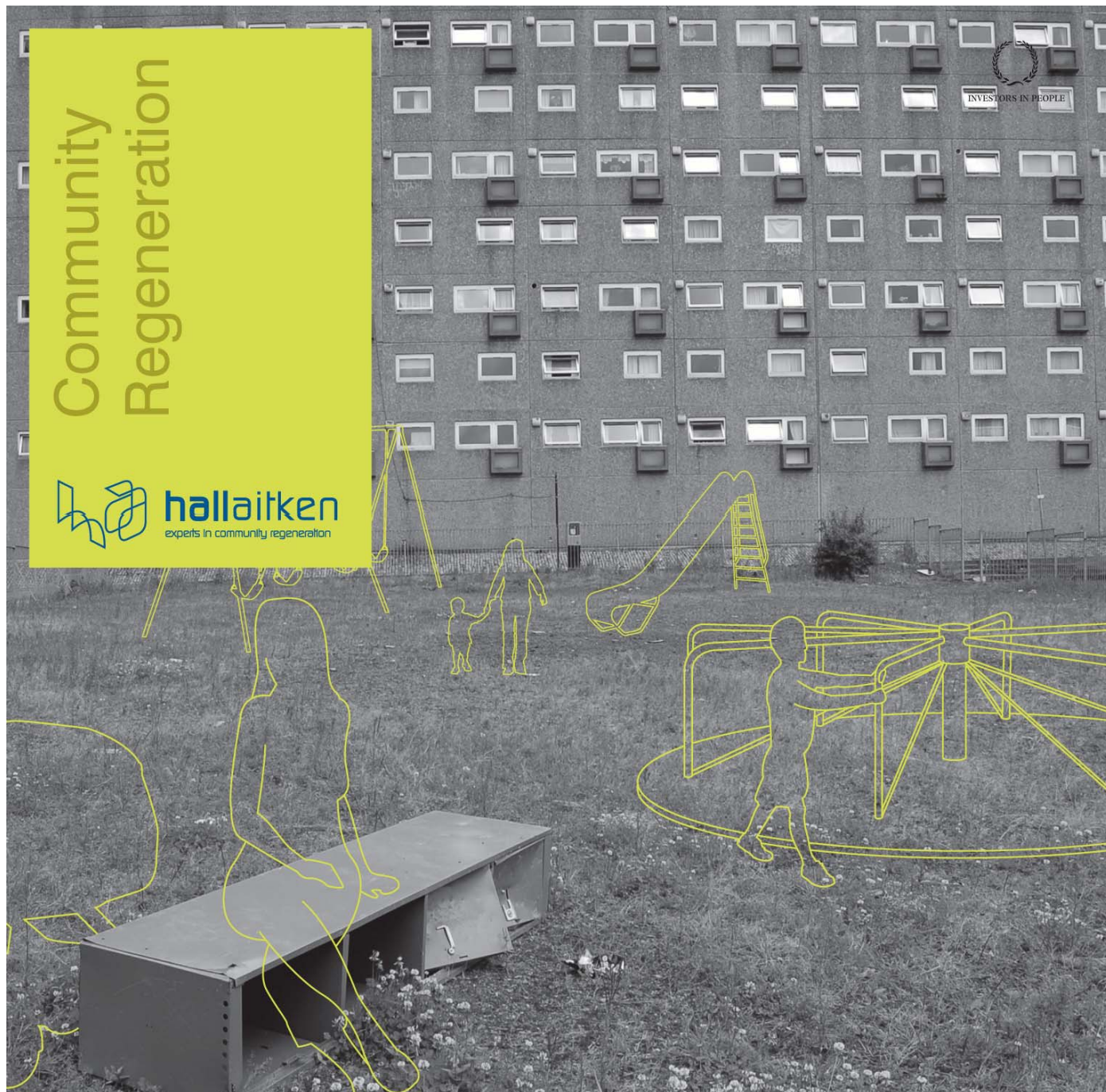


Community Regeneration



Big Lottery Fund
www.hallaitken.co.uk

Growing Community Assets evaluation

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Summary

This is a proposal to evaluate the Big Lottery Fund (BIG) Growing Community Assets (GCA) investment area in Scotland. It outlines how we will go about determining the impact of GCA funds on local economies, communities and the environment. It explains how we will identify how communities have gone about developing successful community ownership projects and what the factors of success have been.

During stage one we will find out our starting point of key performance indicators, how communities work together and whether the programme is being effectively delivered.

In the second stage we will measure the progress towards the outcomes and effectiveness of programme delivery.

And then in stage three we will find out what the programme has achieved and what lessons can be learned about sustaining community ownership.

Throughout the evaluation we will use a range of methods, including standard methods such as questionnaires and focus groups. But in addition we have drawn on our experience elsewhere to propose more innovative approaches including:

- Extensive use of video capture;
- A series of bespoke tools to gather 'soft data';
- Interactive workshops and project support;
- A national conference; and
- A website with interactive elements.

Our own team is well experienced in long term evaluations but we have augmented our in house expertise with that of Professor Mike Danson – a recognised national expert in asset transfer and community regeneration. We have also involved Media Education, a community video company, in the video elements of our method.

We have set out our approach in this proposal using the 14 assessment criteria set out in the brief as headings. This may mean some duplication for clarity but we have cross referenced between sections where possible.

1 Demonstrating a clear understanding of the Big Lottery Fund and the GCA investment area

We have been working for the Big Lottery Fund (and its predecessors) for over five years on a variety of evaluations and project support contracts. Over this time we have developed a close understanding of the Fund and contributed modestly to overall learning about evaluating the Fund's projects. We have set out below some of our interpretation of the Fund and its objectives, followed with examples of previous work we have undertaken.

In this section we have also summarised our experience in the GCA investment area – Scotland. We have summarised our understanding of and experience in the policy area that GCA covers in section 3.

The Big Lottery Fund objectives, ethos and approach to evaluation

The Big Lottery Fund is interested in achieving outcomes, ensuring sustainability of projects and making a difference. It has a clear vision of its place in the market and is keen to promote learning. The Funds align resources to the most pressing need in society – in line with national policy direction.

Stephen Dunmore, the Fund's Chief Executive indicated at the recent BIG London conference "Tidy findings in an untidy world?" that the Fund sees itself as an intelligent evaluator. This means being interested in collecting information, both quantitative and qualitative, to give a richer, nuanced picture of what is happening. It also means being flexible and that no one approach will do for different evaluations.

The Fund has found that some of their evaluations have given them an understanding of what is happening beyond what they were originally expecting. For example their Green Spaces programme evaluation showed that environmental improvements were successful in driving change in disadvantaged areas. For the New opportunities for PE in Schools (NOPES) programme they found not only that it was having an impact on the levels of health and physical activity of children, but that schools are becoming more central within communities.

But there are some challenges in evaluating programmes. So the Fund is currently asking questions such as whether their evaluations need to be sharper, and more candid. They also need to be more open to asking the question "Why does something not work?"

Our track record with the Big Lottery Fund

We have worked on many projects for the Fund. These have ranged from small to large, and local to national from the Western Isles of Scotland to the Borders. We have built good working relationships with many members of the BIG team and receive consistent positive feedback from them, for example, Marcus Hulme (policy and research manager, BIG) said:

"Hall Aitken are innovative and a breath of fresh air."

Projects we have worked on previously for the Big Lottery include:

- Evaluating a UK-wide learning centre programme (CALL);

- Developing models, stimulating demand and supporting applicants in the 'Way of Life' programme in Wales and then evaluating the programme;

Evaluating Better Off employability and drug rehabilitation support programme in Scotland; and

Evaluating the Community Sport Initiative in Wales (Mentor Allan), Scotland and Northern Ireland;

Supporting applicants to the Primetime programme in Scotland; and

Evaluating the BIG helpline and website.

The Fund has drawn on our approaches, for example adopting our monthly reporting format for many national evaluations.

Our understanding of the Growing Community Assets area (Scotland)

As a company which was started in Glasgow in 1988 we have developed a long-standing and thorough knowledge of the Scottish institutional and political context. This has been evident in two recent research projects we have carried out:

We recently undertook the ex-ante evaluation for the Lowland and Upland Scotland ERDF and ESF Structural Funds programmes for the Scottish Executive (now the Scottish Government). This involved critically appraising all aspects of the programme development including the socio-economic review that underpinned the priorities and the overall rationale for intervention. A key element of the evaluation was to ensure that the strategy demonstrated coherence and alignment with both UK and Scottish policies. This involved a comprehensive review of strategies across a wide range of topic areas and consultations with key stakeholders. Strategies reviewed included the Framework for Economic Development in Scotland, Workforce Plus, Closing the Opportunity Gap, Regeneration Strategy and the NEET Strategy.

Since the company started 19 years ago we have worked in every part of Scotland, completing hundreds of projects for the public and voluntary/community sectors, ranging in size, value and intensity. Some recent projects have included:

Investigating the use of business grants in Ayrshire;

Port Glasgow Community Information Project evaluation for Scottish Enterprise Renfrewshire;

East Ayrshire BNSF evaluation;

Stirling Council – Stirling Business Gateway evaluation;

Scottish Enterprise Dumfries and Galloway – E-skills Centre evaluation; and

Glasgow Employment Multiplier Project (GEM), Glasgow City Council.

Western Isles BNSF evaluation;

Leader+ programme evaluation for the Scottish Executive;

Review of public sector finance for the Cairngorms National Park Authority and an economic impact study, community consultation and action plan in the same area.

2 Demonstrating a clear understanding of the aims, objectives and main concerns of the evaluation

This section sets out our understanding of what BIG is looking for from the GCA evaluation process.

Consultancy objectives

The aims of the evaluation set out in the brief are to:

- Assess the impact of the GCA investment area;
- Identify the key factors that support successful community ownership; and
- Evaluate the effectiveness of the delivery contract.

The objectives are to assess:

- The social impact of funded projects, in particular for the community and service provision;
- The economic impact of funded projects, in particular for income generation and community enterprise;
- The environmental impacts of funded projects;
- The effectiveness of the asset-based approach in rural and urban settings;
- The sustainability of activities and/ or benefits funded through GCA (drawing on other projects using the asset-based approach, for example projects funded by SLF);

These objectives are clear and relate to both the impacts of the investments and the GCA process. In addition we suggest that it will be useful to explore:

- The community sustainability impacts – that is how the social, economic and environmental impacts interact with population stability, cohesiveness and inclusion to increase the overall health of the target communities; and
- The processes by which ideas and engagement have translated into action – including considerations of ‘top down’, ‘bottom up’ and leadership.

We have discussed some of the issues around evaluating social, economic and environmental impacts along with process issues below.

Social impacts

Taking control of community assets and delivering community-based services is one of the key ways that communities can develop their confidence, improve their level of service delivery and widen economic opportunities. Taking control of community assets was identified in the Carnegie UK Trust’s three year commission into rural community development as one of the key strands underpinning community development.

We recently carried out research into rural advocacy for the Scottish Consumer Council; backed by a partnership that included the Scottish Government, Highlands and Islands Enterprise, Scottish Enterprise, the Scottish Council for Voluntary Organisations, Scottish Natural Heritage and the Carnegie UK Trust. The research used a combination of desk research, surveys, interviews and case study research to identify some of the key issues that influence the ability of communities to get involved in decision-making and service provision. It found that community empowerment is influenced by three inter-related factors. These were:

Bonding capital (the strengths of social bonds and the degree of common purpose);

Bridging capital (vertical links to public agencies and horizontal links to other community groups); and

Agency (the skills and ability to influence change).

Our research also found that the decision-making environment among regional and national policy-makers was a key factor that influenced the ability of communities to take control of local assets. Several of our case studies including Mull and Iona Community Trust and Birse Community Trust, had been involved in taking control over local assets including community buildings, local woodlands and community enterprises such as village stores. These communities had taken advantage of funding through the Scottish Land Fund (the predecessor to Growing Community Assets).

We would envisage further developing the framework for community capacity outlined above as the basis for evaluating the social impacts of community ownership. In particular we propose looking at how community involvement in GCA projects raises community confidence and capacity; promotes greater involvement and inclusion; promotes opportunities for community enterprise and ultimately helps to sustain local communities.

However from our experience it is important to recognise that it is not practical to believe that indicators and measurements can be established without variation for the complete evaluation period. This is especially the case for peripheral rural areas which have to accept external factors and drivers to a much greater extent than core, metropolitan areas. So there needs to be a continuous process of review as projects proceed. More generally such communities need to promote adaptability as a key measure in their wider contexts of economic/social/political/cultural change. So one key indicator of success in these communities will be the complementary increase in the capacity to participate in this changing environment. Coherence as well as adaptability and innovative ability are important, but these are not very simple to identify nor to measure.

Economic impacts

The economic impacts of the proposed investment are perhaps the most straightforward aspect to measure. The key impacts will be through kick-starting local economic growth leading to:

- new job opportunities;
- community enterprises and business start-ups; and
- greater inward investment.

However we will also need to consider a potentially much wider range of indirect economic benefits which might flow from a greater level of community cohesion and projecting a more positive image of the community to the wider world. These might include:

- Providing opportunities to developing spin-off projects;
- Widening business opportunities (for example for local tradespeople and suppliers);
- Encouraging people to invest in their local community ;
- Attracting more visitors; and
- Retaining more spend in the local community.

It will be important to identify appropriate indicators for each project based on the scale of investment, type of project and stage of development it is at.

Economic development experience and theory suggest that successful sustainable economic and social community development is also dependent on certain environmental and infrastructure conditions. Often termed endogenous growth factors, these tend to display characteristics associated with human and social capital on the one hand and physical capital and infrastructure on the other. These are associated with the preconditions for the establishment of new enterprises, and indicators for these might include:

Social capital – such as participation in community activities - meetings attended, number of social and community sector volunteers/actions, number of volunteers/ events/ hours/etc., networking events

Human capital – the number of training and education courses and places, qualifications acquired by local residents;

The number of business plans drawn up, submitted, successful

Infrastructure –

connectivity (physical and psychological): number of meetings attended by entrepreneurs and leaders;

flexibility : willingness to start business, train, consider diversification etc.;

local engagement : contracts between local companies/ actors, sales/ purchases between local companies/ actors, etc;

Environmental impacts

Environmental and cultural assets are frequently at the heart of proposals for community acquisition. This is because environmental and economic sustainability are increasingly seen as two sides of the same coin. Many proposals will therefore have explicit environmental objectives such as:

Promoting renewable energy use;

Managing or protecting important built and natural heritage; and

Reducing waste, pollution and carbon emissions.

