

Learning

Identifying changes that will improve processes and/or enhance impact

Periodic Review

Six-monthly review of outcomes using our Evaluation Framework

Six-monthly review of progress towards our strategic priorities

Evidence Base

Using evaluation outputs to build our evidence base

Reporting

Monitoring and evaluation reports for funders

Sharing learning with stakeholders, including our volunteers and the young people we support

Periodic refinement of strategy (learning and evidence applied to next strategy)

Regular tweaks to action plans (quarterly updates)

EVALUATION ELEMENTS

Evaluation Cycle

Our evaluation cycle emphasises our commitment to ongoing review, learning and development. This comprises two key cycles:

- **Operational cycle** – this is a shorter-term cycle focusing on monitoring data and implementation of action plans.
- **Oversight cycle** – this is a longer-term cycle focusing on impact data, progress against strategic objectives, timely reporting to funders, and development of our evidence base.

Evaluation Framework

Our evaluation framework identifies the data that we collect for each of the support paths within our High-Level Theory of Change. We collect:

- **Monitoring Data:** routine recording of our activities. This enables us to understand the scale and reach of our work. How many young people have we worked with? How many sessions have we delivered?
- **Impact Data:** quantitative evidence of the delivery of our outcomes. Carefully chosen measures are completed with clients to understand and evidence the change that is created by our work. Measures are routinely completed at the start and end of support. Where possible, an additional follow-up measure is completed to understand the sustained impact for the young people who work with us.
- **Qualitative Data:** developing a deep understanding of our impact. We actively seek feedback from clients and stakeholders to enable us to understand what our work means to them. We also seek reflection on our approach to inform the ongoing development of our processes, and selection of our service priorities.

Data Collection Plan

Our data collection plan sets out the methods we currently use to collect data, and who is responsible for ensuring that appropriate data is collected in a timely manner.

Wherever possible, data collection is embedded in routine processes. This approach enables efficient collection of a high quality data set.

HIGH-LEVEL THEORY OF CHANGE

THE NEED:

Young people at risk of homelessness

Every young person has a unique set of circumstances and holistic needs linked to or created by their risk of homelessness.

Most common is a breakdown in the young person's relationship with their parent or carer.

Many will not have the support network typically available to their peers, perhaps due to bereavement or leaving care.

And few will have the life skills or knowledge needed to secure the right support to enable them to thrive.

OUR APPROACH:

Human

We believe that everybody matters, and each young person has the right to personalised support that responds to them as an individual.

Trusted Relationships

We build trusted relationships, empowering young people by ensuring they feel heard, validated, and in control. We take pride in being a safe pair of hands, trusted to achieve sustainable outcomes.

Partnerships

We are passionate about effective partnership working, always representing the voice of the young people we support, but believing in working constructively with other agencies to achieve the most positive outcome.

OUR VISION:

An end to youth homelessness in Worcestershire

OUR MISSION:

We empower young people to achieve their full potential

SUPPORT PATH ONE:

Prevention

Support for young people experiencing circumstances known to carry a high risk of homelessness

SUPPORT PATH TWO:

Crisis Support

Practical support for young people at immediate high risk of homelessness

SUPPORT PATH THREE:

Positive Next Steps

Working with young people to address the wider issues that created a risk of homelessness

OUR ACTIVITIES:

The services and support that we provide

Family Mediation

Mediation improves communication and rebuilds relationships, and is primarily focussed on resolving issues before reaching crisis point.

Emergency Accommodation

Volunteer hosts provide safe and secure accommodation until suitable longer term accommodation is arranged.

Skills Training

Equipping young people with independent living skills, and personal development opportunities.

Schools Service

Group and one-to-one sessions providing knowledge, tools and support to address communication and relationship challenges before reaching crisis point.

Family Mediation

Mediation is also offered to help rebuild relationships following a period of homelessness.

Holistic Support

We work with each young person to develop a bespoke support plan to address their needs and move them forward.

OUTCOMES:

Our activities and approach combine to create change

Safe and secure accommodation

Improved relationships

Our prevention and crisis support work reduces the number of homeless young people

IMPACT ONE:

Short-term homelessness is prevented

The young person is safely accommodated and no longer at immediate risk of homelessness

IMPACT TWO:

Barriers to accommodation are removed

Challenges to remaining in current accommodation - including relationship breakdown - are resolved

Improved mental wellbeing

Independent living skills developed

Improved confidence and self-esteem

Feeling part of the community

The outcomes of our holistic support and skills training reduce the risk of future homelessness

IMPACT THREE:


Cycle of homelessness is broken

The young person is equipped with the skills and confidence needed to thrive and live independently

OUR IMPACT:

Reducing youth homelessness both now and in the future

EVALUATION FRAMEWORK (v1.1 March 2025)

