

GROUP COVALUATION REPORT

Oasis St Martin's Village (Year 1)

March 2026



SUMMARY

Introduction

- This Covaluation report focuses on **Oasis St Martin’s Village (OSMV)**, a community space launched in September 2024 in Tulse Hill, South London. It brings a range of local voluntary organisations and statutory services together to work in partnership to support young people, families, and the local community.

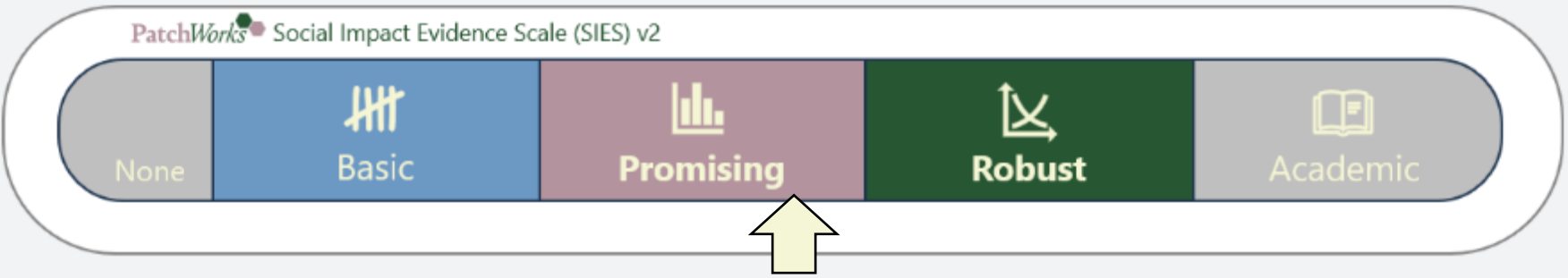
What the evidence tells us

- The partners on the Village report that co-location is translating into **stronger collaboration** — with improved communication, faster referrals, and reduced fragmentation across services for young people.
- Being part of the Village is strengthening **financial sustainability** for partners, through reduced costs, shared infrastructure, leadership support, and access to new relationships and funding opportunities.
- The Village is building **institutional credibility** — with trustees, corporate partners, and partner leaders expressing confidence in the direction of the model.
- The Village is emerging as a **viable model for community transformation** which could be spread to other regions.

Bottom line

- In its first 18 months, the Village has moved from vision to functioning ecosystem — laying the foundations of a **joined-up approach to supporting young people**.
- With experienced leadership, diverse partners and strong collaboration, the Village is emerging as a compelling approach to be adopted more widely.

Evidence Rating



- Overall evidence rating: **‘Promising’**, reflecting consistent and converging testimony across 18 partner and stakeholder interviews.
- Using our [Social Impact Evidence Scale \(SIES, see Appendix A\)](#) we assessed 7 outcomes to give us coherent evidence of organisational-level change.
- Direct measurement of outcomes for young people not yet undertaken — meaning further evaluation would be required to achieve ‘Robust’.

Beneficiary	Outcome	SIES Level
Partner	Improved Collaboration	
	Leadership Resilience	
	Increased Reach to Residents	
	Financial Sustainability	
Anchor org. (Oasis)	Stronger Ecosystem	
	Increased Credibility	
	Model Ready to Scale	



ABOUT OSMV

Origins

- ◆ Oasis St Martin's Village (OSMV) is located on the site of St Martin-in-the-Fields High School for Girls which began in 1699 in central London and moved to Tulse Hill in 1928.
- ◆ After the school was forced to close in 2024, Oasis, a national charity working in education, housing, and community development across the UK and other countries, partnered with St Martin-in-the-Fields Church (central London) to re-purpose the building for community use.

Oasis St Martin's Village

- ◆ The Village brings together local charities, community organisations and statutory services under one roof, to work together in an integrated way.
- ◆ The purpose of the Village is to deliver Oasis' vision of transforming the life-chances of children who are struggling or not attending mainstream education.
- ◆ The focus is on supporting young people and strengthening the surrounding community through a comprehensive range of joined-up youth-focussed services.

Ambitions

- ◆ Oasis have undertaken this Covaluation project so they can obtain evidence on how OSMV is benefiting its partners and delivering its vision, as it enters its second year of operation.
- ◆ This Covaluation report aims to support Oasis' ambitions to:
 - ◆ Become a sustainable, community-powered hub for local youth provision.
 - ◆ Strengthen collaboration between and sustainability for partner organisations.
 - ◆ Develop a functioning Village model that can be spread to more sites.