However it is likely that there will be other indirect environmental impacts through, for example, minimising the need for local residents to travel to access certain services. And a move towards greater self-reliance may lead to more local goods and services being bought within the community which will also reduce transport costs and emissions.

Again it will be important to identify both the explicit and indirect environmental impacts of projects at the outset, so that we can select appropriate impact indicators for measuring these.

Community sustainability

The Big Lottery Fund is keen to see the qualitative outcomes that projects achieve through the programme. In particular the evaluation will need to find ways of identifying social and community impacts from the investment that will help to build more cohesive and sustainable communities in the longer term. Community sustainability must be the ultimate outcome by which the success of GCA can be judged, although it will not be possible to evaluate this fully over the timescale of this research.

However there will be a cluster of factors that taken together will provide a good indication as to whether communities are moving towards becoming more

sustainable as a result of the GCA initiated activity. In addition to some of the social and economic indicators outlined earlier it will be important to look at::

Demographic changes within the community; whether the population is growing in a way that will sustain itself;

The balance of the community – in terms of age groups, social mix, inclusiveness and housing affordability;

The level of self-reliance; with a reasonable number of jobs and services being available locally;

The confidence and self-belief of the community that it has a positive future; which in turn will generate positive impacts through investment by residents and greater volunteering, for example.

Processes

Looking at the processes that communities go through in order to facilitate community acquisition of assets is an important element of the evaluation. Our own previous research suggests that the persistence and dedication of a small number of individuals is often the key driver of successful initiatives. And often the acquisition is the result of many years of community engagement, campaigning and fundraising.

One issue that was identified in our SCC research was the level of support that communities receive from agencies such as communities Scotland or enterprise agencies. The dedicated support provided through HIE had, for example, helped communities in the Highlands and Islands to make much better use of the Scottish Land Fund than some of the rural communities across lowland Scotland. So it will be important to evaluate the quality of institutional and technical support that communities draw on in developing their bids and in deciding on the feasibility of community ownership proposals.

Another important factor in looking at how communities have developed their proposals is the extent to which the proposals gain the backing of a wide range of groups within the community. Some communities have become fragmented due to differences that stem from their views over the future development of their communities. Developing a shared vision across the community and establishing widespread buy-in are therefore key to sustaining positive impacts.

Choosing evaluation methods

While tracking ‘hard outcomes’ is relatively easy, the discussion above highlights that this evaluation will need to use ways of identifying ‘softer’ changes that will help to build more cohesive and sustainable communities in the longer term.

We have considered a range of options for this evaluation including SMS text surveys and the Rickter scale™ approach to measuring change in individuals. But for this evaluation we have chosen to use a combination of simple rating scales (‘Likert scales’) and video capture. These will minimise the amount of time the projects will need to spend on evaluation and provide immediate and useful feedback for them quite apart from our use of the data for programme evaluation.

Comparing data across projects

Because projects select the key performance indicators that they will use for themselves, there will be differences across the programme. And we know from our work with the Way of Life programme in Wales and the Primetime programme in Scotland that many organisations in the public and community and voluntary sectors

struggle to understand the differences between process and outcomes. So we expect that the projects we will be collecting data from will have inconsistent levels of data, which could make comparison across the programme difficult. Again we propose to build on our experience elsewhere by developing very easy to use tools that projects should find useful in themselves, thereby introducing some consistency across projects but for only a focused amount of information.

3 Demonstrating an awareness of the policy context in which GCA operates, and of related issues including community involvement, community ownership, rural/urban contexts and sustainable development

This section sets out our awareness of the institutional and policy context and the specific issues around community ownership, community capacity and sustaining fragile communities.

The Investing in Communities portfolio in Scotland

Growing Community Assets (GCA) investment area is one of four new investment areas launched under the Investing in Communities portfolio in May 2006. Investing in Communities will make £257 million available up to March 2009 under three themes:

- Promoting community learning;
- Promoting community safety and cohesion; and
- Promoting physical and mental well-being.

The changes the Big Lottery Fund want to make through the 'Investing in Communities' portfolio are expressed as four outcomes:

- People have better chances in life;
- Communities are safer, stronger and work together to tackle inequalities;
- People have better and more sustainable services and environments; and
- People and communities are healthier.

The four investment areas are: Dynamic Inclusive Communities, Life Transitions, 21st Century Life and GCA.

Background

Growing Community Assets has five intended outcomes, these are that:

- Communities are stronger, with shared aspirations and the ability to achieve these together;
- Communities have services and amenities that meet people's needs better and are more accessible;
- People have more skills, knowledge and confidence, and opportunities to use these for the benefit of their community;
- Communities have a more positive impact on the local and global environment; and
- Communities are more able to grasp opportunities, and are more enterprising and self-reliant.

The size of awards range from a minimum of £10,000 to a notional maximum of £1M. Grants in this investment area will fund three types of activity :

- £10,000 - £1 million to buy, improve or develop assets;
- £10,000 - £200,000 to pay for technical assistance such as project design and planning, risk assessment and surveys; and

£10,000 - £1 million to employ development staff and help groups get the skills they need to develop or manage an asset.

However these maximum grant levels can be exceeded in exceptional circumstances (such as the buy-out of South Uist and Eriskay).

Scottish institutional and political context

We recently completed a review of rural advocacy in Scotland for a wide-ranging partnership fronted by the Scottish Consumer Council and including the Scottish Government, Scottish Enterprise and Highlands and Islands Enterprise. One of the key objectives of this research was to research and review how the policy context had changed since 1999; and in particular since the advent of devolution. This involved both a desk-based policy review and meetings with key policy-makers to discuss and understand how approaches to consultation and community involvement had changed. It covered key areas that are directly relevant to the GCA evaluation including Land Reform legislation, Community Planning and Countryside Access legislation.

Since the recent election we have kept up to date with planned changes to the institutional environment through attending information seminars and conferences, as well as day to day contact with staff from Scottish Enterprise, the Scottish Government and Scottish centre for Regeneration.

Community involvement

We have developed significant expertise and capacity for working with the community and voluntary sector across Scotland. We recently evaluated the 'Health Issues in the Community' course for NHS Health Scotland and the Community Health Exchange (CHEX). This course aimed to equip members of the community to become more active in their communities and take a more proactive role in improving their families' health. The research included interviews with individuals and community groups, surveys of tutors and learners as well as four case studies of implementation approaches in different areas. We developed tools to measure confidence, empowerment and community capacity among participants. The HIIC steering group said of our report: *"It provides us with substantial information and evidence for the impact of HIIC and adds to the growing body of evidence for community-led approaches to health improvement. The report more than matches our expectations."*

We were also involved in carrying out community consultations as part of our monitoring work for the Western Isles Better Neighbourhood Services Fund pathfinder. We helped the partners to produce monitoring tools for use with local community-based projects and provided an input to annual reports. One of the themes involved young people and families in the Greater Broadbay area of Lewis. We gathered information through schools surveys, widespread consultation and focus groups in after-school clubs and a youth drop-in café. We also researched the enterprise theme in South Uist and Eriskay which involved workshops with community representatives and focus groups with people who had recently left the Islands. We drew conclusions on why people do not return to live in the Islands. The client John Cunningham (Comhairle nan Eilean Siar) said of our work: *"Despite being based in Glasgow, Hall Aitken quickly developed an awareness of the island context and the dedicated consultant rapidly built up an excellent rapport with a wide range of agencies and community groups. We will use Hall Aitken again."*

"Despite

Community ownership

Land reform and community ownership of other assets presents significant opportunities to promote sustainable economic growth within communities. Communities assuming ownership of their land, facilities and resources are able to remove obstacles to realising potential which former ownership patterns restricted. They can do this through a more flexible approach to management and funding, and by drawing on the wider skills and resources of the community in a way that is difficult for public agencies to do. Community ownership is important because the use and management of these resources becomes possible through:

- Better exploitation of land, forestry and other tangible assets themselves;
- Their roles in facilitating further development in terms of community enterprises, jobs and other value added activities, in a sustainable economic and environmental way.

In achieving this communities can develop collateral, synergies, and virtuous cycles of increasing effective demand, which can begin to overcome the disadvantages of (perceived or actual) peripherality.

Over time communities can become more attractive to prospective residents, private sector investors, employers and visitors – and all in a way that does not undermine the capacity and capability of community to sustain that growth. However to achieve this there is a need to ensure;

- buy-in from the community;
- community involvement in the process from the beginning; and a
- a long lead in period to develop trust among the community.

Our recent research into Rural Advocacy involved a survey of voluntary and community groups and five in-depth case studies focusing on particular community groups. Several of these groups had been involved in community take-overs or purchases of community assets such as village halls or local woodlands. These case studies provided useful insights into some of the issues and factors that are key to sustainable asset transfer; including:

- Spreading skills and knowledge across the organisation rather than relying on one person;
- Being very clear about the remit of the group and not trying to take on too much;
- Building on small successes to develop community confidence;
- Developing effective ways of communicating with the community; and
- Promoting the skills of locally based contractors to deliver services.

Rural and urban contexts

To date the majority of community asset acquisition under the Scottish Land Fund has taken place in the rural context, and one of the key tests for GCA will be the extent to which communities in urban Scotland are able to take advantage of the funding to strengthen their local communities. Urban Scotland clearly faces a different set of issues to rural Scotland, with communities perhaps not as clearly defined or as cohesive as those in many rural areas. And many communities in urban Scotland have pockets of severe deprivation where residents face multiple barriers to accessing services or engaging in community activity.

However joint activity through GCA may be an effective way of engaging excluded groups into community-based regeneration. This may require a greater lead-in period to build capacity and engage all strands of the community in developing

plans. But the outcomes in terms of strengthening communities and promoting inclusion are potentially more substantial.

Sustainable development

Sustainable development includes the three components of:

- Longer-term economic development;
- A proactive approach to social inclusion; and
- A more efficient use of resources and improvements in the physical environment.

We understand from previous projects that those involved in developing proposals sometimes do not fully understand the concepts of outcomes and sustainability. For example, the Scottish Land Fund provided community groups with over £15m to help them buy and control land and other assets. However many of the organisations struggled with the concept of outcomes. They felt that the purchase of an island, for example, should be considered the outcome, instead of considering what they were going to do with it, and what impact that would have on the lives of the people in the community and the longer term economic stability of their communities.

In terms of environmental sustainability; community land and asset buy-outs have frequently been closely linked with both economic and environmental sustainability concerns. Woodland restoration and planting, biodiversity projects, alternative energy generation solutions and estate purchases have all been funded through GCA and its predecessor SLF. Many projects have relied significantly on renewable energy generation or green tourism to bring in revenue, highlighting the increasingly close links between environmental and economic sustainability. Given the growing recognition of the need to reduce the impact of human activity on the environment, local community ownership projects can play an important role in changing attitudes and providing more opportunities for people to meet their social and economic needs locally without the need to travel.

4 Demonstrating a capacity and ability to undertake the evaluation on a Scotland-wide basis

This section sets out our capacity to deliver this evaluation effectively across the whole of Scotland first setting out our overall expertise and resources. It then goes on to give examples of our recent and current work as a practical demonstration of our geographical and policy coverage.

Overview

Our expertise extends to community-based regeneration in Scotland's larger cities as well as projects in rural communities such as the Outer Hebrides and the Shetland Isles in the North and Dumfries & Galloway and Scottish Borders in the South. We have worked with most local authorities, and Local Enterprise Companies across Scotland, and are familiar with the geography, demography and politics of the whole country, having worked on hundreds of projects over the past 19 years.

Our staff come from backgrounds in the academic, business and voluntary sector. With over 20 consultants and over 30 associates to select from we are able to deliver a service. At the same time we have undertaken a risk assessment, which can be seen in section 10. This assessment demonstrates that we have the skills, experience and capacity to deliver this work, and can offer a continuous service over the life of the programme evaluation to the Big Lottery Fund.

We are based in Glasgow with good links to the rest of the country, and knowledge of appropriate transport links. For this project we have also included associates to ensure that we have back up cover in the Highlands and Islands as well as Central and Southern Scotland.

Below are some of the projects we have evaluated or are evaluating across Scotland. They clearly demonstrate our capacity and ability to undertake this evaluation.

Scottish track record

National Projects

The Big Lottery Fund – Primetime Support

We are supporting 36 projects across Scotland to help them develop the best possible project proposals. Primetime is a new dedicated programme supporting projects that are managed and run by people over 50 and that focus on the needs of elderly people (over 50). We are working with the projects to:

- Help them identify and use individuals' skills to develop a fundable project;
- Move their idea to the next stage by developing a robust business plan and effective application;
- Plan and explain all aspects of their project;
- Identify additional and alternative funding sources;
- Make them aware of sources of funding information;
- Build strategic partnerships;
- Link their projects with local and national strategies; and
- Provide them with reference materials for future use.

The Big Lottery Fund – Community Sport Initiative

We are undertaking a 3-year evaluation of the Community Sport Initiative in Northern Ireland, Active Futures programme in Scotland and Mentro Allan programme in Wales. One of the key outputs of the project is to identify good practice in increasing sports participation and increasing use of facilities. We have developed several information and communication initiatives to support the funded projects. These include a website www.bigcsi.com, online forum, guidance documents and interactive workshops. We are using an electronic form to collect monitoring data from projects. And we will be making recommendations for programme managers following detailed analysis of the data collected

Leader+ interim evaluation for The Scottish Executive

We carried out the mid-term evaluation of the Leader+ Programme for the Scottish Executive. We identified the key successes of the programme so far but also some of the key weaknesses in the approach and local programme management. From this we were able to recommend an amended method and put in place practical support workshops and a toolkit that would help deliver measure and record the programme objectives.

The future delivery of Structural Funds for Scottish Executive

We recently carried out a study that seeks to assess the experience of co-financing and similar Structural Funds delivery systems elsewhere in the UK and the EU and to draw out comparative lessons. For this study, we explored the delivery systems – including their downsides – that exist in England, Ireland, North-Rhine Westphalia in Germany and Catalonia in Spain. Our research was carried out in English, German and Spanish. The study contributed to the Scottish Executive's planning of future EU Structural Funds programmes in Scotland.