		Activity	Outcomes	Monitoring Data	Impact Data	Learning
		<i>The services we deliver</i>	<i>The change that our services are designed to create</i>	<i>Outputs showing what has been delivered and how many people we have reached</i>	<i>Evidence of change in relation to our intended outcomes, including follow-ups to identify sustained change where relevant</i>	<i>Understanding what has (and hasn't) worked, and why, to inform future work</i>
PREVENTION		Mediation	<ul style="list-style-type: none"> Improved Home Situation Improved Relationships Improved Confidence Improved Emotional Wellbeing Improved Communication Skills 	<ul style="list-style-type: none"> Number of young people supported with mediation Number of families supported with mediation Number of mediation sessions delivered 	Mediation Chart completed with young person at three timepoints: <ul style="list-style-type: none"> Start of support End of support 3-month follow up (additional charts may be completed, but evaluation will focus on these core timepoints) Qualitative data collected via feedback and periodic surveys/ interviews	Feedback sought from young people and families supported with mediation at case closure Periodic surveys/ interviews to explore learning in more depth
		Conflict Coaching	<ul style="list-style-type: none"> Improved Home Situation Improved Relationships Improved Confidence Improved Emotional Wellbeing Improved Communication Skills 	<ul style="list-style-type: none"> Number of young people supported with conflict coaching Number of conflict coaching sessions delivered Number of schools/ groups where conflict coaching delivered 	Mediation Chart completed with young person at three timepoints: <ul style="list-style-type: none"> Start of support End of support 3-month follow up (additional charts may be completed, but evaluation will focus on these core timepoints) Qualitative data collected via feedback and periodic surveys/ interviews	Feedback sought from young people supported with conflict coaching at case closure Periodic surveys/ interviews to explore learning in more depth Feedback sought from schools
		School Education Programme (Assemblies, Classroom Sessions, Community Talks)	<ul style="list-style-type: none"> Increased awareness of homelessness and available support 	<ul style="list-style-type: none"> Number of sessions delivered Number of individual participants attending a session Number of attendances at education sessions Number of schools/ groups where session delivered 	Participant feedback form (for classroom sessions)	Feedback sought from schools/ groups
		Advice, information and support to prevent homelessness	<ul style="list-style-type: none"> Crisis is prevented 	<ul style="list-style-type: none"> Number of young people receiving advice, information and support Number of advice/ information sessions delivered 	N/A (prevention casework is typically short-term and opportunities for collecting robust impact data are limited)	Feedback sought where possible from recipients of support, and from stakeholder agencies where relevant
CRISIS SUPPORT		Emergency Accommodation	<ul style="list-style-type: none"> Young people access safe and secure accommodation 	<ul style="list-style-type: none"> Number of referrals received for emergency accommodation Number of young people placed with a host Number of bed nights provided Number of host families 	Baseline measure for Nightstop Chart	Feedback sought from young people and hosts Periodic surveys/ interviews to explore learning in more depth
		Solution-focused support	<ul style="list-style-type: none"> Young people's immediate welfare and safety needs are met 	<ul style="list-style-type: none"> Number of young people receiving extended crisis support Number of crisis support sessions 	via Holistic Support data (see below)	Feedback sought from young people Periodic surveys/ interviews to explore learning in more depth
		Mediation	<ul style="list-style-type: none"> See above 			
POSITIVE NEXT STEPS		Holistic Support	<ul style="list-style-type: none"> Safe and secure accommodation Improved independent living skills Improved emotional wellbeing Improved confidence Improved communication skills Improved relationships Feeling part of the community 	<ul style="list-style-type: none"> Number of young people receiving support 	Nightstop Chart completed with young person at three timepoints: <ul style="list-style-type: none"> Start of support End of support 3-month follow up (additional charts may be completed, but evaluation will focus on these core timepoints) Qualitative data collected via feedback and periodic surveys/ interviews	Feedback sought from young people Periodic surveys/ interviews to explore learning in more depth Feedback sought from stakeholder agencies where relevant
		Skills Training	<ul style="list-style-type: none"> Improved emotional wellbeing Improved confidence Improved independent living skills Improved communication skills 	<ul style="list-style-type: none"> Number of young people completing in-house courses Number of in-house courses delivered Number of young people volunteering 	via Holistic Support data (see above)	Feedback sought from young people Periodic surveys/ interviews to explore learning in more depth
		Mediation	<ul style="list-style-type: none"> See above 			

DATA COLLECTION PLAN (v1.0 March 2025)