OSMV ECOSYSTEM

A diverse network of
partners and stakeholders

- ◆ 21 partners (as of March 2026)
with a mix of organisational types
— local and national charities,
CICs, housing associations,
statutory services, and grassroots
community groups.
- ◆ Working across multiple fields,
including education, music and
arts, sport, health, food provision,
housing, and mentoring.
- ◆ Independent missions brought
together by a shared commitment
to the Oasis Vision and Mission to
improve outcomes for young
people in the local area.
- ◆ A large, collaborative space to help
partners work in an integrated way.

Oasis
St Martin's
Village

St. Martin-in-the-Fields

BARCLAYS

AA
EDUCATES



KALOS
CREATES.

Lambeth & Croydon
Foodbank
Together with Trussell



MINISTRY
OF FOOD
♥ JAMIE OLIVER



Orange Bow



THE
SPARTAN
PROJECT



SYMPHONY



NHS
Well
centre

YCUK

STORY |

A vision of a village model as a response to exclusion

Reverend Steve Chalke OBE

- Steve Chalke talks passionately about the young people on the edge of education — those persistently absent, increasingly isolated, and at risk of exclusion. He describes them as “ghost children,” present in the system but slipping through its gaps.

| *“Some children are on the edge of education, and we’re pushing them further out.”*

- For Steve, the problem is not a lack of reports or recommendations. Study after study calls for local empowerment and joined-up working. Yet decision-making remains centralised, fragmented and reactive.

| *“It takes a village to raise a child — but we keep leaving the village out.”*

- The Oasis Village model is his practical response. Charities working in partnership in an integrated way within communities, sharing infrastructure, and collaboration designed to make education “magnetic” rather than alienating.

| *“We want to energise education — make it something young people are drawn towards.”*

- Oasis St Martin's Village is the first expression of that vision. The ambition is not to build a single site, but to prove a new model that can be sustained and replicated nationwide — keeping young people close to their peers, not pushed to the margins.

| *“This is just the launchpad.”*



“ It takes a village to raise a child — but we keep leaving the village out.”

WHO WE HEARD FROM

What we collected

- ◆ We conducted interviews with 10 charity partners based at the Village site.
- ◆ Two interviews were undertaken with St Martin-in-the-Fields: Reverend Dr Sam Wells, who led on the decision to lease the site to Oasis, and Development Manager Caroline Muir who supports OSMV with fundraising.
- ◆ We also held interviews with Oasis leaders, including its founder Reverend Steve Chalke OBE and two directors, Joy Madeiros and Nicola Wilson, that lead the OSMV project.
- ◆ We also held an interview with Barclays as a corporate partner.

Covaluation approach

- ◆ PatchWorks delivered this Covaluation (co-produced evaluation) project in collaboration with the OSMV leadership team.
- ◆ Given the early stage that OSMV is in — it opened late 2024 — we agreed a phased evaluation approach.
- ◆ This first phase focuses on ecosystem impact: how partners have benefited and how effectively the Village model is being established.
- ◆ Outcomes were agreed at the outset through a codesign workshop and structured around the Village model and its intended impact on partners.
- ◆ A future phase would like to evaluate the difference for young service users and the wider community, once OSMV is further established.



IMPACT

Strengthening collaboration, reach to young people, and financial sustainability



PARTNERS

Introducing OSMV's partners and how they see the 'Village'

Insights from the Partner interviews

- ◆ **A diverse mix of community organisations.** Partners span different sizes and maturity: some are long-established with big volunteer bases and national infrastructure, while others are newer, founder-led and still building capacity.
- ◆ **The building is more than a building.** For many partners, having a stable, professional base and access to shared rooms / facilities is a step-change versus constantly hiring space elsewhere — it is an enabler for delivery, growth and credibility.
- ◆ **A shared ambition: “our young people”, not “my service”.** Several leaders describe a collective mindset — a belief that young people’s needs span multiple services, and the opportunity is joining up support rather than working in silos.
- ◆ **Different starting points, different expectations.** Some partners are clear they need tailored support (and consistency) because not everyone enters the village with the same resources, leverage, or “place in the pecking order.”
- ◆ **Big vision energy — and a hunger to prove it works.** Alongside day-to-day delivery, several partners talk about scale: using the village to unlock bigger opportunity, test ideas, and strengthen the case for the model longer-term.



OUTCOME

What difference did the OSMV make for partners in terms of improving collaboration?