We then went on to help the Scottish Executive plan post-2006 Structural Funds programmes we contributed to four stakeholder events throughout Scotland during December and January. At each event we presented the findings of our comparative study on co-financing and Structural Funds delivery across the EU. We also facilitated a series of workshops with stakeholders. Further information is available at <http://www.scotland.gov.uk/Topics/Business-Industry/support/17404/SFPPost2006events>

Other examples of national work across Scotland include:

- Scottish Executive - Ex ante evaluation of 2007-13 EU funds
- Mid term evaluation of Scottish Objective 3 ESF and related work
- SCVO – EQUAL Theme D (Social Economy) evaluation
- Evaluation of Public Internet Access Points for the Scottish Executive
- LINC Scotland – Evaluation of Business Angels Network

Rural Projects

Scottish Enterprise Grampian – Future economic impact study of tourism in the Cairngorms National Park

We worked with Scottish Enterprise Grampian to study the impact of tourism in the national park and also identify the challenges for the future of tourism in the area. We did this through extensive consultation with local partners, stakeholders and tourism and culture businesses. We facilitated events and planning workshops, which developed a series of challenges to local people in moving tourism forward in the area. A summary printed and designed document was produced and circulated to partners as part of this piece of work.

Lochaber Enterprise – Impact of Labour & Skills Shortages on Businesses in Lochaber

Lochaber Enterprise commissioned Hall Aitken to identify and cost the impacts of labour shortages on the Lochaber economy due to low unemployment, and to identify measures, which might alleviate the problems being experienced. The Study involved extensive desk research into the local labour market, interviews with stakeholders and an Internet survey of 150 local businesses. The recommendations looked at specific issues in relation to recruitment, skills and training and labour market interventions, as well as wider issues such as transport and the local housing market. The research has led to the launch of a local recruitment website, and a Woman into Work project funded through the ESF.

Outer Hebrides Migration Study

Comhairle nan Eilean Siar, with Western Isles Enterprise, NHS Eilean Siar and Communities Scotland commissioned us to carry out in-depth research into migration in and out of the Outer Hebrides. Working with the National Centre for Migration Studies and GROS, we carried out community focus groups, interviews with local service providers and migrant workers and analysed official datasets. We also used an innovative survey technique to get the views of people who live in, moved to or have moved away from the Outer Hebrides through a web-based survey which received 1,500 responses. The report has provided a raft of policy suggestions aimed at addressing issues of out-migration and promoting population sustainability. The Western Isles Local Economic Forum has described this report as the most important that has come before it.

Western Isles BNSF evaluation, Western Isles Community Planning Partnership

We have been involved in the Western Isles BNSF pathfinder programme from the outset, carrying out community consultation, a baseline survey and an interim evaluation. We also assisted the partners in producing monitoring tools and provided an input to annual reports.

Other examples of rural work across Scotland include:

- Rural advocacy in Scotland for the Scottish Consumer Council
- Dumfries & Galloway migrant worker study, for Scottish Enterprise
- Commuting and migration in the Scottish Borders, Scottish Enterprise
- Investment baseline for Cairngorms National Park Authority
- Breadalbane destination framework for Stirling Council and others

Glasgow Vocational Training Programme (GVTP) and City Vision, Glasgow City Council

GVTP aims to create vocational opportunities for young people in secondary school, unstimulated by academic work. It involves vocational training and work experience that provides school credit and equips young people for a more successful life after school. GVTP worked in seven employment sectors in Glasgow. On the back of its success City Vision followed in a smaller number of areas in adjacent local authority areas. We worked with the partners to explore the successes and lessons of the GVTP pilot and how to apply these more widely to City Vision.

Evaluation of Port Glasgow Community Information Project

The Port Glasgow Community Information Project was set up as a pilot with three aims: to create a community portal; support local organisations in developing websites; and to supply four kiosks in places where digitally excluded people might access them. Our evaluation found that not only was the project exceeding its targets due to excellent community development and clever choice of database-based software, but it had great potential to stimulate further community development and e-democracy.

Evaluating likely future impacts of projects in Stirling

Having received City Vision funding, Stirling Council asked us to assess and appraise the potential impact of public realm improvement projects, which were to be funded under Vital Stirling. We used specific models to test the likely impacts of various development scenarios and project options on jobs and growth locally and at the Scottish level. Tourism and visitor growth are a key target area for the partners investing in the project. We have also established a monitoring framework that will allow partners to gather information and measure progress with the project over the next ten to fifteen years.

East Ayrshire Community Planning Partnership – BNSF Final Evaluation

East Ayrshire Community Planning Partnership asked us to evaluate the Better Neighbourhoods Services Fund Programme for Shortlees/Riccarton and North West Kilmarnock. The study contributed to the national evaluation as well as supporting service development in East Ayrshire.

The evaluation identified instances of good practice and set out recommendations for improving local service delivery and sustaining improvements over time. In particular, the evaluation highlighted the role of the fund in cementing community planning principles in the area. We recommended that the Executive reconsider their area-based approach to addressing crime and disorder – which we found as displacing it somewhat to surrounding areas.

Other examples of urban work across Scotland include:

The social impact of a regional casino in Glasgow for BBC Scotland

Evaluating the New Opportunities Fund's Better Off programme for ex-drug users

Greater Glasgow NHS Board – Nbeew Horizon project

Glasgow events business planning and economic impacts

Review of Stirling Business Gateway for Stirling Council

5 Demonstrating the proposed design and methods are well-developed, appropriate and meet the aims and objectives of the evaluation method

This section sets out our method and explains why we have chosen particular approaches. It first sets out the basis for our approach to designing and choosing indicators and measurement methods.

The three phases of research

Our method involves a combination of bespoke tools to measure progress and a variety of methods of video capture. We have set out the various stages of our approach following the phases outlined in the brief in section 7. In this section we have provided an overview of our approach.

The evaluation work will break down into three broad phases. The first phase will run up to March 2009 and will focus on identifying the processes and approaches that communities have gone through to get them to their successful application. It will also gather important baseline information which will form the basis for assessing impact further into the project's lifetime. Phase 1 will therefore be important in establishing the indicators that we will use to monitor impacts during the subsequent phases.

Phase 2 will involve updating the baseline information and will involve further workshops and dissemination sessions involving all projects.

Phase 3 will be the final data gathering stage where we review progress and produce our final report.

However the description below outlines how our approach will address the evaluation across all three phases. The detailed timing of the phases is discussed in more detail under section 7.

Indicators and outcomes

The brief clarifies that the evaluation should explore social, economic and environmental outcomes as we have discussed earlier. In addition we suggest that we should track overall community sustainability in terms of stability, balance, cohesion, connectedness and the combination of the other outcomes. Community sustainability is more than a simple sum of social, economic and environmental factors.

For each outcome area we propose to track three types of outcome, to varying degrees:

- Perceptions and feelings – including motivation and expectations;
- Change in actions and behaviours; and
- Changes in tangible and 'hard' measures.

This investigation of four overall outcomes, each with three types, provides a simple but informative framework. Changes in perceptions and feelings would be a precursor to actions. In turn actions should have an ultimate effect on tangible measures in the community. At the same time the social, economic, environmental and sustainability outcomes should inter-relate.

The main focus for developing indicators will then be on individuals, the community, and external stakeholders. Figure 1 below provides an example of the outcome indicator matrix that we will develop.

Figure 1 Example of Outcome indicator matrix for Economic Outcomes

Individuals Community External Stakeholders

Changing perceptions	People realise there are employment or volunteering opportunities in the community. People feel they can access the goods and services they need locally.	The community has the belief that it has the range of skills to do more for itself. The community has a clear and cohesive purpose.	Stakeholders feel the community is less economically reliant on external agencies.
Changing behaviours	People use more local services and more local people are involved in running services.	The community provides a wider range of more flexible services. The community confidence to develop new enterprises grows.	External agencies can make better use of available resources to complement local services. The community is less directly dependent on public agencies.
Tangible outcomes	People have more opportunities to work, shop and spend their leisure time close to where they live.	The community retains more local expenditure. The number of businesses is growing, and more people are economically active.	Levels of public subsidy are declining. Private investment is attracted into the community. The community is trusted by agencies to deliver services.

In addition we will develop hard and soft indicators to track three key processes:

- How community ideas and ownership are initiated and turned into action (exploring evidence of 'bottom up' and 'top down' processes);
- How asset ownership itself then leads to activities and outcomes; and
- How ownership and outcomes are sustained and built on.

Although the framework of indicators we have summarised above appears simple and straightforward it can accommodate a wide and subtle range of issues. We have listed below some of the elements that may go to make up overall measures of impact:

- Local population changes;
- Level of community investment;
- Number of business start-ups;
- Local employment opportunities;
- Number and age range of volunteers;
- Range of local services available;
- Proportion of local income retained in the community;

However we are very conscious that projects with complex indicator regimes tend to end up with large quantities of poor quality data. So although we will develop a robust and comprehensive evaluation framework, we will be careful to focus in on

only the most important parts of the framework wherever our evaluation requires some input from communities and projects themselves.

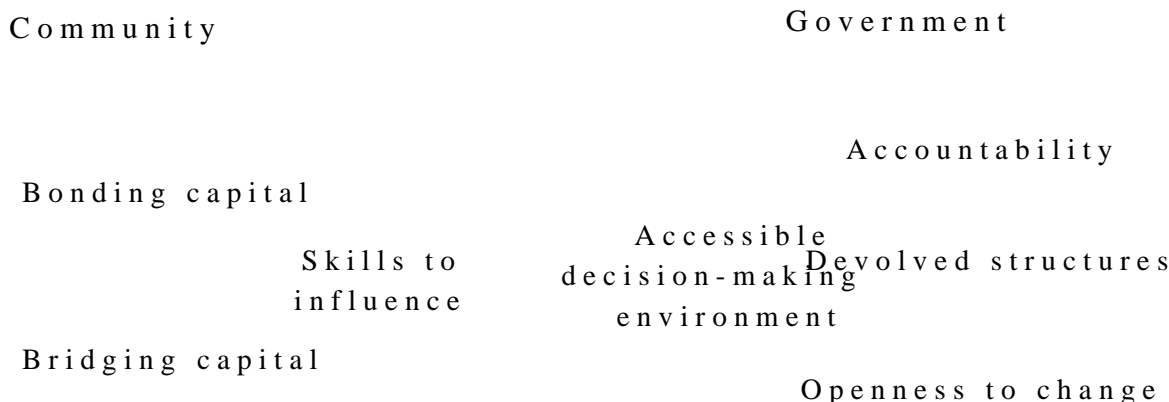
Framework for measuring community capacity

Our framework for indicators will tie in with the typology we developed for assessing capacity to engage the community and influence decisions on behalf of the Scottish Consumer Council. This will enable us to measure the outcomes relating to community sustainability using a tried and tested approach. The typology model was developed through researching a series of case studies of community groups and has four component elements:

- Bonding capital;
- Bridging capital;
- Agency (Skills to influence); and
- Decision-making environment.

This framework is summarised in Figure 2 below.

Figure 2 Summary of community capacity framework



Source: Hall Aitken: Rural Advocacy in Scotland (2007) Scottish Consumer Council

Bonding capital is the intrinsic glue that binds communities together. It can develop through shared experiences, kinship or economic inter-dependence. Sharing a clear vision is important in underpinning bonding capital. Bonding capital can be built up through successful campaigns or projects. However it can be undermined if groups are dominated by a few strong voices or where they fail to engage some sections of the community.

Bridging capital describes the value achieved from a group's vertical and horizontal connections - upwards to agencies and regional and national groups, as well as between different local groups or interest groups which work at similar levels. Vertical links can be strengthened by good national level coordination and support and through effective local authority initiatives such as community planning. At the same time, the strengthening of external links risks undermining bonding capital if decisions and priorities are seen to be taken away from community control. There is also a risk of over-reliance on a coordinator for establishing links, neglecting the importance of developing the capacity of the wider community.

The third element from the community perspective, **skills to influence**, describes the ability to make use of bonding and bridging capital to bring about change. This will encompass motivation, skills and overall power to influence decision-makers. In

local organisations this aspect often depends on the key skills of a small number of individuals. However, organisations work most effectively when skills and decision-making are spread more widely across the community. This aspect can be eroded by short-term funding and continually changing priorities which undermine confidence and motivation.

For this model to work effectively there also needs to be a decision-making environment that is prepared to listen and to act on the basis of information gained from the grass-roots. Having effective and meaningful consultation structures is key to this. Genuine collaboration between public agencies can also make the overall decision-making environment clearer and create space for community involvement. However, our previous research suggests that many local authorities lack staff with a specialist knowledge of how community-based organisations work. And often the funding processes and bureaucracies are too rigid to make it easy for communities to get involved.

Evaluation overview

The evaluation involves two broad elements – support to all projects for programme level data gathering and more in-depth longitudinal investigation of six projects.

We will develop three simple tools which can easily be used by all projects, and provide training and support to help them to do so. We will agree on an appropriate selection criteria for the projects to be evaluated in greater depth. These will be selected based on the size of grant, geographical setting and purpose the grant is being used for.

For these six projects we will undertake in-depth tracking involving a number of elements:

- A regular series of workshops exploring key actions, connections and outcomes;
- Providing projects with equipment and support to produce video diaries;
- A regular routine of gathering local data, using approaches customised to each area;
- Regular stakeholder interviews; and
- A professional video record of each project's progress.

Throughout our evaluation approach we will place significant emphasis on information exchange, two way learning and communication. We are therefore proposing to develop and update a website where both the evaluation team and projects can post information and download evaluation tools. We also propose to provide a telephone helpline for projects requiring assistance with evaluation issues.

We have provided further detail on each of these below.

National stakeholders

At the beginning of the project we will agree with the Big Lottery Fund a list of ten to fifteen key external stakeholders. These will be senior officers and politicians with an overall interest in the project and policy development. Our focus in interviewing them will be twofold:

- To capture issues of interest to them so we can target the evaluation and any findings from it on their concerns; and
- Their changing perceptions, policy, feedback from progress with the overall programme and examples of other progress in the field from Scotland.

We propose to interview each stakeholder on a face-to-face basis during phase one and then continue with telephone follow ups. However where individual stakeholders move on and are replaced by another individual we have provided a budget to undertake the first interview with the replacement on a face-to-face basis.

Programme level data collection

We propose to support and encourage projects to use three simple tools that will provide them with a regular progress check and allow us to monitor overall programme progress. While we do not expect every project to use these tools we will work hard to ensure that well over 50% of them do.