	Data Type	Detail	Method	Responsibilities
MONITORING DATA	Crisis Support client information	<ul style="list-style-type: none"> Number of young people placed with a host Number of bed nights provided Number of young people receiving extended crisis support Number of crisis support sessions 	<ul style="list-style-type: none"> Routine collection via In-Form 	<ul style="list-style-type: none"> Routine Data collection to be undertaken by Officer providing the support/ delivering the session
	Pre-Crisis Support information	<ul style="list-style-type: none"> Number of young people receiving advice, information and support Number of advice/ information sessions delivered 	<ul style="list-style-type: none"> Routine collection via In-Form 	<ul style="list-style-type: none"> In-Form lead to run reports at agreed intervals
	Crisis Support additional information	<ul style="list-style-type: none"> Number of referrals received for emergency accommodation Number of host families 	<ul style="list-style-type: none"> Routine collection via In-Form 	<ul style="list-style-type: none"> Evaluation lead to review data every 6-8 weeks
	Mediation information	<ul style="list-style-type: none"> Number of young people supported with mediation Number of families supported with mediation Number of mediation sessions delivered Number of young people supported with conflict coaching Number of conflict coaching sessions delivered Number of schools/ groups where conflict coaching delivered 	<ul style="list-style-type: none"> Routine collection via In-Form 	
	Education session information	<ul style="list-style-type: none"> Number of education sessions delivered Number of individual participants in education sessions Number of attendances at education sessions Number of schools in which education sessions have been delivered 	<ul style="list-style-type: none"> Routine collection using monitoring spreadsheet 	
	School Assemblies/ Community Talks information	<ul style="list-style-type: none"> Number of assembly sessions delivered Number of attendances at assembly sessions Number of schools/groups where session delivered 	<ul style="list-style-type: none"> Routine collection using monitoring spreadsheet 	
	Next Steps support information	<ul style="list-style-type: none"> Number of young people receiving support Number of young people completing in-house courses Number of in-house courses delivered 	<ul style="list-style-type: none"> Routine collection via In-Form 	
	Volunteering information	<ul style="list-style-type: none"> Number of young people volunteering 	<ul style="list-style-type: none"> Routine collection via In-Form 	
IMPACT DATA	Nightstop Chart	Completed with Nightstop clients at three timepoints: <ul style="list-style-type: none"> Start of support End of support 3-month follow up 	<ul style="list-style-type: none"> Start and End measures recorded in client timeline as part of support Follow-up recorded on follow-up timeline 	<ul style="list-style-type: none"> Measure completion to be undertaken by officer providing the support Follow-ups to be completed by same officer who completed previous measures, wherever possible
	Mediation Chart	Completed with Mediation clients and Conflict Coaching clients at three timepoints: <ul style="list-style-type: none"> Start of support End of support 3-month follow up 	<ul style="list-style-type: none"> Start and End measures recorded in client timeline as part of support Follow-up recorded on follow-up timeline 	<ul style="list-style-type: none"> In-Form lead to run reports at agreed intervals Evaluation lead to review data every 6-8 weeks
QUALITATIVE DATA	Mediation Feedback	<ul style="list-style-type: none"> Feedback from mediation clients 	<ul style="list-style-type: none"> Recorded on In-Form 	<ul style="list-style-type: none"> Feedback collected by Officer as part of case closure process
	Holistic Support Feedback	<ul style="list-style-type: none"> Feedback from clients at case closure 	<ul style="list-style-type: none"> Recorded on In-Form 	<ul style="list-style-type: none"> Evaluation lead to review data every 6-8 weeks
	Education/ Schools Feedback	<ul style="list-style-type: none"> Feedback from school sessions 	<ul style="list-style-type: none"> Recorded on In-Form 	
	Periodic Surveys/ Interviews	Additional data collection undertake with: <ul style="list-style-type: none"> Young people Hosts Schools Stakeholder agencies 	<ul style="list-style-type: none"> Additional exercise undertaken every 6-12 months 	<ul style="list-style-type: none"> Evaluation lead to schedule and oversee additional data collection exercises. External support will be arranged periodically to provide independent analysis to support learning

RESPONSIBILITIES

Oversight

Our **CEO** has overall responsibility for monitoring and evaluation across the charity. They are supported in this task by the **Evaluation Working Group**.

Implementation

A senior member of staff is nominated as Nightstop's **Evaluation Lead**. They are responsible for the overall implementation of this Monitoring and Evaluation Plan.

All members of the staff team are responsible for accurate and timely data collection, as outlined in the Data Collection Plan. This includes:

- Recording sessions and support delivered
- Maintaining client records
- Completing client impact measures at agreed timepoints
- Recording qualitative feedback
- Supporting periodic exercises such as client and stakeholder surveys

Review

The Evaluation Working Group will ensure that a review of evaluation data is undertaken at approximately six-monthly intervals.

This review will include checks to ensure that the data collected is accurate, useful and complete, containing what is needed for reporting and service development.

The components within this plan should be formally reviewed once a year, and updated if necessary.

Evaluation Working Group

The Evaluation Working Group supports the CEO to develop, implement and review monitoring and evaluation processes.