OUTCOME



Improved
Collaboration

Proximity is accelerating practical collaboration

- ◆ **Being co-located makes collaboration easier and more immediate.** Leaders describe informal conversations, shared space and visibility of each other's work as materially different from traditional "networking".
- ◆ **Referrals are becoming more natural and faster.** Several partners reference introducing young people across services or identifying needs they cannot meet alone.
- ◆ **The building reduces isolation.** Smaller organisations describe feeling less alone, with easier access to advice and peer support.

Shared mission mindset is strong

- ◆ **"Our young people", not "my service".** Multiple leaders speak about collective responsibility for outcomes beyond their own programme.
- ◆ **Complementary offers are visible in one place.** Creative arts, mentoring, wellbeing and other services sit alongside one another, increasing the likelihood of joined-up support.
- ◆ **There is appetite for deeper integration.** Several partners talk about wanting more structured collaboration and joint initiatives — suggesting momentum rather than saturation

Collaboration is relationally strong and still maturing

- ◆ **High goodwill and trust are evident.** Partners describe a culture of openness and shared intent, with relationships often developing ahead of formal systems.
- ◆ **Mechanisms are evolving.** Meeting structures, referral pathways and coordination processes are still being refined as the model beds in.
- ◆ **The ecosystem is in its early stage of formation.** Momentum is visible and collaboration is strong, but further formalisation and clearer structures are likely to enhance consistency over time.

“ It feels like we're finally in the same room as the people we need to work with.

“ Now when a young person needs something we don't offer, we know exactly who to walk them to.

“ Before, we were operating in parallel. Now we're actually connecting the dots.

“ It's starting to feel like a joined-up system rather than a collection of services.

STORY

Multiple partners, one joined-up response

OUTCOME



Improved
Collaboration

- ◆ A young person joined one partner's creative programme, looking for a space to express themselves. As sessions progressed, it became clear their challenges extended beyond creativity. There were deeper wellbeing needs that the team could not meet alone.
- ◆ In most systems, that would mean a referral email, a waiting list, and a risk that momentum would be lost. At OSMV, the conversation happened the same week. Leaders spoke in the building. An introduction was made face to face.

| *"OSMV — young people need more than one service."*

- ◆ The creative programme continued — but alongside mentoring and structured support from another partner in the Village.

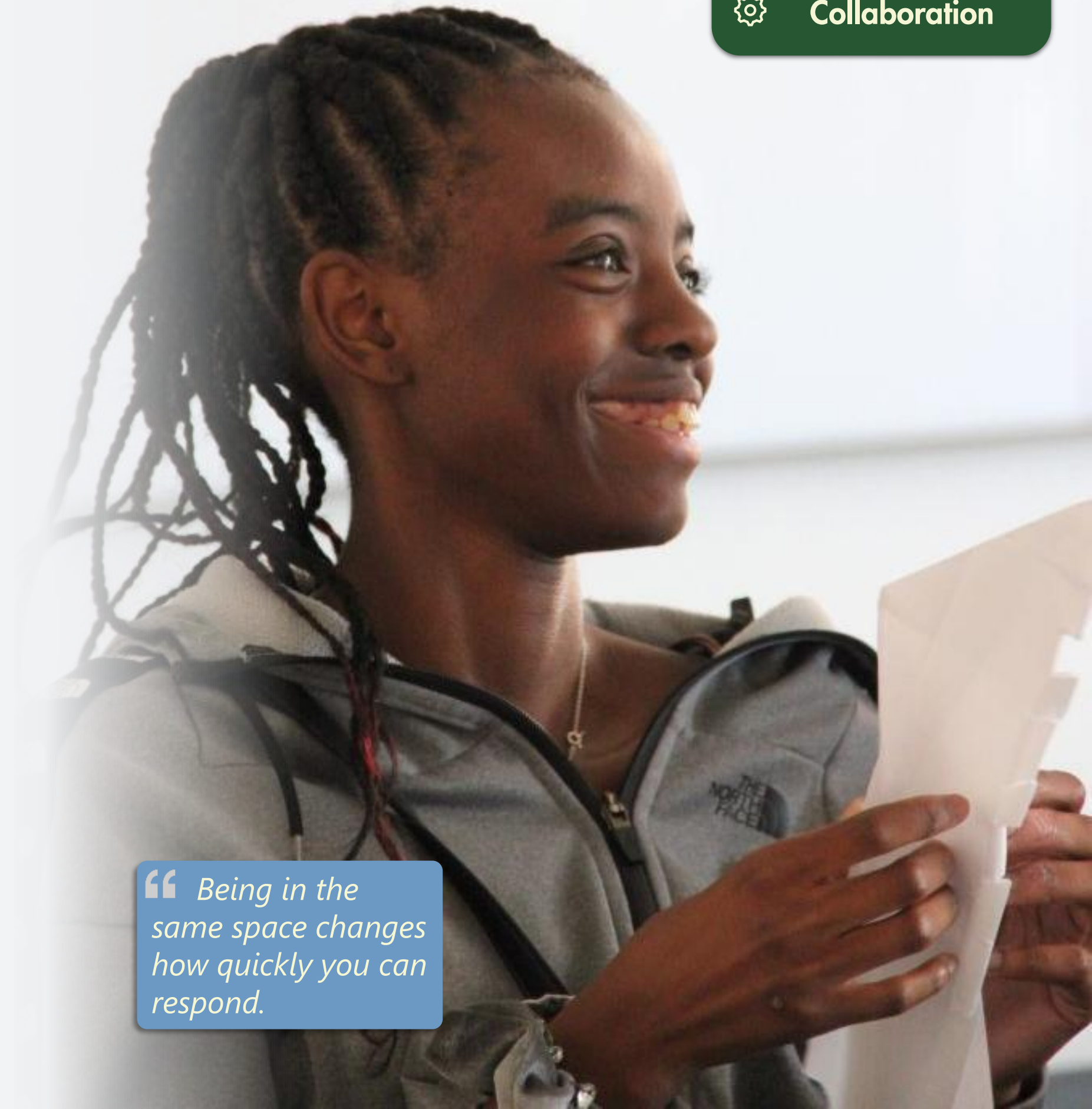
| *"It's not about protecting your own service. It's about what that young person actually needs."*