These tools will be developed from our overall evaluation framework outlined earlier and will involve:

- An approach based on the Triangle Outcomes Star;
- A one page progress survey form; and
- A one page 'connectedness' survey form for using with the wider community.

Outcomes Star

We will develop a simple questionnaire involving ten 'Likert scales' to be completed by the key project stakeholders (for example board members/ trustees/ steering group etc). This will follow the format of the Triangle Consulting Outcomes Star approach. This approach has been used successfully among numerous community-based projects in the Highlands. This will provide the leadership group for each project with a simple way of tracking their own perceptions of progress over time.

Annual progress survey

A second tool will be a one-page questionnaire for completion on an annual basis with ten key questions about the community, covering issues such as:

- Local business activity;
- Number of local community groups;
- Changes in business activity;
- Changes in housing.

All projects may wish to collect hard quantitative data, the questionnaire will simply ask for estimates that a small group of people involved in the project will be able to answer without reference to other data sources by means of a 30 minute discussion.

Connectedness survey

The final tool will be a simple one-page survey which projects may like to use with members of the community. The survey will aim to build up a snapshot of the level of connectedness within the community. This will ask respondents to identify which local organisations, facilities, businesses and services they have engaged with over the past period. It will also ask members of the community to identify their involvement local events, local clubs and other community-based networks. This will help local projects to build up a broad picture of how connected their community is, and allow this to be measured over time. Although these forms would be anonymous we would suggest that respondents enter their postcode to allow some level of analysis of trends and to ensure that respondents are living within the target community.

We have used such an approach successfully in the past by questionnaires being available for one week of the year at key community locations such as the local shop, community centre, café and pub.

Project workshop

During phase one of the evaluation project we will run a series of four to five workshops in locations around Scotland for representatives of each project. These workshops will last around half a day including lunch and will have an engaging and interactive structure. They will allow us to:

- Introduce ourselves and the purpose of the evaluation;
- Promote networking and linkages between projects;
- Provide training in the three data gathering tools (see above);
- Promote the website and gather information directly from projects for it to stimulate their involvement;
- Again the communication and sharing learning process that will continue throughout the evaluation project.

Detailed project tracking and case studies

With the Big Lottery Fund steering group we will select a group of projects (probably six) with whom we will undertake detailed investigation over the period of the evaluation. This investigation will have a number of elements as outlined below.

Local stakeholder interviews

We will identify and interview a small number of key local stakeholders who are not directly involved in the project but may have perceptions and a view of it. These stakeholders will vary from place to place but might include:

- Elected representatives;
- Local business representatives;
- Staff from Local authorities and Enterprise agencies;
- Members of local community institutions such as clubs, faith communities, or community centres.

We will gather from this group on a six-monthly basis perceptions of changes in the community linked to the GCA project.

Case study data gathering

In addition to encouraging each of the chosen case-study projects to use the three data gathering tools we will provide support for them to track their project in two other ways.

Self-directed video recording

We will provide them with a good quality digital video and tripod for the project to keep, in exchange for them carrying out a regular series of video diaries. We will agree with each project the extent to which the video diaries draw solely from the project management group or more widely from other beneficiaries in the community.

Local social event

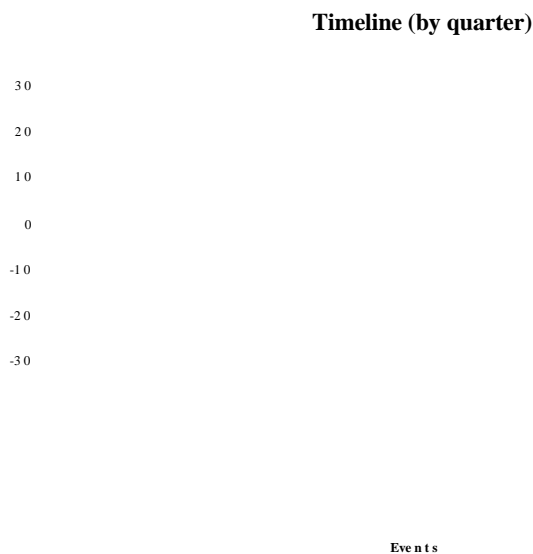
In addition we will provide each of the chosen projects with a budget each year for a social event on the condition that they ask all those who attend to complete the survey and, if possible, carry out a small number of video interviews.

We will work with each project to agree the most appropriate use of the three data gathering tools, the video and the social events so that the project management group themselves, and the wider community, benefit to the greatest extent. In turn we will then use the information captured in the wider evaluation.

Project workshops

For each project we will also run a series of workshops, one each year. At the initial workshop we will develop a project timeline, similar to Figure 3 below.

Figure 3 Simple timeline exercise output



We will explore with the project management group key events in the project's development to date, current plans and longer term expected developments. We will use a structured time-lining method during the workshop and present this in a visual manner in our reporting. This presentation will capture:

- The events and actions involved in developing and delivering the project;
- The links between these actions;
- The relative importance of the actions; and
- Their perceptions of what kind of community they envisage in five years time .

In the second and subsequent years we will then use the workshop to explore actual progress since the previous workshop and any changes in expectations or forward plans. Taken together these workshops will allow us to explore the processes underpinning the projects in some detail. The use of video at this stage will also allow a visual record of the perceptions and confidence of the group to be developed over time; a powerful tool for identifying softer impacts.

Customised primary research

For each area we will develop and implement a customised approach to tracking hard indicators. Although the brief suggests using data such as the population census and the general household survey, it appears to us that these data sources will be of limited use. For example the general household survey provides data which is only robust at a local authority level and most communities are at a much smaller geography than this. Equally the population census takes place only every ten years and would not be useful to track progress for the community during the life of this evaluation.

In fact the nature of the communities vary significantly in terms of size and geography and this will have a substantial impact on the type of data and data collection methods that will be possible. For example in South Uist, with a population of 1,818 we know that data kept by the Comhairle and Enterprise Company will be useful in tracking population, enterprise, environment and so on. On the other hand in Neilston the area is probably too small for East Renfrewshire council or Scottish Enterprise Renfrewshire to have easily accessible data. Our experience is that in small areas it is often relatively straightforward to gather reasonably accurate data. For example the number of businesses in a small community, particularly changes in the business base, are often well known – as are population changes and the existence or otherwise of local facilities and clubs. So whereas in some areas we may be able to collect hard data from existing data sources, in others we will have to undertake primary research but this should not be overly expensive. We will endeavour to collect data in each area on:

- Population – size and makeup;
- Businesses – numbers, start-ups and failures, and types;
- Levels of community activity;
- Community-based training activity;
- Property development;
- Public space;
- Transport infrastructure;
- Health services;

We will be particularly keen to focus on collecting data where projects might reasonably be expected to have an impact.

Video case studies

Over and above providing each of the case study projects with the ability to create their own video diaries, we will record progress with the projects using video at regular intervals. We propose to involve the project management group in planning the video process so that the final edited versions we produce are of value to them. In most cases we would expect to produce a short video for each project during each phase of the evaluation. Bearing in mind that each video will be customised to a certain extent we anticipate that they will include:

- Key outputs and views from the annual project workshop;
- Views gathered from individuals in the community in a ‘vox pop’ format;
- Progress with the development of the assets captured visually;
- Interviews with key stakeholders;
- Examples of particularly significant results and progress;
- Problems, learning and lessons for the future.

Analysis and reporting

We will draw together both the programme level data and the case study findings to provide a picture of activity and progress at the end of each phase. Our quantitative analysis will focus on aggregating the data on indicators from all projects to gather a programme-wide perspective on outcomes. The more in-depth understanding gained from the six case study areas will help us to determine more specific factors of success against anticipated outcomes.

Our reporting will focus on clearly communicating the overall impact of the programme and specific lessons for BIG, projects and wider stakeholders. The Phase 1 report will look at:

- The policy context and how this impacts on community plans;
- Key steps in the process of acquiring community assets;
- Problems and issues experienced in developing projects and lessons learned;
- An appraisal of community involvement and engagement ;
- Anticipated impacts from projects on economic, social and environmental indicators and the baseline situation.

It will be too early in the process at this stage to measure any significant progress in achieving outcomes. But the first report will set out the baseline situation, projects' anticipated outcomes and a clearer understanding of the barriers and enablers of success that projects have experienced.

6 Demonstrating experience of undertaking longer-term evaluations and the use of indicators to measure social and other impacts over time

This section draws on our experience across the UK to discuss key issues in long term evaluations and measuring impacts. It goes on to show our experience in such evaluations.

Evaluation considerations

Effective self-evaluation

We have evaluated projects and programmes ranging from local projects costing a few thousand pounds a year through to national programmes involving hundreds of millions of pounds. In our experience it is rare to come across monitoring which is more than a burden to projects. Further, most monitoring provides little for programme evaluation. This is a particular issue for this programme, given the potential capacity of some Voluntary Sector deliverers to collect data, and the need for data to be robust enough to be publishable and useful to various stakeholders.

robust data

To be successful, any monitoring and evaluation approach must firstly be of significant value at the project level. When projects recognise the need for regular, robust information to manage delivery better, they can then easily supply such information to funders, strategic partners and others. So in working with projects to gather data for the evaluation part of our work will be to help ensure that projects have the key characteristics of successful monitoring systems in place:

- Including only a few indicators.
- Using measurable indicators.
- Needing modest time and money.
- Gathering and spreading information regularly.
- Communicating information clearly.
- Getting used to make decisions.

Developing a monitoring and evaluation framework

We are aware each project has some outcome targets (based on the SMART principle). But for the programme we will need a monitoring framework that tracks the link between need, action and result. Such a framework will need the following components.

Inputs - the resources a project or programme consumes – usually capital and revenue funds. Volunteers' time and donated goods and services are also inputs.

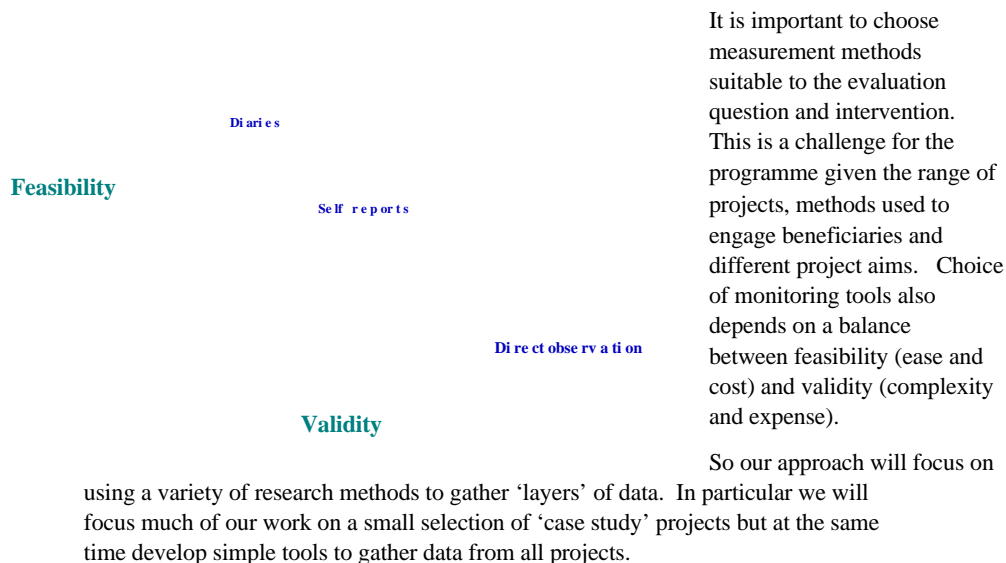
Activities - the work the project does. Activities are what the input 'buy' but in themselves do not *necessarily* produce a result. In this programme the key is whether people continue to take part in sports, and not if they attend a project once or twice.

Problem	Low physical activity levels in 8-12 year old girls
Input	Project funding + 10 hours per week volunteers time
Activity	Outreach disco and dance classes
Output	Increase in numbers of 8-12 yr old girls dancing
Outcome	Increase in % of 8-12 yr olds taking more than 5x60 mins exercise
True impact	Increase less impact of market forces etc

Outputs - the *immediate* results of a project. For this programme these will be the shorter term increases in sports participation and the related benefits.

Outcomes - are the longer-term effects of the project – usually well after the project has finished or the individual has left the project. Only at this stage do the real results of a project begin to emerge. The outcomes will be measures of how far the project's *real* purpose has been achieved. We understand for this programme that projects already have SMART outcomes set. So our challenge will be to build these into a framework for the whole programme, adding only where absolutely necessary.

Validity



Additionality

Additionality is a key evaluation idea and involves considering what outcome has been delivered because of a specific intervention that would otherwise not have happened.

Measuring additionality usually involves reference to a base case, often referred to as the 'counterfactual'. The base case identifies what would have happened without the intervention. The net difference between this and the observed outcome provides a measure of net additional impacts.

Measuring additional benefit involves taking account of:

Deadweight – the extent to which activity would have occurred regardless of the intervention concerned;

Displacement – the extent to which activity promoted may have displaced activity from elsewhere in the local economy; and

Double-counting – where outputs are attributable to more than one programme.

Self-evaluation is rarely able to look at additionality – inevitably project deliverers focus on successful activity and achieving outputs. So a part of our focus will be on helping to identify counterfactual data and supplying it to projects to strengthen their self-evaluation activity.

Examples of our experience in longer term evaluations

Sport England - Active England national programme evaluation

This is a five-year evaluation. Active England is a major national programme with over 250 projects aiming to increase participation in physical activity. We are working alongside the programme to introduce performance management, support project development and deliver a programme evaluation. Monitoring involves a monitoring toolkit, training workshops and telephone support. We have a web-enabled management information tool (Value Mapping TM) in place and a helpline to support this. We also promote innovative approaches, focused on 'soft outcomes'. Our work is coordinated through the evaluation website we have set up www.aelz.org

Big Lottery Fund - Way of Life Programme in Wales

In the five-year evaluation for this innovative programme, designed to promote activity, nutrition and play for children under 12 years old, we developed three project models. Each model tests different approaches to support children, and their families, to eat well, take part in more physical activity and play. We are supporting applicant organisations in various ways. Once the successful applicants have been announced in late spring 2008 we provide further business, and monitoring and evaluation, support and advice. Our method will help projects and BIG identify what is being achieved, what works and why. Further information can be found on www.bigwayoflife.com

Big Lottery Fund – Community Sport Initiative

We are undertaking a 3-year evaluation of the Community Sport Initiative in Northern Ireland, Active Futures programme in Scotland and Mentro Allan programme in Wales. One of the key outputs of the project is to identify good practice in increasing sports participation and increasing use of facilities. We have developed several information and communication initiatives to support the funded projects. These include a website www.bigcsi.com, online forum, guidance documents and interactive workshops. We are using an electronic form to collect monitoring data from projects. And we will be making recommendations for programme managers following detailed analysis of the data collected.