Membership:

- **CEO**– overall responsibility for monitoring and evaluation;
- **Evaluation Lead**– responsible for ensuring that monitoring and evaluation measures and tools are in place and working as intended;
- **Data Collection Lead**– responsible for ensuring that data collection is being undertaken in a timely fashion, and is recorded and stored appropriately;
- **Trustee Rep**– leads trustee oversight of the monitoring and evaluation plan;
- **External Advisor**– provides advice and guidance on evaluation processes.

Frequency:

The evaluation working group meets six times a year

Terms of Reference:

- Preparation of an organisation-wide monitoring and evaluation plan. This to be formally reviewed and updated once a year;
- Ensuring the evaluation cycle is implemented, enabling both short and long-term evaluation, learning and review cycles to support delivery of outcomes;
- Oversight and quality assurance of data collection processes;
- Review of plans and processes to ensure compatibility with reporting requirements to funders and key stakeholders;
- Review of draft evaluation reports;
- Review of six-monthly Strategic Plan progress reviews

Strategic Plan Priority Leads

Area	Priority and Success Criteria	Lead
Prevention 	Increase awareness and reach of our mediation service <ul style="list-style-type: none"> We see an increase in self-referrals A greater proportion of referrals will be at earlier stages of relationship challenges We are able to provide a timely response to every referral 	Lisa – supported by Angela and Coralie
	Increase engagement with colleges and schools <ul style="list-style-type: none"> Schools and colleges proactively engage with us in timely and appropriate ways We don't meet young people for whom there was a missed opportunity for a referral from school or college 	Alison
	Develop awareness-raising package for professionals working with young people <ul style="list-style-type: none"> We see an increase in the diversity of professionals making appropriate and timely referrals to our services We don't meet young people with a missed opportunity for an earlier referral from a professional who has worked with them 	Alison
Crisis Support 	Recruit more hosts <ul style="list-style-type: none"> We have a sufficient number of hosts to always be able to offer a bed night to a young person who needs one 	Alison – supported by Ellie
	Enhance host support and retention <ul style="list-style-type: none"> Hosts report a positive experience where they feel valued and supported Feedback from departing hosts does not indicate that we failed to address a resolvable issue 	Alison – supported by Ellie
	Undertake a review of our provision in South Worcestershire <ul style="list-style-type: none"> A review is completed that identifies options for effective and sustainable consolidation of our provision outside Wyre Forest Options adopted following the review are shown to be effective through consistent outcomes for young people review is completed that identifies options for effective and sustainable consolidation of our provision outside Wyre Forest 	Judith
Positive Next Steps 	Co-produce a refreshed programme of life skills coaching with young people <ul style="list-style-type: none"> Young people engage positively with skills development opportunities Young people report feeling empowered and in control 	Alison – supported by Ellie
	Strengthen move-on accommodation pathways <ul style="list-style-type: none"> Young people report confidence in the suitability and sustainability of their move-on accommodation Young people report satisfaction with their move-on experience 	Alison – supported by Ellie

Strategic Plan Priority Leads

Area	Priority and Success Criteria	Lead
Strong Governance	Board Development <ul style="list-style-type: none"> Trustees are actively engaged in the leadership of the charity Our trustees bring a diverse set of skills and personal experiences that enhance the depth and breadth of our governance 	Darren – supported by Judith
	Succession Planning <ul style="list-style-type: none"> Succession plans are in place 	HR subgroup
	Best Practice <ul style="list-style-type: none"> We are able to demonstrate regular reviews of our practice against the Charity Governance Code 	Judith – supported by Gill
Financially Secure	Diversify Income Sources <ul style="list-style-type: none"> A greater proportion of our income is from sources other than short-term grants No single funding source represents more than 50% of our income Our financial projections do not indicate a need to utilise reserves within the next year 	Finance subgroup
Living Our Values	Co-produce opportunities for beneficiary involvement <ul style="list-style-type: none"> Beneficiaries maintain contact with the charity as Young Ambassadors We are able to offer opportunities to beneficiaries to be involved in organisational roles that match their skills and interests 	Alison – supported by Ellie
	Enhanced internal communication <ul style="list-style-type: none"> Trustees report good awareness of current operational focus Staff report good awareness of current strategic and governance priorities 	Coralie
	Deliver a staff wellbeing programme <ul style="list-style-type: none"> Staff report high levels of satisfaction in their role Low levels of sickness absence 	HR subgroup
Evidenced Impact	Develop an Evaluation Framework <ul style="list-style-type: none"> Evaluation Framework developed 	Angela
	Review and enhance monitoring and evaluation practice <ul style="list-style-type: none"> Regular reporting of outcomes and impact for staff and trustees to review current work and future plans 	Evaluation working group



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