- ◆ Because organisations see each other daily, collaboration becomes normal practice rather than special coordination.

| *"Being in the same space changes how quickly you can respond."*

- ◆ What could have been a fragmented journey became a coordinated response — shaped by proximity, trust and shared purpose.

“ *Being in the same space changes how quickly you can respond.* ”



OUTCOME

How does OSMV support the leaders of the partners it hosts?

OUTCOME



Leadership
Resilience

Strategic leadership has accelerated early momentum

- ◆ **Oasis' senior leadership has driven visibility and credibility.** Partners repeatedly reference the role of strong, high-profile leadership in attracting attention, funding and external backing.
- ◆ **External advocacy strengthens partner confidence.** National profile and high-level engagement signal legitimacy beyond the local level.
- ◆ **The Village has benefited from entrepreneurial drive.** The model has moved quickly because it has been actively championed.

On-site leadership creates stability and trust

- ◆ **Operational leadership is described as accessible and responsive.** Partners speak about practical support and problem-solving in real time.
- ◆ **There is trust in intent and direction.** Even where partners have different needs, the tone reflects confidence in the leadership team.
- ◆ **This reduces isolation for smaller charities.** Being part of a well-led ecosystem increases confidence in navigating uncertainty.

Long-term resilience will depend on systems not individuals

- ◆ **Early progress has been personality-driven.** Several reflections acknowledge the catalytic role of Steve's charismatic leadership.
- ◆ **Replicability raises questions.** Partners and stakeholders ask whether the model can scale or sustain without the same Oasis leaders at the helm.
- ◆ **Institutional maturity is the next step.** Codifying processes and governance will strengthen resilience over time.

“ The energy and visibility from senior leadership has made a huge difference.

“ We feel supported — issues get unblocked quickly.

“ For smaller organisations like ours, having visible leadership behind the model gives us confidence to commit.

“ The big question is whether this works beyond one personality.

OUTCOME

What difference did OSMV make in terms of increasing access to residents?

OUTCOME



Increased Reach to Residents

The Village increases visibility and access

- ◆ **Being based in OSMV increases credibility locally.** Partners describe the site as giving their work greater legitimacy and presence within the neighbourhood.
- ◆ **Footfall and shared events create exposure.** Open days and cross-programme activity mean families encounter services they might not otherwise have known about.
- ◆ **The building acts as a visible hub.** For some partners, the school setting — embedded in the community — offers stronger local identity than dispersed venues

Embedded partners are key to deep community reach

- ◆ **Community-rooted organisations bring trusted relationships.** Partners already working on nearby estates and with specific communities see the Village as amplifying, not replacing, that local presence.
- ◆ **Reach depends on partner networks.** Oasis alone cannot access all communities — particularly harder-to-reach groups — without the help of existing partner charities who are already established within those communities.
- ◆ **Different partners reach different cohorts.** Youth arts, mentoring, wellbeing and support services attract distinct groups, increasing overall breadth of reach.