We have completed similar projects for a wide range of clients, examples including:

- NOF – evaluation of the CALL programme (3 years)
- DfES – Evaluation of UK Online Centres (3 years)
- Birmingham CC SRB6 programme evaluation (3 years)
- South Tyneside Council – NRF programme evaluation (1 year)
- Wansbeck DC – Evaluation of Groundforce ILM project (3 years)
- Hull City Vision – Hull NRF programme evaluation (1 year)
- DfES – Toxteth TV evaluation (3 years)
- Scottish Executive - Evaluation of the Public Internet Access Point initiative (2 years)
- Western Isles BNSF monitoring and evaluation (5 years)
- Evaluating the BIG Better Off programme for ex-drug users (5 years)

Examples of our experience in developing and using indicators to measure social impacts and other impacts over time

Health Issues in the Community: NHS Scotland

For this evaluation we developed an evaluation framework and methods of tracking subtle changes over time. We concluded that students had benefited from the course at the core of the project. But we also provided further evidence of a wider range of impacts for students and their associated communities, which met the priorities of Community Planning Partnerships and Community Health Partnerships.

The HIIC steering group said of our report:

“It provides us with substantial information/evidence for the impact of HIIC and adds to the growing body of evidence for community-led approaches to health improvement. The report more than matches our expectations.”

Toxteth TV evaluation for DfES

The core of this project is a youth media programme focusing on excluded young people and run by Liverpool Community College. But the project also involves a community enterprise that has transformed three buildings in one street, brought a range of media businesses into Toxteth and provided a major boost for the local community. We worked with the project to develop and implement an evaluation framework that included ‘vox pop’ videos to gain impressions of Toxteth in Liverpool ~City Centre, a locally run community survey, the Rickter Scale™, focus groups and interviews – all repeated annually for 3 years.

Sport England - Assisting community sport clubs with qualitative data collection

We are carrying out ongoing work with the Sport England-funded Community Club Development Programme (Phase 2). We are working closely with 20 pilot projects to help them identify softer outcomes of their projects. We are offering projects two options to collect qualitative information from their beneficiaries. Option one is the use of video cameras in a ‘Big Brother’ Style diary room situation, and option two is a cash lump sum to hold a social activity, of their choosing. Giving the projects this choice has resulted in very positive feedback from them and a heightened sense of ‘project motivation.’ We are also working with the projects to collect data against five Key Performance Indicators, which we developed with Sport England.

Green Heart Partnership

The Arts Council funded project aims to make an impact on environmental issues in Hertfordshire by using artists and art-based approaches. Our evaluation is concentrating on the success of the programme as a change agent, rather than on the environmental and artistic impacts. A key part of our work involved developing an evaluation framework and a set of indicators to measure progress with attitude change and with community sustainability. So far we have been able to develop a rich picture of the reasons behind the project’s emerging success using our concept mapping tool.

SCVO - Moving the EQUAL projects towards procurement

For SCVO, we evaluated the EQUAL Theme D programme, ‘Strengthening the social economy’. This aims to change how voluntary organisations perceive their status, role and relationships with organisations that procure. We worked with

organisations to analyse key issues in procuring and identified best practice in the Highlands and Islands and how this could be applied to the Lowland programmes. We set up a procurement officers forum to both raise their awareness of best value and the social economy and to inform voluntary organisations of what procurement organisations expect.

Evaluating the Community Access to Lifelong Learning programme

The evaluation of the Community Access to Lifelong Learning (CALL) centres programme provided an assessment of the centres' impact on users' lives, as well as exploring how they are used and managed. The three-year study has used a combination of large-scale surveys of users and in-depth tracking of clusters of users over time. For these projects we developed approaches to tracking progress using video capture by projects themselves. We recruited projects in Scotland, Wales, Northern Ireland, and Northwest England and the East of England to work with us in selecting and tracking users. The project has demonstrated the value of CALL centres in engaging harder to reach groups in learning and giving people confidence to move forward in life and become more active in their communities.

Our report is available at

http://www.biglotteryfund.org.uk/assets/er_CALL_final_report.pdf

Western Isles Better Neighbourhood Services Fund - Monitoring & Evaluation,

We have been involved in the Western Isles BNSF pathfinder programme from the outset, carrying out community consultation, a baseline survey and an interim evaluation. We have also assisted the partners in producing monitoring tools and provided an input to annual reports.

One of the themes involved young people and families in the Greater Broadbay area of Lewis. And our approach to gathering information here involved schools survey, widespread consultation and focus groups in after-school clubs and a youth drop-in café.

We also researched the enterprise theme in South Uist and Eriskay which involved workshops with community representatives and local project staff as well as focus groups with people who had left the Islands in recent years and lived in the Central Belt. The latter provided fascinating insights into the motivations, circumstances and life decisions that influence why people do not return to live in the Islands, which has led to our further work on migration patterns in the Islands.

We have completed similar projects for a wide range of clients, examples including:

- Developing indicators to measure management development in Fujitsu
- A 3-year evaluation and indicator framework for Glasgow's City Vision
- Developing a suite of indicators measuring environmental impacts in Stirling
- Developing measures of social enterprise in Lancashire for LCDL
- Monitoring the services of Outer Hebrides Community and Voluntary Sector
- Developing measures of enterprise potential for Durham LEGI
- Assessing wider impacts for Lennox Partnership Community Training Project
- Developing a Tourism Impact Model to track changes in St Andrew's economy
- Identifying measures of change in and Arts and Health project in Glasgow
- Measuring the impact of community facilities in Wombwell Cemetery

7 Demonstrating a clear and realistic project plan, showing the tasks for each stage of the evaluation and the roles and responsibilities of each member of the team

Work schedule

The programme will run between November 2007 and March 2009 for the first stage. During this stage we will identify and highlight a baseline for future reference.

Stage two will run between July 2009 and July 2011. During this stage we will explore the impacts of the Growing Community Assets programme.

For one year from August 2011 until September 2012 we will undertake stage three of the evaluation. During this stage we will set out future plans for the programme.

In the figures below we have outlined the method for each phase in a flowchart and we have also included a Gantt chart to show what actions will occur throughout the project.

Figure 4 Phase 1 method

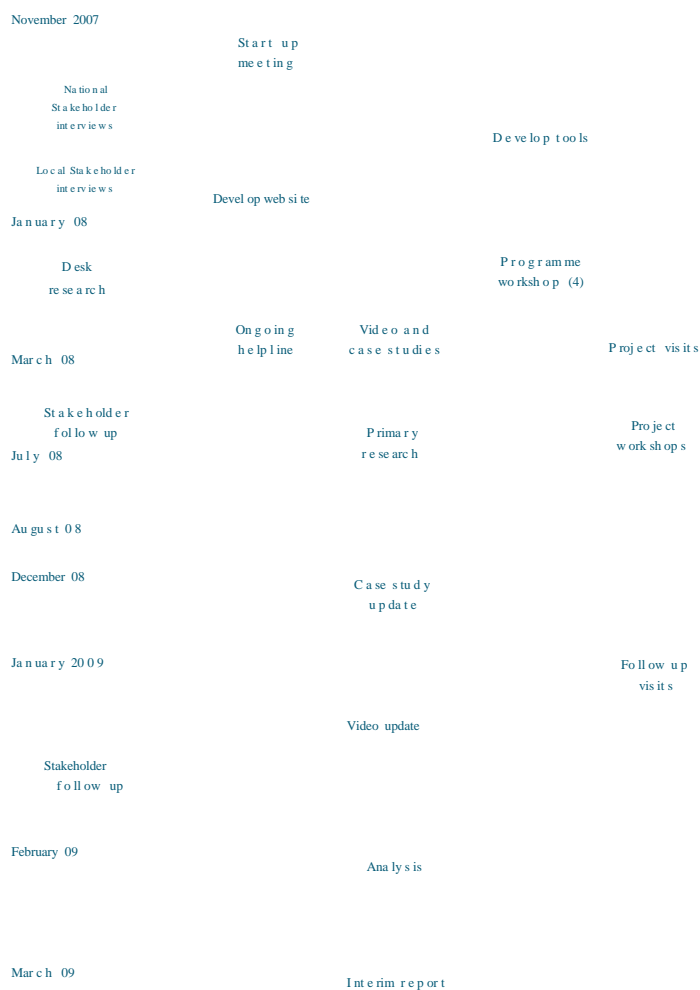


Figure 5 Stage two method



Figure 6 Stage three method



Reports

As part of the Growing Community Assets project we will deliver:

- an inception report;
- monthly reports;
- quarterly meeting reports (we have the capacity to undertake video conferencing);
- evaluation steering group meetings;
- an interim report (after stage one); and
- a final report (after stages two and three).

Figure 7 Activities during each phase

	No v 2007	Ph a s e 1	Mar 2009	J u l y 2 0 0 9	P h a s e 2	A u g u s t 2011	S e p t 20 11	Ph a s e 3	S e p t 20012
Initiation and set up									
Management									
Review/scanning									
Design research ma te ri als									
D ata co llecti on and fieldwo rk									
Data analysis an d interpretation									
R eport									
writin g/pr oduction									
Dissemination/learning									

Team roles and responsibilities

In Annex 2 of the brief we were asked to include the breakdown of work for each member of the team. We have included this detail in section 13. In that section we allocate days to specific tasks. These link with the above charts and figures.

In section 8 of this proposal we have outlined the experience and expertise of each member of the team.

8 Demonstrating team members have the full range of research and technical skills and experience required by the evaluation

This section provides summary cvs for the team and explains why the combination of skills we have drawn together is particularly well suited for this project.

The team overview

Our team combines specific expertise in Community Assets and Sustainability from [REDACTED] and [REDACTED] with the large scale programme evaluation expertise of [REDACTED]. As well as other experienced members of our team we have also brought in [REDACTED] from Media Education to lead on the video capture element of our work. [REDACTED] strengthens our ability to cover the Highlands and our Analysis and Technical team provide back-up throughout. We have provided more detail on individuals below and fuller cvs appear in the Appendices.

Hall Aitken

Personal information removed

Personal information removed

We are experts in **designing and building databases and websites.** a database to map mainstream services for the Local Strategic Partnership in Rochdale. We also created a database for Yorkshire Forward to map interventions that aim to improve young people's understanding about the world of work. We have created websites national organisations like The Big Lottery Fund sponsored programmes. For Sport England we train and support users on a web based real-time management information tool (Value Mapping) for collecting monitoring data.

We have skills in **survey design and management** for postal and online surveys. Projects include a multi-annual household survey to evaluate the Western Isles Better Neighbourhood Services Fund and an electronic survey to evaluate the Skills in Regeneration pack for the Scottish Centre for Regeneration. We can also use SMS text surveys to contact people. This has proved to be useful when trying to get responses from young people. We use **GIS mapping** to show unemployment and economic activity levels in the South of Scotland as part of the labour market intelligence project. We can use these skills to show in a visual way service need and delivery for other programmes.

We are experts in **statistical analysis** using **SPSS** . We used this in our analysis of the Birmingham SRB household survey and evaluating UK online centres across England for the DfES.

We are experts in **sourcing and analysing secondary data.** We have established skills in analysing the labour and skills market. For the last three years we have provided labour market intelligence for the South of Scotland labour market intelligence project including annual reports, quarterly newsletters and a dedicated website.

Media Education

The Media Education team has skills and experience in drama, digital video and audio production, animation, web design, training in both workshop environments and as work placements and delivering multi-media alternatives to consultation processes. All of our project workers have been Disclosure Scotland checked, hold current first aid certification and have experience working with a wide range of groups.

Personal information removed

9 Demonstrating the bidder has the capacity and resources to carry out the evaluation within the timescale, or, if working in partnership, each organisation has the capacity to fulfil its role and the roles of each partner are clear

Overall capacity

As a significant UK regeneration consultancy with a track record of almost twenty years, we have extensive experience of delivering large-scale evaluations over long time periods.

While we have offices in Manchester, Cardiff and Newcastle, our main base is in Glasgow and we are well placed to resource a wide-range of work in Scotland. We have 18 full-time professional staff on our team and a pool of regular freelance associates numbering around 50 individuals.

Our staff turnover is extremely low, at well under 10% per year, providing a reliable and consistent service which is often not the case in consultancy companies. Two directors (Denis Donoghue and David Gourlay) will be involved in this project and as part owners of the business, they provide particular long-term stability.

When planning projects like this we use a sophisticated time-planning tool, Project Minder, which enables us to plan our time commitments many months in advance – and to see how we can re-deploy our team to meet short-term demands on a flexible basis. This has stood us in good stead for resourcing a wide-range of evaluations ranging from our five-year £1million contract with Sport England through to a three-year £15,000 contract evaluating and ILM programme in Wansbeck. At present we are successfully delivering across several demanding projects including:

- Supporting the Big Lottery Fund's Way of Life programme in Wales with a funding deadline for applicants at the end of November 2007;

- Simultaneously supporting applicants to the Big Lottery Fund's Prime Time programme in Scotland, working to an initial deadline of just before Christmas 2007;

- Drafting ten major applications for European funding for Visit Scotland over a four-week period to early November;

- At the same time continuing to work on our evaluations of Active England, Community Sports Initiative, regeneration projects in Oldham, North Lincolnshire and Newton Stewart; and

- Developing an economic strategy for Dumfries and Galloway.

The evaluation of the Growing Community Assets programme would represent at its peak around 10% of our annual resources and we can clearly manage this programme well within our capacity.

Partnership arrangements

We have drawn on Professor Mike Danson as a key part of our team. Mike is a regular contributor to Hall Aitken projects and we have a well-established working relationship. We have also drawn in Andy Dytych, a freelance associate based near Inverness to enhance our coverage of the Highlands. While we currently work

extensively throughout Scotland (including both the Shetlands and Western Isles) this further ‘on the ground’ presence will enhance our coverage there.

A key part of our method is extensive use of video capture for projects. For this element, although we have used video ourselves in the past, we have drawn in the Edinburgh-based company Media Education. They have a strong track record in using video as a method of engagement with community groups and have demonstrated clear capacity to work with the case studies we have chosen as part of our method. Their role will be to focus on:

- Supporting the case study communities in their own use of video diaries;
- Filming in each case study area; and
- Editing and producing video-based presentations.

We have set out our general approach to project management in section ten below, and provided further details on our associates and partners in section eight above and set out roles in more detail in the costs table in section 13.

10 Demonstrating effective arrangements for project management, team support, quality assurance and delivery of evaluation outputs

This section sets out our approach to the related areas of project management, risk assessment and quality assurance.

Project management

We use a series of tools including:

- A Gantt chart showing detailed work scheduling for staff;
- An IT based project management system (Project Minder) that allows for forward commitment planning and records actual time and resources we use;
- A risks and issues log where the project leader records each action to be taken and progress against it; and
- Regular team meetings (face-to-face and virtual) throughout the project.

Our project managers receive regular training and support in developing and maintaining their project management skills and we continually review and improve our systems. For example we use an IT based project management system (Project Minder).

Delivering quality work to timescale

Part of this means following recognised good practice, for example:

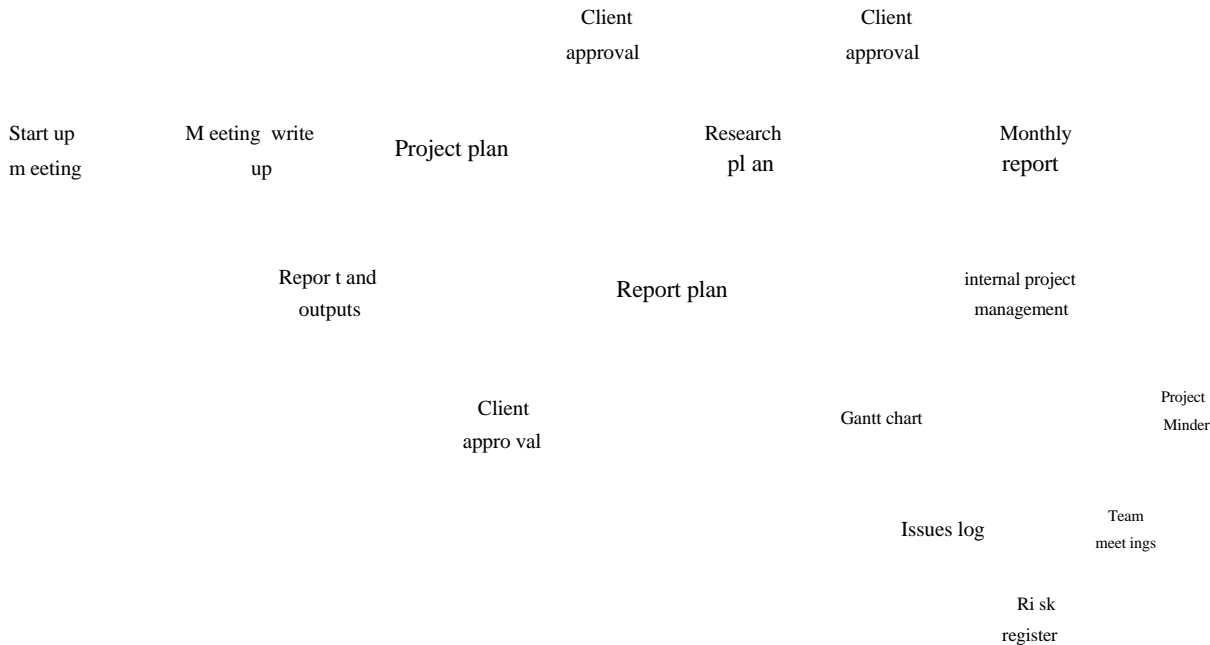
- We hold the *Investors in People* standard;
- We follow Market Research Society guidelines in managing primary research;
- We use guidance in presenting data established by the ONS and the Audit Commission; and
- We follow the ethical guidelines set out by the Institute of Management Consultants and the Institute for Economic Development.

But we are much more active in our pursuit of quality than simply following external guidelines. We have developed a project and quality management system that underpins our work and includes:

- Clarifying the task and progress reporting;
- Delivering the work to schedule;
- Quality management;
- Managing risk;
- Agreeing client inputs;
- Quality processes; and
- Client feedback (including complaints).

Figure 8 summarises the main elements of our quality process and we have outlined our approach briefly in the sections that follow.

Figure 8 Quality, risk and project management overview



Clarifying the task and progress reporting

Central to delivering a project that exceeds expectations is the process of clarifying those expectations – and then reporting on our progress with them.

Our first step will be to hold a **start up meeting** (or commissioning or inception meeting). This will probably include various logistical and administrative arrangements. Nevertheless, the key purpose is to discuss, agree and find the scope of the work. This will have been set out in the brief and our proposal, but there are always details and interpretation to be clarified.

After this meeting we will send you a **meeting write up** and a **project plan**. The project plan is the core of our quality and project management system. Examples of these documents are inserted for illustrative purposes.

A restatement of the consultancy project goals in language that both we and you agree summarises what you want the project to achieve;

A restatement of the tangible outputs of the project;

A clear set of project milestones with a target date for each;

A set of performance measures or criteria for our work;

Any requirements on you as client; and

A reporting schedule.

We will send you the project plan and ask for your comments.

Once you are happy with it our project director will sign it off and we will ask you to do the same.

We will then provide a **one-page monthly report** on progress against the project plan. This will include:

Project Plan

No.	Task	Completion	Date
1	All background information collected and read (written, recorded)	25/09/07	25/09/07
2	Family work completed	25/09/07	25/09/07
3	All data collection/analysis completed	25/09/07	25/09/07
4	100 responses from community consultation achieved	25/09/07	25/09/07
5	100% report complete and sent to client	25/09/07	25/09/07
6	Reporting scheduled to be completed after progress to Phase 2 confirmed		
7			
8			
9			
10			

Notes: Contact: Amy Shephard - 0191 555 3300, amy@hallaitken.co.uk, amy@hallaitken.co.uk
James Jones - 0191 555 3300, james@hallaitken.co.uk, james@hallaitken.co.uk

Project Director: Anthony Thompson - 0191 555 3300, anthony@hallaitken.co.uk, anthony@hallaitken.co.uk

Other contact: Jit Singh - 0191 555 3300, jit@hallaitken.co.uk, jit@hallaitken.co.uk

Early start advice: Please note that the project is dependent on getting information and help from you and your team.

- Provide contact list of key central offices, managers and community groups
- List of any known community hall/venue resources needed

Weekly report for week 09/01/2007

Task	Start	End	Status	Notes
10011	09/01/2007	09/01/2007	Completed	100%
10012	09/01/2007	09/01/2007	Completed	100%
10013	09/01/2007	09/01/2007	Completed	100%
10014	09/01/2007	09/01/2007	Completed	100%
10015	09/01/2007	09/01/2007	Completed	100%
10016	09/01/2007	09/01/2007	Completed	100%
10017	09/01/2007	09/01/2007	Completed	100%
10018	09/01/2007	09/01/2007	Completed	100%
10019	09/01/2007	09/01/2007	Completed	100%
10020	09/01/2007	09/01/2007	Completed	100%
10021	09/01/2007	09/01/2007	Completed	100%
10022	09/01/2007	09/01/2007	Completed	100%
10023	09/01/2007	09/01/2007	Completed	100%
10024	09/01/2007	09/01/2007	Completed	100%
10025	09/01/2007	09/01/2007	Completed	100%
10026	09/01/2007	09/01/2007	Completed	100%
10027	09/01/2007	09/01/2007	Completed	100%
10028	09/01/2007	09/01/2007	Completed	100%
10029	09/01/2007	09/01/2007	Completed	100%
10030	09/01/2007	09/01/2007	Completed	100%
10031	09/01/2007	09/01/2007	Completed	100%
10032	09/01/2007	09/01/2007	Completed	100%
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10058	09/01/2007	09/01/2007	Completed	100%
10059	09/01/2007	09/01/2007	Completed	100%
10060	09/01/2007	09/01/2007	Completed	100%
10061	09/01/2007	09/01/2007	Completed	100%
10062	09/01/2007	09/01/2007	Completed	100%
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10065	09/01/2007	09/01/2007	Completed	100%
10066	09/01/2007	09/01/2007	Completed	100%
10067	09/01/2007	09/01/2007	Completed	100%
10068	09/01/2007	09/01/2007	Completed	100%
10069	09/01/2007	09/01/2007	Completed	100%
10070	09/01/2007	09/01/2007	Completed	100%
10071	09/01/2007	09/01/2007	Completed	100%
10072	09/01/2007	09/01/2007	Completed	100%
10073	09/01/2007	09/01/2007	Completed	100%
10074	09/01/2007	09/01/2007	Completed	100%
10075	09/01/2007	09/01/2007	Completed	100%
10076	09/01/2007	09/01/2007	Completed	100%
10077	09/01/2007	09/01/2007	Completed	100%
10078	09/01/2007	09/01/2007	Completed	100%
10079	09/01/2007	09/01/2007	Completed	100%
10080	09/01/2007	09/01/2007	Completed	100%
10081	09/01/2007	09/01/2007	Completed	100%
10082	09/01/2007	09/01/2007	Completed	100%
10083	09/01/2007	09/01/2007	Completed	100%
10084	09/01/2007	09/01/2007	Completed	100%
10085	09/01/2007	09/01/2007	Completed	100%
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10088	09/01/2007	09/01/2007	Completed	100%
10089	09/01/2007	09/01/2007	Completed	100%
10090	09/01/2007	09/01/2007	Completed	100%
10091	09/01/2007	09/01/2007	Completed	100%
10092	09/01/2007	09/01/2007	Completed	100%
10093	09/01/2007	09/01/2007	Completed	100%
10094	09/01/2007	09/01/2007	Completed	100%
10095	09/01/2007	09/01/2007	Completed	100%
10096	09/01/2007	09/01/2007	Completed	100%
10097	09/01/2007	09/01/2007	Completed	100%
10098	09/01/2007	09/01/2007	Completed	100%
10099	09/01/2007	09/01/2007	Completed	100%
10100	09/01/2007	09/01/2007	Completed	100%

Progress against milestones;
Key progress points;
Any issues emerging and how we are responding to them; and
Any action that we need you as client to take.

Delivering the work to schedule

Our internal project management processes focus on keeping our work on track, within the project plan. We use a series of tools including:

A **Gantt chart** for each project showing detailed work scheduling for staff. (A copy for Primetime is included in section 8);

An **IT based project management system** (Project Minder) that allows for forward commitment planning and records actual time and resources we use;

A **risks and issues log** where the project leader records each action to be taken and progress against it; and

Regular **team meetings** (face-to-face and virtual) throughout the project.

Our project managers receive regular training and support in developing and maintaining their project management skills and we continually review and improve our systems. For example we recently invested in an improved system (Project Minder) for 2007.

Ensuring quality

Quality delivery depends firstly on putting the right team in place with the right skills.

Our **internal competency framework** sets out a basis for all our team members to develop their skills. And it ensures that we only place people in roles they are competent to fulfil.

Delivering the quality the team is capable of is then largely down to the project management disciplines outlined above.

Our project manager, Ute Johnston, is responsible for organising the project and for leading on much of the work. But responsibility for the overall project quality always rests with our project director, who will be a company director, David Gourlay. This project director will always be the main point of contact for you as client and will report to our own board on project progress. This group of senior staff, who all have substantial experience of delivering a quality result, drives our commitment to quality.

Summary competency framework

1. CLIENT FOCUS	
1.1 Marketing and proposals	
1.2 Managing the client/research interface	
1.3 Pathfinding and networking	
2. COMMUNICATION & RELATIONSHIPS	
2.1 Arguing and influencing	
2.2 Writing	
2.3 Illustrating & presenting data & concepts	
2.4 Persuading to achieve	
2.5 Facilitating	
2.6 Training	
2.7 Managing and developing others	
3. RESEARCH & ANALYSIS	
3.1 Research design	
3.2 Qualitative secondary data	
3.3 Quantitative secondary data	
3.4 Interviewing	
3.5 Surveys	
3.6 Group work	
3.7 Applying knowledge and analysis	
3.8 Analysis techniques	
4. DELIVERING PROJECTS	
4.1 Planning and project management	
4.2 Managing risk	
4.3 Ensuring quality	
5. TECHNICAL & SECTORAL SKILLS & KNOWLEDGE	
5.1 Technical expertise	
5.1.1 Marketing, evaluation & appraisal	
5.1.2 Strategy & consultation	
5.1.3 Project development & funding	
5.1.4 Social economic analysis	
5.1.5 Performance management	
5.2 Broad sector understanding	
5.3 Market sector knowledge	

Managing risk

Unforeseen problems can throw any project off track. But usually we can anticipate potential difficulties and plan to avoid them or to respond if they arise. This process of risk management is important for all project delivery.

We have tabulated some key risks we have identified for this project in Figure 9, and summarised how we will address them. As with other parts of our project plan we will seek feedback on these at the start up meeting. As the project progresses we will monitor these risks, if appropriate add others, and review whether new solutions are required.

Figure 9 Risk table

Issue	Likelihood of Risk (low, medium or high)	Mitigating Action(s)	Recovery Plan
Holiday periods	Low	We have planned to take into account the Christmas and new Year breaks.	Staff cover is always ensured within Hall Aitken and Media Education administrative system.
Achieving case study work in timescale	Low	We have a standard recording procedure to record all interviews undertaken. These will be achieved within the proposed timescale.	Iain Shaw and Kieran Kearney will work together to ensure quality assurance across both organisations .
Timescales	Low	<p>We are not anticipating any problems with timescale providing that the client and the contractors are able to meet suggested deadlines.</p> <p>The suggested production methodology takes into account specified timescales and will all be achievable within the schedule created</p> <p>Internal deadlines will be established (and agreed with the client) to ensure that all key objectives of the project are achieved and that sufficient time is made available to produce all necessary materials.</p>	If any slippage of deadline is likely to occur, additional staff can be brought on to the project. Agreement on additional resources by client will be required.
Contacting Participant Groups	Low	We are not anticipating any problems in contacting groups, we will work with the client to achieve this and will work with the relevant representatives of the groups to ensure convenient and adequate contact time with groups.	We will work in a sympathetic way, meeting the needs of organisations and participants.
Confidentiality	Low	Hall Aitken and Media Education work to common Codes of Conduct which guarantees anonymity and confidentiality to all respondents participating in the study. (see additional risk assessment for Media Education)	Informed consent will allow for review of participants' consent at regular intervals to ensure all participants are comfortable with their contributions.