Reach is promising but not yet fully realised

- ◆ **Partner leaders believe the potential is significant.** Several speak about the opportunity to reach more young people through more community outreach and joined-up working.
- ◆ **Evidence of scale is still emerging.** While individual organisations report strong reach within their own programmes, collective data around community reach across the Village is not yet consolidated.
- ◆ **This is an early-stage ecosystem.** The model appears to broaden pathways for residents, but systematic measurement of cumulative reach is still developing.

“ We’re not just sharing a building — we’re actively thinking together about the same young people.

“ Young people don’t just need one service — they need options.

“ Referrals feel natural now — it’s just part of how we work.

“ The potential to reach more is definitely there.

OUTCOME

Strengthening partner sustainability through lower costs and fundraising support

OUTCOME



Financial Sustainability

Affordable infrastructure that enables delivery

- ◆ **Access to space is materially valuable.** Several partners describe the OSMV space as affordable and enabling activity that would otherwise be fragmented across venues.
- ◆ **Infrastructure reduces operational friction.** Storage, shared rooms and stable tenancy allow partners to focus on delivery rather than venue logistics.
- ◆ **Professional premises strengthen credibility.** Being based in a visible, well-equipped site enhances legitimacy with foundation and corporate funders.

The village model is creating funding opportunity

- ◆ **Early capital fundraising has strengthened confidence.** Visible investment in the site signals momentum and seriousness of intent.
- ◆ **Leadership profile opens doors.** National visibility and senior-level networks increase potential access to funding conversations.
- ◆ **Proximity enables peer learning on funding.** Partners share intelligence on grants, learn from each other's applications, and identify opportunities that may not have surfaced in isolation.

A clearer fundraising support offer needed for partners

- ◆ **Fundraising support feels uneven and informal.** Some partners have received hands-on help (e.g. application support, introductions), while others perceive inconsistency in access and expectation.
- ◆ **Appetite for structured, shared fundraising support.** Suggestions included regular fundraising surgeries, pooled learning, and clearer articulation of what support partners can expect.
- ◆ **Joint bids could be a strategic next step.** One partner explicitly suggested coordinated applications: developing joint grant bids which would be attractive to many funders.

“ The rent here is significantly lower than what we were paying before — that stability makes a huge difference.

“ Without this building, we'd be worrying about premises costs — here we can focus on delivery.

“ I think you can strengthen your offer by having joint applications — together we're stronger.

“ Being based here reduces our fixed costs and gives us breathing room to plan ahead.

IMPACT

OSMV is changing how partners operate

Evidence conclusions

- ◆ **OSMV is strengthening collaboration between local charities.** Co-location and shared leadership have increased referral pathways, peer support and joint working — this is the clearest and most consistently evidenced shift.
- ◆ **Partners experience greater stability through infrastructure and credibility.** Access to affordable, professional space and association with a high-profile anchor has enhanced legitimacy and reduced operational friction.
- ◆ **Leadership has accelerated early progress.** Strategic visibility and responsive on-site leadership have created confidence, momentum and external backing over the course of OSMV's first 12-18 months.
- ◆ **Community reach and financial benefits are promising but not yet systematised.** Partners see clear potential for expanded young person pathways and joint fundraising, but collective data and formalised support structures are still developing.
- ◆ **The Village model shows strong early signals of added value.** While still maturing, OSMV is already changing how partners operate — with collaboration robust, and sustainability and reach moving from aspiration towards embedded practice.



STORY | Finding a genuine oasis in a moment of exclusion

Seth, Founder of Symphony Studios

- ◆ **Seth** had built his life and career within his church community. When he came out as gay, much of that community turned away from him. Funding fell away. Relationships shifted. The organisation he had poured himself into suddenly felt exposed.

| *"I lost a lot of my community when I came out."*

- ◆ The experience was not just professional — it was personal. He describes a period where support disappeared and everything felt uncertain.

| *"Support just disappeared — it was like everything shifted."*

- ◆ Rather than distance itself, Oasis did the opposite. Steve Chalke reached out and offered Seth and his organisation a place within OSMV. It was not just about physical space, but public backing and solidarity.

| *"Steve stepped in when others stepped back."*

- ◆ Within the Village, Seth found not just premises, but psychological safety — somewhere he could use his creativity again without fear of exclusion.

| *"St Martin's gave me a genuine oasis."*

- ◆ Today, Symphony Studios is growing again — and Seth speaks not just about survival, but about renewed confidence and belonging. What could have been a story of loss has become a story of restoration.