Quality management	Low	The directors and project team members have a vast experience of managing projects, ensuring a consistently high quality of product and outputs. Dealing with user groups and individuals in a learning context	.Any identified risks will be communicated at the earliest possible opportunity to ensure a viable solution can be reached within required timescales
Loss of data	Low	We have internal systems which ensure that all data files are backed up each night and stored outside the office in the event of fire, theft or flood.	Back up systems would be utilised to retrieve lost data.
Delivery of outputs on time	Low	We have an excellent track record in delivering outputs to the agreed timescale.	We do not change the time scale of deliverables without client approval.
Recording case studies	Low	Assessment of risks for the recording of the case studies will be dependent on the projects identified	A full risk assessment for recording will be completed prior to commencement of recording of the case studies. All elements of the project will be monitored closely and any potential risks will be identified at the earliest opportunity and communicated through the project lines of communication, ultimately to the Stakeholder Group as required
Ethics	Low	We abide by common ethical guidelines on the conduct of research.	

11 Demonstrating a well-considered plan for dissemination of the evaluation findings

This section sets out how we will ensure the learning from the evaluation is used both during and after the evaluation period.

Two way communication

It is important that a communications strategy is included in the planning for any programme evaluation. Transferring knowledge is a two-way process so we are keen to see people involved in a programme or affected by it given the chance to respond to issues that are identified. We suggest using the terms such as knowledge transfer or sharing rather than dissemination, which implies a one-way process.

At the recent London conference organised by BIG on evaluation the Joseph Rowntree Foundation (JRF) representative indicated that almost as much is spent on communicating messages about their research as the research itself. They believe there is no point in doing the research unless people learn from it and that it can influence and change actions.

While we will not be assigning such a high proportion of our budget to the communications strategy we do appreciate that some element of the available resources must be assigned to this.

Communication strategy overview

We will ensure that we address the needs of the key groups supported or affected by GCA. These include:

- Individuals in communities;
- The communities as a group;
- Organisations leading GCA projects;
- Stakeholders of the programme;
- The media; and
- The wider general public.

Each will require targeted and specific actions that will achieve our key objectives of our communications strategy. These are:

- To inform;
- Change and improve practice; and
- Influence future approaches and policy.

In Figure 10 below we have indicated what approaches we will take to communicate with the various groups.

Figure 10 Communications plan

Local people	Communities	Project committees	Stakeholders	Wider public
Case studies				
Website				
Newsletter				
National conference				
PR/publications				
Focus groups				
Social events				
Reports				
Meetings				

Communication strategy detail

Case studies

While the case studies are a key part of our method, the process of gathering and developing the data will itself involve information exchange. In particular we propose to involve the project committees of the particular projects we use as case studies in developing and using the material we gather as we progress. But in addition we will use extracts from the case study with stakeholders, on the website and as part of our annual reporting.

Website

We have included in our budget a dedicated website for this project. This will include fairly standard and straightforward elements such as:

- Evaluation reports;
- Videos from case studies;
- Links to relevant research and wider policy information;
- Links to evaluation data gathering tools; and
- Any material provided by projects.

But in addition we will develop part of the site based on user-generated content. By providing a quarterly stimulus to projects we will seek to gain inputs from users both in placing material on the site, and in reacting to material and issues raised on the site. The quarterly e-bulletin linked to the site will help with this.

Newsletter

We will produce a six-monthly newsletter which we will circulate by post to all projects and stakeholders. We will also make the newsletter available on the website and develop an electronic version with an opt-in mailing list (accessible through the website) for anyone with an interest in the programme.

National conference

In discussion with the steering group we will establish a national conference for all projects at around the mid point of the programme. We have run such conferences successfully in other evaluations and found them an extremely useful means of both sharing and gathering information.

PR/publications

During the course of the project we will produce an initial information leaflet to explain to communities the role and value of the evaluation. And then on a regular basis we will produce short summaries of our reports for circulation. We know that the Big Lottery Fund frequently produces evaluation summaries and therefore we will discuss and agree precise format of these with the evaluation steering group.

Focus groups

Part of our research methodology will include focus groups in each of the case study areas. To a certain extent we will feed in information from the focus groups to other information sharing devices, such as the website. But the focus groups in themselves do provide an opportunity for some limited sharing of information within the specific communities and we will ensure that we make use of this opportunity.

Social events & meetings

For each of the case studies we will provide funding to allow the steering group to deliver one social event each year. The condition of this will be that at each event there will be an opportunity for us sharing information about progress of the project and an opportunity to gather research data through a simple questionnaire with attendees. Again we've found in other projects that this informal approach to research and information sharing has been appreciated by projects and communities and provided significant benefits.

Reports and meetings

We have explained elsewhere our approach to report writing and regular meetings with the project steering group and communities.

Using video as a key tool

Our experience in carrying out community consultation exercises suggests that the very fact that video cameras and other recording equipment are used plays an important part in engaging members of the community. Consultations involving these types of approaches frequently succeed in gathering the views of a much larger and more diverse number of residents than traditional approaches such as exhibitions, surveys or open days. However because of this, the use of digital media takes on a role much more integral to the engagement process than that of neutral observer. In evaluating the role of such approaches we need to accept that innovative approaches will impact on the entire process and our approach to reviewing these has taken account of this.

Fit with the National Standards for Community Engagement

Our approach has been to integrate the methods as far as possible with the principles set out in the National Standards for Community Engagement. The ways in which we have done this are outlined below.

Involvement - working through our established networks and through national and umbrella organisations we will identify and involve people and organisations who have an interest in the focus of the engagement; namely organisations who are currently using or about to use innovative approaches for illustrating and documenting community engagement practice.

Support – through the involvement of Nancy Campbell and Iain Shaw and the expertise of the Media Education team of expressive arts and media specialists we will help to develop and refine the process to overcome any barriers to involvement. In particular we will ensure that there is excellent communication around the purpose, outputs and audiences for the programme and that the informed consent, engagement programme, monitoring and evaluation and feedback methodology is clear and understood.

Methods – the Media Education team are very responsive and have a wide range of skills and expertise to bring to bear both for the negotiation of how we can become involved with the areas/groups concerned but also to work with them to ensure that the methods of engagement and reporting are fit for purpose.

Working Together – This will be a partnership approach both for the Hall Aitken/Media Education delivery team as well as with the participating organisations/groups with a clear set of outputs, audiences and applications which are designed to be of benefit for all participants and stakeholders. The procedures will be agreed in each case at the initial meeting and through the creation of clear project plan and timescale for each of the organisations/groups.

Sharing Information – With the recording of a wide range of community engagement practice and the capture of the innovative ways of illustrating and documenting the practice, there will be a wealth of media product including individual DVDs for each area/group with all areas represented on a final DVD report.

Working with Others – This project is designed to provide a wide range of opportunities for the different stakeholders to come together and share ideas, reflect on and discuss the processes they have been experiencing. Through review meetings with staff and participants, through structured interviews with local stakeholders, local government, national organisations and funders, the project will provide clear pathways for involvement and clear expectations for outputs and benefits from involvement.

Improvement – Improvement opportunities are inherent in the structure – through the involvement of the expertise and resources of Media Education in the project delivery where organisations and participants receive input and guidance from experienced staff and Hall Aitken in the engagement process with the organisations and other stakeholders through interviews, project monitoring, review and feedback to stakeholders and national organisations and funders. The DVD products along with other material gathered will be available to create a series of learning opportunities for organisations, stakeholders and funders.

Feedback – This process provides a series of opportunities for feedback.

Group sessions with participants and staff at the participating organisations/groups where the rough edit of the DVD will be shown and further material gathered

Filmed interviews with organisation representatives and other local stakeholders based on the material that has been generated locally

The creation of a DVD product which shows practice, shows the feedback opportunities and the responses to the community engagement process, the use of innovative reporting methods, the process of the project including the

presence of cameras and other recording equipment and personnel, the use of media as a recording tool, the techniques and issues for organisations, participants, funders and other stakeholders.

Monitoring & Evaluation – one of the roles for Hall Aitken will be to remain one step removed in order to ensure this engagement process achieves its purposes and meets the National Standards for Community Engagement.

Engaging participants

External audiences.

For sensitive topics particularly - where participants are aware that there are likely to be external audiences e.g. free access on the web, DVD training materials, conference case studies, examples for local/national broadcast or publicity – then a sense of trust and feeling in control is important.

Informed Consent.

Building trust is very important – particularly for outputs where participants are identifiable e.g. moving image recording. Part of the process for gaining trust is to provide for informed consent. We would recommend a two-part consent with participants receiving a full briefing about the project which includes the purpose, outputs and audiences. Participants sign the form at the start of the session and, on completion of the session, sign again to say that ‘yes, having completed the process, that they do agree that their contributions can be included in the listed outputs – or stipulate which ones they would not wish to be identifiable. Informed consent is an essential part of the preparation for consultation and reduces the risk that participants feel unsure, vulnerable or used.

Keeping Participants Informed.

We will keep participants informed by:

Providing material to participants as soon as it has got to rough edit stage to allow them to know what may be included in the various outputs and allow them to comment on it.

Providing copies of the final outputs when they are completed along with a short report on the impacts of the material from the steering group and other key stakeholders.

Involving organisations

Organisations can be worried about their reputations and how they will be represented – principally because of the reputation of mass media outlets. This study will provide positive, learning outcomes for participating organisations. A partnership approach will be taken with organisations being able to benefit from the material they help to generate in terms of training, communications and awareness raising opportunities with real benefits for the organisations involved. This will increase the likelihood of organisations taking part and for staff and participant engagement. Organisations will also receive any media outputs at the rough stage to be able to reflect and discuss and report back on.

Quality of Materials Captured

The quality of recorded materials given the range of types of people, organisations, locations, the subject matter, the presence of recording equipment etc., are all variables which influence the quality of the material captured. Media Education has

a wide range of experience of working with these types of groups and will tailor its approach accordingly – please refer to the case studies for examples. Audio and video capture is by experienced media professionals from a team of four at Media Education. The range of specialisms includes animation, video production and audio podcasting. Each staff member has a wide experience of using expressive arts and media as consultation tools. Providing the right approach for the group and organisation, using informed consent, being clear when recording is happening, providing a clear list of outputs and audiences, providing rough edits for feedback and providing additional opportunities for involvement will all help to ensure a high quality of content and high production values.

12 Demonstrating distinctive elements or a creative approach in the proposal or otherwise add value to the evaluation

This section sets out how our approach uses creative elements and adds value to the overall process.

Bespoke tools

Our approach will include several bespoke tools and more innovative approaches to gathering evaluation data. Some of these are established but many are new, distinctive and will help to enthuse communities involved with GCA and gain their involvement in the process.

Outcome star

We will develop an outcome monitoring tool based on the Triangle Consulting Outcome Star. This involves using a series of scales to identify progress across several related soft indicators. We would envisage using this to measure project stakeholders' own perception of their social capital (using the typology we outlined in section 5). This provides a visual snapshot of the overall stage of progress at a given time.

Connectedness survey

We also propose developing and using a 'Connectedness Survey'. This will be a simple one-page survey which projects can use with members of the community. This will ask respondents to identify which local organisations, facilities, businesses and services they have engaged with over the past period. It will also ask members of the community to identify their involvement local events, local clubs and other community-based networks. Our analysis of these survey results over time within a given community will provide a measure of how connected individual members of the community are to each other, and to the community as a whole. This will also help us to measure change over time.

Adding value

In addition, our inclusion of a strong communication, dissemination and feedback element will ensure that the evaluation process itself adds to the impact of GCA by:

- Bringing different communities together to learn;
- Promoting information exchange through the website;
- Linking elements of the evaluation to social activity;
- Using the video-making process as a tool for engaging communities

Workshops

We propose to hold several workshops and conferences across groups of communities to help them improve the overall understanding of the evaluation; and to allow them to share learning with us and each other. Our research into rural advocacy in Scotland highlighted the lack of a grassroots network that enables local community trusts and groups to share learning and work collaboratively on areas of

mutual concern. The interactive nature of the workshops will help to challenge and stimulate individuals to think about their project's impacts in a way that will influence activity in the longer term.

Conferences

Conferences will provide a more formal context for information exchange, learning and networking. It will allow us to share findings with delegates and provide examples of particularly positive experiences within the development process of GCA. It will also provide an opportunity for BIG and other key stakeholders at a national and local level to find out about current activity, good practice and emerging issues. Above all however, the conference will provide community delegates with some interesting and enjoyable activities and contact with other communities that will keep them motivated towards their outcomes.

Project website

Our proposed website will provide project stakeholders with ready access to evaluation tools, advice and good practice examples. However to make sure that people use the website we will ensure that it is regularly updated with relevant news about community ownership experiences, important policy developments and interesting case studies. User-generated content is an increasing part of web culture today, so we will provide projects with the opportunity to upload stories and information and to use the website as an interactive communication tool with the evaluation team and other community groups.

Social activities

In other long-term evaluation projects we have successfully used social activities as a means of promoting information gathering. And in this community-based context we feel it would work particularly well. By giving projects a modest budget to hold an annual social gathering they can bring together members of the community and use this opportunity to circulate surveys and gather video vox pops. The success of the social event itself will be an important barometer of community cohesion and will also be away for the project stakeholders to thank community members for their involvement and contributions to the acquisition. We will ensure that projects make these social activities are inclusive and are open to all members of the community.

Using video-making to help communities engage

We are working on this evaluation with Media Education; a specialist media organisation who work almost exclusively on community engagement. Our experience in carrying out community consultation exercises suggests that the very fact that video cameras and other recording equipment are used plays an important part in engaging members of the community. Consultations involving these types of approaches frequently succeed in gathering the views of a much larger and more diverse number of residents than traditional approaches such as exhibitions, surveys or open days. However because of this, the use of digital media takes on a role much more integral to the engagement process than that of neutral observer. So our use of video technology has been selected specifically to engage a wider range of people (particularly young people) in the evaluation process. And by giving video equipment to community groups this provides a flexible and dynamic way for them to capture some of the softer impacts of their project.

Recent experiences of using digital media with communities include:

National Institute of Adult Continuing Education (NIACE) - A Load of Dosh

NIACE commissioned Media Education to run a consultation surrounding attitudes to money and the newly launched Child Trust Fund. The decision to present the finished product on DVD was to provide a more appropriate communication tool for the primary target audience. The presentation of “real people” discussing openly their thoughts and concerns was seen as instrumental in overcoming reluctance and helping others to speak out.

The “A Load of Dosh” DVD and training materials emerged from consultations.

The filmed material is divided into chapters illustrating different learning points to allow it to be used in a flexible way and to be tailored to a groups needs. Selected clips have been used on the NIACE website and other related sites. The DVD has also been distributed to local and national policy makers who have reportedly reacted extremely positively to this innovative approach, and feel they have a greater insight into the issues raised.

The Hub Project – East Lothian Council

The Hub Project was designed to provide a training and awareness raising experience aimed at a variety of staff from departments inside ELC and partner organisations from the voluntary sector. This group received a programme of training in the use of media as a consultation and engagement tool to reach ‘difficult to reach groups’. Outputs - a series of media assets for use in training and awareness and the development of partnerships and capacities for staff to engage with client groups.

Access to Industry – Passport Project

Access to Industry works to widen access to education and employment opportunities in partnership with communities and further and higher education across the South East of Scotland.

The initial contract, completed in June 2007, was to create a DVD to provide insight into the process that clients undergo as part of the project. The film includes interviews with project staff and partners and case studies featuring clients at various stages of the Passport process and displays evidence of the hard outcomes achieved by the project.

The finished DVD is being used as a promotional tool to raise awareness of the project for organisations, companies and institutions offering activities, courses, employment or work placements to young people and the vulnerable client groups within Passport.

13 Demonstrating the overall charges offer good value and costs are appropriately distributed between different elements of the contract

We have set out our charges against the key task identified as part of our method.
We have then assigned these tasks to the Description of services as set out in
Annex 2. We have then completed Annex 2 and this is included below.

We have ensured that there is a high priority placed on contact with projects in the
field. We have also focused on gathering evidence of the impact on the lives of
people in communities and the impact on communities as a whole. Further our
emphasis on spreading learning gathered as a result of this work to projects,
organisations and people working with communities to build their asset base is clear.

Fees – phase 1

Information redacted under Section 43



GCA evaluation
Client: The Big Lottery Fund

Information redacted under Section 43

Fees – phase 3

Information redacted under Section 43

14 Demonstrating a record of producing high quality research reports to support policy and practice development

This section sets out our overall approach to producing high quality reports that have an impact on the policy environment.

We use robust approaches to analysing data and always back up findings by triangulating sources. Ensuring that qualitative research does not simply become a collection of subjective statements is often a concern in developing evidence-based policy. Research carried out by the National Centre for Social Research highlighted this issue and led to a guidance framework for researchers using qualitative research methods such as in-depth interviews, focus groups, observation and documentary analysis. The guidance is based around four guiding principles which state that research should be:

¹ has

- contributory** in advancing wider knowledge or understanding;
- defensible in design** by providing a research strategy which can address the evaluation questions posed;
- rigorous in conduct** through the systematic and transparent collection, analysis and interpretation of qualitative data; and
- credible in claim** through offering well-founded and plausible arguments about the significance of the data generated.

We adhere to these guiding principles in designing research tools and in analysing and reporting on our research findings. We also aim to measure changes in indicators through a range of quantitative and qualitative research methods. This triangulation of methods will strengthen the validity of our findings. For qualitative data we use a combination of 'concept mapping' techniques using software such as Banxia Decision explorer software to identify relationships between differing viewpoints and more conventional response coding. We will draw together the various strands of the research and analyse them based on a consistent format. We use the Statistics Package for Social Scientists (SPSS) to analyse quantitative data, and will create frequency tables and cross-tabulations as fitting.

We are committed to writing in Plain English so that we can convey the findings from our research concisely and clearly.

Some examples of our reports that have played an important role in influencing policy development are set out below.

DfES - Evaluation of UK Online Centres

In mid 2000 the Prime Minister launched a £252M capital programme of "UK online centres" to be based in the 2,000 most deprived wards in England. DfES wished to ensure the programme was properly evaluated to provide feedback over the 3-year lifetime of the programme and to assess its impact. This involved: major survey work of 7,500 centre users across the UK; an electronic survey of managers; in depth

¹ Liz Spencer, Jane Ritchie, Jane Lewis and Lucy Dillon (2003), Quality in Qualitative Evaluation: A framework for assessing research evidence, National Centre for Social Research; a report for the Cabinet Office

case studies; and analysis of the various data sets. We provided a practical and robust assessment of what works and what does not.

Looking at the success of the Public Internet Access Points

The Scottish Executive began its Public Internet Access Initiative in Summer 2002. Since then it has provided over 1,300 computers in over 600 different settings. The initiative is part of the Executive's wider Digital Inclusion Strategy, which aims to extend access to and use of the internet. We conducted "mystery shopping" visits to 140 PIAPs with a host survey and user survey, and linked the findings to wider research in digital inclusion. <http://www.scotland.gov.uk/library5/finance/epiapi-01.asp>

Tyne and Wear Coastal Authorities – Tyne and Wear Coastal Strategy

We were commissioned by the Coastal Authorities of Tyne and Wear to undertake a large-scale study looking at the value of tourism and regeneration in Tyne and Wear. The study gathered much needed local data on the tourism sector locally. We were also asked to prepare a coastal regeneration strategy based on our findings from the research. Our work was over a one year period and included working closely with local tourism employers to assess their needs and issues, consulting with local and regional agencies, using our tourism impact model and developing strategic priorities and objectives for the sector in the future. We also undertook a large-scale visitor survey in the area to gather visitor opinions of the facilities, events and destinations.

The economic and social impacts of regional casinos in the UK

This report sets out to identify and quantify the impact of large scale casino development at a time when the government is legislating for a major increase in the number and scale of casinos. The report examines the assumption that such development is beneficial to local economies and communities, particularly in relation to anticipated regeneration benefits and balances these against the benefits claimed in economic impact studies. It finds that casino expansion in the UK will cause additional economic and social problems the Government has not given enough consideration to, and that its own regeneration targets may be undermined. The report was accepted as a paper and presented to a major international conference on the social and economic impacts of gambling, hosted by the University of Alberta in Banff, Canada, April 2006.

South Tyneside Council – The economic impact of casino development

South Tyneside Council asked us to carry out research to inform their decision making processes after the council was shortlisted for a large or small casino licence under the new legislation. The study involved estimating the economic impact of a casino on specific locations in the borough and outlining the positive and negative effects that such a development would have on the area. We also looked at the relative impact of small and large casinos and the actions that would help lever maximum benefit for deprived areas from the award of a licence.

Scottish Executive - Ex ante evaluation

The Scottish Executive were keen to ensure ESF and ERDF funds were targeting needs in Lowland and Upland Scotland. We carried out two ex ante evaluations exploring the medium and long-term needs in the region and whether the fund would meet these needs. We appraised socio-economic data to identify the local needs

and compared them to the strategy for relevance. We also completed an appraisal of the environmental impact of the Operational Programmes and an evaluation its rationale and consistency.

Hull Neighbourhood Renewal Fund evaluation for Hull City Council

We reviewed all projects funded under the Hull Neighbourhood Renewal Fund programme. We assessed and scored over 50 projects to explore their strategic fit and performance. To do this we devised a scoring grid, based on a 'traffic light analysis'. Then we helped projects improve their monitoring approaches and refocus on Floor Targets. Hull City Council said: “ *We are confident that the information provided is a robust, detailed, accurate and effective basis to future decision making* ”.

Outer Hebrides Migration Study

Comhairle nan Eilean Siar, with Western Isles Enterprise, NHS Eilean Siar, Communities Scotland and Leader+ commissioned us to carry out in-depth research into migration in and out of the Outer Hebrides. Working with the National Centre for Migration Studies and GROS, we carried out community focus groups, interviews with local service providers and migrant workers and analysed official datasets. We also used an innovative survey technique to get the views of people who live in, moved to or have moved away from the Outer Hebrides through a web-based survey which received 1,500 responses. The report has provided a raft of policy suggestions aimed at addressing issues of out-migration and promoting population sustainability. The Western Isles Local Economic Forum has described this report as the most important that has come before it.

Scottish Enterprise Grampian – Future economic impact study of tourism in the Cairngorms National Park

We worked with Scottish Enterprise Grampian to study the impact of tourism in the national park and also identify the challenges for the future of tourism in the area. We did this through extensive consultation with local partners, stakeholders and tourism and culture businesses. We facilitated events and planning workshops, which developed a series of challenges to local people in moving tourism forward in the area. A summary printed and designed document was produced and circulated to partners as part of this piece of work.

Appendix 1 Hall Aitken experience

Community regeneration

Scottish Executive

Kensington New Deal for Communities

North Ayrshire Council

New East Manchester

Hull City Vision

Newcastle New Deal for Communities

South Tyneside Council

Birmingham City Council

Scottish Executive

Business and enterprise

Scottish Enterprise Borders

North East Adult Skills Pilot

Connect North East

Comhairle nan Eilean Siar

Tyne and Wear Development Company

South Ayrshire Council

Business Link Tyne and Wear

Lancashire County Developments Ltd

Comhairle nan Eilean Siar

Employment and skills

Greater Pollok Development Agency

North & South Tyneside & Sunderland Learning Partnerships

Department for Education & Skills (DfES)

North of England Micro Electronics Institute

Careers Scotland

Department for Education and Skills

New Opportunities Fund

Forth Valley Enterprise

Department for Education and Skills

North Lanarkshire Council

National mid-term evaluation - LEADER+ community initiative

Wired up communities project review and planning

Better Neighbourhood Services Fund community consultation

Staff training in community involvement

Hull Neighbourhood Renewal Fund programme evaluation

Laptops for All project evaluation

South Tyneside Neighbourhood Renewal Fund programme evaluation

North West Birmingham SRB 6 programme evaluation

North Ayrshire Social Inclusion Partnership evaluation

Borders labour market & economic intelligence service

Road passenger, transport & logistics skills research

Development of a community plan

The social and economic impact of regional casinos

Western Isles business support service review

Tyne and Wear small business grant project evaluation

Business grants and loans evaluation

Start-up market intelligence - research

Feasibility study into growing the social enterprise sector in East Lancashire

Western Isles migration study

Routes in to training and work research

Needs analysis to support curriculum planning

Toxteth TV project evaluation

Adult Competence in Engineering (ACE) project evaluation

Scottish Borders virtual employment experience

National mid-term evaluation – Leonardo da Vinci programme

National evaluation of Community Access to Life Long Learning centres programme

Rural learning centres demand research

National evaluation of UK online centres

Guidelines for workplace literacies – learning from the North Lanarkshire experience

Health and wellbeing

Scottish Enterprise Ayrshire
YASP (mental health) Partnership
Greater Glasgow NHS Board
Communities Scotland
Big Lottery Fund
Greater Glasgow Health Board
Scottish Enterprise Dunbartonshire
Cross River Partnership, Southwark Council
Dundee City Council

Scottish Centre for Regeneration and EQUAL Access
Partnership

Sports and physical activity

Sport England
Sport England
Barnsley Metropolitan Borough Council

Big Lottery Fund

Tourism, leisure and culture

Scottish Enterprise Grampian

Tyne and Wear Coastal Authorities
Ryedale District Council
Scottish Enterprise Fife

Tourist Board Training

Scottish Enterprise Fife
Dumfries and Galloway Area Tourist Board
Green Heart Partnership

Ayrshire Works project research, evaluation & training

YASP project evaluation

New Horizons project evaluation

Tackling Drugs Misuse

Better Off programme evaluation

Working for health in Greater Glasgow evaluation

Working in hospitality and tourism programme evaluation

Workplace co-ordinator project evaluation

Evaluation of the social care training and employment
academy project

Scoping study on integrating health and employability
services

National Active England programme evaluation

Community club development programme support

Athersley Football and Community Association feasibility
study and action plan

Community sports initiatives evaluation

The economic impact of tourism on the S E Grampian area of
the Cairngorms National Park

Tyne and Wear coast strategy and value of tourism study

Business Opportunities Study

Evaluation of the impacts of St Andrews World Class strategy
to date

Funding application to mobility strand of Leonardo da Vinci
programme

Study in to the economic impact of tourism on St Andrews

Dumfries and Galloway tourism strategy review

Evaluation of the Green Heart Partnership

Appendix 2 consultants CVs

Personal Information removed



GCA evaluation
Client: The Big Lottery Fund

Appendix 3 terms of business

1. We will hold all information concerning the affairs of a client confidentially, unless the client has released information for public use, or has given us specific permission to disclose it.
2. Before accepting an engagement we will clearly define the terms and conditions of the work involved, including the scope, nature and period of service, responsibilities and invoicing.
3. We will not invite any employee of a client to consider alternative employment (we don't consider an advertisement in the press to be an invitation to any particular person).
4. We make all recommendations and forecasts in good faith, on the basis of information available. No such statement is a representation, undertaking, warranty, or contractual term. Clients will not make a claim against us if such a statement proves inaccurate.
5. When we are required to work on the client's premises the client will provide us with office accommodation, telephone, fax, photocopying and minor secretarial services without charge.
6. We will agree the method of charging fees at the start of the engagement. Invoices are due for payment within 30 days of the invoice date. Fees that we quote in proposals remain valid for thirty days, and we reserve the right to amend proposals after that.
7. We charge Value Added Tax to all fees and expenses.
8. We will charge expenses at the full amount quoted in our proposal – we will absorb any overspend.

Contact details (Part V I)

Bidder's Details

Company Details

1. **Registered Company Name:** Hall Aitken
2. **Company Registration Number:** 113642
3. **Address(s):**
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5. **Fax:** 0141 204 318 3
6. **Email:** david.gourlay@hallaitken.co.uk
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8. **Address for all contractual correspondence –**
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9. **Address for all service management correspondence**
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10. **Contacts:**
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Email: jeremy.wyatt@hallaitken.co.uk
 - b. **Responsible Person for the Service**
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11. VAT registration Number (if applicable)
481 1651 54

12. Payment Details

Personal information removed

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