“ Steve stepped in when others stepped back.”



OASIS (ANCHOR)

As the Anchor Organisation, Oasis acts as conductor and coordinator

Insights from interviews with and about OSMV

- ◆ **Oasis positions itself as a conductor, not just a host.** Beyond providing space, it brings organisations together around a shared purpose for young people in the community.
- ◆ **The Village model is intentionally collaborative.** Oasis' ambition is to reduce fragmentation in the local charity sector by co-locating complementary organisations and encouraging joined-up support.
- ◆ **Leadership is both strategic and operational.** Senior leadership articulates vision and external credibility, while on-site leadership focuses on coordination, culture and day-to-day problem-solving.
- ◆ **The model blends infrastructure with advocacy.** OSMV combines practical provision — space, facilities, events — with fundraising visibility and public championing of the sector.
- ◆ **Year One is framed as foundation-building.** The emphasis to date has been on establishing identity, relationships and momentum within a new ecosystem.
- ◆ **There is an explicit ambition beyond one site.** Conversations within OSMV reference scale, replication and influence — positioning the Village as a potential blueprint rather than a standalone project.

Oasis
St Martin's
Village



OUTCOME

Has Oasis created a stronger ecosystem for partners and residents?

OUTCOME



Stronger Ecosystem

Oasis acts as a convenor of complementary organisations

- ◆ **Convening with impact in mind.** Oasis has successfully brought together a mix of partners with distinct but complementary offers, with the intention of providing the maximum impact to the community.
- ◆ **Co-location is strategic and effective.** The Village model shows emerging signals of reduced duplication and shared pathways for young people.
- ◆ **Partners recognise Oasis as the coordinating force.** Across interviews, the Anchor organisation is described as the driver of alignment and collaboration.

The Village model reduces fragmentation in local provision

- ◆ **OSMV is a shared base for multiple services.** Instead of operating in isolation across different venues, partners are part of a visible, connected hub.
- ◆ **The Village supports joined-up thinking.** Leaders describe a shift from siloed delivery toward more collective responsibility for young people's needs.
- ◆ **The ecosystem effect extends beyond individual programmes.** The Anchor has enabled interactions that would not have occurred in a dispersed model.

Culture and coordination are actively shaped

- ◆ **Oasis sets the tone for collaboration.** Through meetings, communication and leadership presence, the Anchor reinforces shared purpose.
- ◆ **Momentum has been deliberately driven.** The early phase reflects active orchestration rather than passive hosting.
- ◆ **The ecosystem is still maturing.** While collaboration is strong, systems for measurement and coordination are still developing.

“ Without Oasis bringing us together, these conversations wouldn't be happening.

“ It's not just about sharing space — it's about shaping how people work together.

“ We're starting to align around shared outcomes, not just shared space.

“ It feels different being in a place where the organisations actually know each other.

OUTCOME

Has external credibility and trust increased for OSMV?

OUTCOME



Increased Credibility

Oasis has established early institutional credibility

- ◆ **The Anchor is viewed as serious and structured.** External stakeholders describe the model as intentional rather than experimental.
- ◆ **Trust from property and governance partners is evident.** Long-term commitment from St Martin's Trust signals confidence in leadership and direction.
- ◆ **OSMV is perceived as more than a co-working space.** The framing as an ecosystem adds weight and legitimacy.

Leadership visibility strengthens external confidence

- ◆ **Strategic leadership has built recognition beyond the site.** Profile, advocacy and external engagement reinforce credibility.
- ◆ **Corporate partner described the model as "investable".** From a corporate perspective, coordination and leadership maturity reduce perceived risk.
- ◆ **Momentum creates reputational reinforcement.** Early fundraising success has strengthened confidence among observers.

Credibility is strong, but proof will consolidate it

- ◆ **External confidence is high, but concentrated.** Strong endorsement exists from key stakeholders, but needs to be tested with a wider audience, e.g. Local authority, other community organisations, and views from local residents.
- ◆ **Sustained trust will depend on demonstrable impact.** Future credibility will increasingly hinge on measurable outcomes on the young people being supported and clear evidence of system-wide benefit.
- ◆ **Momentum creates expectation.** Early visibility and investment raise the bar — continued delivery will need to match the narrative.

“ Being part of St Martin's Village gives us credibility we didn't have before.

“ It gives the work a level of legitimacy that smaller organisations struggle to achieve on their own.

“ We [St Martin's Trust] wouldn't have committed to this without confidence in the team.

“ From a corporate perspective, this feels serious and structured.

OUTCOME

How mature is the Village model and is it ready to be adopted elsewhere?

OUTCOME



Model Ready to Scale

Strong belief in the direction of travel

- ◆ **There is confidence in the underlying concept.** Across interviews, partners, Trustees and the corporate partner describe the Village as a compelling response to fragmentation in local provision.
- ◆ **The Village model is viewed as timely and relevant.** The idea of co-locating complementary partners aligns with a growing sector shift toward shared workspaces and community hub models.
- ◆ **Momentum reinforces confidence.** Early fundraising success and visible activity have strengthened belief that the model is viable.

Replication of the model as potential, not proof

- ◆ **There is explicit ambition beyond one site.** Leaders reference scale, influence and blueprint potential.
- ◆ **Stakeholders see elements worth replicating.** The convening role, shared infrastructure and ecosystem design are described as transferable principles.
- ◆ **However, replication remains untested.** There is not yet evidence that the model works independently of its current leadership or context.

Scalability will require model independence

- ◆ **The model is currently closely tied to its founding leadership.** Several reflections imply that replication would require clearer codification of the operating model beyond the efforts of a small number of Oasis leaders.
- ◆ **Systems and documentation are not yet formalised.** Transferability will depend on articulated processes, defined partner offer, and clearer measurement frameworks.
- ◆ **Replication requires evidence of consistency, not momentum.** While energy is high, scalability will depend on whether outcomes can be proven at the level of the community supported and reproduced in different regions.

“ There’s something powerful about the way this brings organisations together

“ The concept makes sense — it answers a real gap.

“ If this delivers consistently, it could become a blueprint.

“ You can see how this could work elsewhere — but it needs proving.

IMPACT

To what extent is the Village model effective?

Evidence conclusions

- ◆ **Oasis has successfully established a functioning ecosystem.** The Anchor organisation has moved beyond hosting organisations to actively shaping collaboration, with clear behavioural shifts across partners.
- ◆ **The Village model demonstrates added value beyond co-location.** Partners and stakeholders describe coordinated working and ecosystem effects that would not occur in a dispersed arrangement.
- ◆ **External credibility is forming around the model.** The trustee leaders and the corporate partner have confidence in the leadership and direction, reinforcing institutional legitimacy in Year One.
- ◆ **The Village model is demonstrating viability, not yet full maturity.** There is strong belief in the concept and early momentum, but systems, codification and durability are still developing.
- ◆ **The Village model currently relies on active leadership orchestration.** Entrepreneurial drive has accelerated progress; long-term resilience will depend on embedded processes rather than personality.
- ◆ **The direction of travel is strong — proof will determine pace of scale.** With ecosystem effects evident and credibility building, the next phase will hinge on demonstrable impact and repeatable systems.



LEARNING & NEXT STEPS



WHY THIS MATTERS



OSMV creates a local safety net for young people.

By bringing alternative provision, mentoring, and youth support into one place, OSMV strengthens the network around young people at risk of exclusion. Partners describe earlier intervention, closer relationships with schools, and a stronger sense of belonging. In a system where services often operate in silos, OSMV provides continuity, trusted adults, and a stable base within the community.



A joined-up response no single organisation could deliver alone.

Co-location is translating into collaboration. Shared space has reduced fragmentation, increased referrals, and strengthened trust between leaders. Partners are beginning to align their support around individual young people rather than working in parallel. The ecosystem at OSMV shows that proximity plus shared purpose can unlock practical coordination — true partnership in practice.



Beyond a sustainable community hub – the start of a village

OSMV has moved from vision to functioning model. Professional premises, affordable infrastructure, and early fundraising momentum have strengthened stability and credibility. St Martin's is emerging as a durable, community-powered asset — one with the foundations to grow into a *Village model* that could be spread and adopted nationally.



WHAT COULD IMPROVE?

Key areas for developments - from partners and stakeholders

- ◆ **Further clarify the Partner Offer.** As OSMV grows, partners would benefit from a clearer articulation of expectations, support, and shared responsibilities. Greater definition would strengthen consistency and equity across the ecosystem.
- ◆ **Need for a shared, structured fundraising approach.** Fundraising energy is strong, but partners expressed appetite for a more coordinated strategy — including joint bids and clearer collective positioning. A structured approach would increase leverage and reduce reliance on informal support.
- ◆ **Make partner forums more interactive.** Partners suggested evolving meetings from update-led sessions to participative exchange. Creating space for peer learning and shared problem-solving would deepen distributed leadership – and maximise the skills and assets available across OSMV.
- ◆ **Strengthen the Village identity.** There is opportunity to further shape the physical and cultural feel of the site — so it visibly reflects a Village rather than a repurposed school. A clear 'village identity' would reinforce cohesion.
- ◆ **Develop a shared evidence framework.** As the model matures, consistent impact measurement across partners would strengthen credibility, funding readiness, and future growth.



WHAT NEXT

Building a stronger, more sustainable
Village model – ready for scale

1

Consolidate and standardise the Village model

Use the next phase to clarify the partner offer, strengthen leadership forums, refine the Village identity, and formalise how support operates. Turning lived experience into an articulated model will increase consistency and strengthen the foundations for future growth.

2

Codevelop a collective funding support offer

OSMV is already reducing costs; a clearer, coordinated funding strategy could further strengthen partner sustainability. This could include shared narratives, joint propositions, and structured development support. A compelling investment case for OSMV and its partners will increase resilience and local confidence.

3

Measure the impact of OSMV on its community

Undertake a second-stage evaluation focused on outcomes for young people and the wider community. Measuring collective impact will strengthen credibility, unlock future funding, and test whether the Village model is delivering on its vision. This should be carefully coordinated with partners' existing data collection and impact measurement systems.



THANK YOU

The Oasis management team would like to thank everyone who completed the survey and undertook interviews.

We are particularly grateful to all our volunteers for giving very generously their time and resources to establish the village.

Creating a village requires everyone to get involved.

To find out more or work with us, please contact:

enquiries@oasisstmartins.org

Patch*Works* 

Better evidence. Stronger communities.

Would an organisation you know benefit from a report like this, and the positive change it could bring? Get in touch: PatchWorks.org.uk.

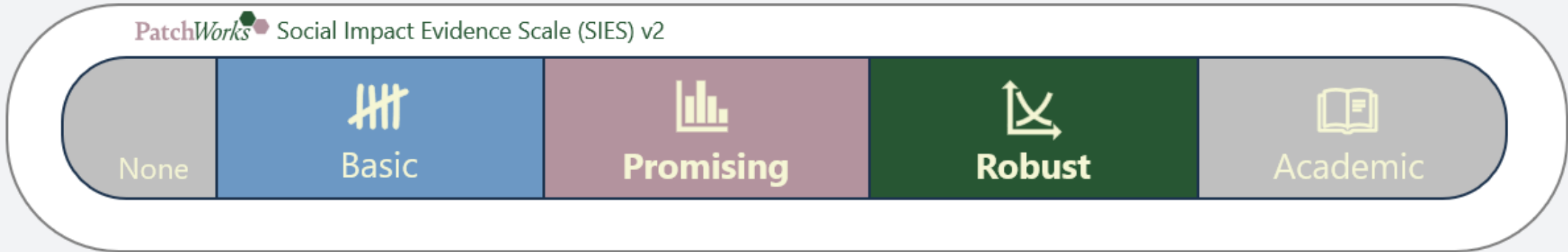
APPENDIX A

About PatchWorks
and use of this report

The PatchWorks Social Impact Evidence Scale (SIES)

The SIES diagram below provides a simple scale of evidence strength. Most of the community organisation partners we work with are at the start of the scale (None / Basic). Our aim is to elevate all partners we work with up to *Promising* or *Robust*, so we can support their ambitions.

This scale enables us to ‘SIES’ (size) up where our partners are before they start with us, and where we get them to after our Covaluation project.



What is it	Counts, quotes, stories.	Indirect / proxy measures, smaller sample size, no comparison.	Direct measures, larger sample size, mixed methods, comparable data set.	Large repeated data collection, formal academic methods.
What it shows	Proof of delivery: Demonstrates the activity happened.	Emerging proof of impact: indication that a change happened	Clear proof of impact: evidence of impact on anticipated outcomes	Proof for policy & scale: To influence at a national level
What's it for	Internal use, newsletters, early seed grants.	Pilots and smaller services, small– medium grants.	Ideal for most funders. Builds external credibility.	National bodies, influencing policy, published studies.

How to cite this report

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We welcome the use of findings from this report with appropriate citation.