

Measuring Effectiveness in Gloucestershire (MEG)

**Evaluation of projects undertaken in 2005/06
by GIG organisations under ChangeUp funding**

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CONTENTS

1. Introduction

1.1 Background	3
1.2 Methodology	4

2. Evaluation

2.1 Income generation.....	5
2.2 Information and Communication Technology.....	11
2.3 Volunteering	18
2.4 Workforce development	25
2.5 Governance.....	34

3. Conclusion.....38

4. Appendices

Appendix 1: GIG organisations.....	39
Appendix 2: Good practice in collating evidence to measure economic outcomes.....	40
Appendix 3: Impact checklist	42
Appendix 4: Economic Outcomes Tool process.....	45
Appendix 5: Key definitions	47

1. Introduction

1.1 Background

In 2003/04 the Home Office launched the **ChangeUp** programme whose aim was to strengthen the third sector by 2014. This was to be achieved by radically improving the support available to third sector organisations. The government committed in principle to a 10 year investment programme, with significant new expenditure agreed to 2011.

In order to be able to draw down the funding available from ChangeUp, infrastructure organisations¹ within Gloucestershire came together to form the **Gloucestershire Infrastructure Group** (GIG). The GIG organisations are listed in Appendix 1 and include Gloucestershire Rural Community Council (GRCC).

In 2005/06, GIG organisations received funding in the **first round** of the ChangeUp programme to undertake a range of projects designed to equip the infrastructure organisations to become more efficient and effective, while also meeting the priorities identified by ChangeUp. These projects include the five being assessed in the present report.

In April 2006 an agency called **Capacitybuilders** was set up to take over management of the ChangeUp programme and to work with other funders to develop strategies and influence policy on building the capacity of the third sector. Capacitybuilders is a non-departmental public body (NDPB) at arms' length to government, led by a board of sector experts.

In the **second round** of ChangeUp funding, administered by Capacitybuilders, GRCC was successful in its bid to undertake the **Measuring Effectiveness in Gloucestershire** project (MEG). The objective of MEG is to assess the effectiveness of the projects conducted by GIG organisations in the first round of funding and, further, to enable all GIG members to assess the impact their work makes on the community as a way of aiming for continuous improvement. Evaluating the projects a year after their completion will show the impact they have had over this period and enable an assessment to be made of their potential future effects.

¹ Infrastructure organisations (IOs) are those which exist to benefit *other organisations or groups*, such as village halls, parish councils, parish plan steering groups and older people's groups. In contrast, frontline organisations (FOs) directly serve *individual* members of the public. Some organisations, such as GRCC, comprise both elements in their work.

1.2 Methodology

A uniform approach was taken when evaluating each strand of ChangeUp in Gloucestershire, and use was made of the Economic Outcomes Tool². As some strands were quite wide-ranging, one project of each strand was selected for a detailed assessment.

Table 1: Structure used to report on each project

1. Project title
2. Project date
3. Organisation undertaking project
4. Intended beneficiaries
5. Strand of project being evaluated
6. Detailed description of this strand of the project, i.e. what took place? (*“activity”*)
7. Direct results of activity (*“outputs”*)
8. Eventual benefits (*“outcomes”*) arising from the outputs, including the following economic outcomes:
 - a. Increased *human capital* (e.g. staff training)
 - b. Increased *social capital* (e.g. business support networks)
 - c. Increased physical infrastructure (e.g. ICT provision)
9. Checking for under- or over-statement (*“validation”*):
 - a. Was the project a crucial ingredient (or even the sole ingredient) in achieving the outcome? (*“attribution”*)
 - b. Could the outcome have happened anyway, without the project, albeit in a different way? (*“deadweight”*)
 - c. Would the outcome have happened elsewhere instead, if the project hadn't taken place? (*“displacement”*)
 - d. Any knock-on / secondary effects (*“multiplier”*)
 - e. Any future / longer term effects envisaged? (*“delayed outcome”*)

² *“The Economic Outcomes Tool: A Good Practice Guide for Rural Community Councils”*, published in 2006, was developed by the Universities of Gloucestershire and Hull with the assistance of six Rural Community Councils (RCCs) including GRCC. It was designed to help RCCs better assess their economic outcomes.

2. Evaluation

2.1 Income generation

Strand title: Income generation

Project date: 16th May 2006

Organisation lead: Event organised by Co-operative Futures on behalf of GIG

Beneficiaries: All GIG organisations

Project being evaluated: Income Generation Training event

General description

A workshop was held for GIG organisations entitled “Income generation and how to deal with it” in May 2006 at City Works, Gloucester. The topics covered were income generation, the governance and participation toolkit (see section 2.5 of this report), and the referrals procedure between GIG organisations.

The workshop was organised following a survey of GIG organisations during December 2005 and January 2006. The survey covered two distinct areas: support for frontline organisations on income generation issues; and how infrastructure organisations refer between themselves. Although most organisations surveyed had some understanding of income generation there was a lack of clarity as to the full range of income generation activities and opportunities that are available to frontline organisations. Approximately half of the members of GIG identified that they had some information and materials to support them to give advice on this subject, but almost all identified that they had gaps in their information.

Following research to identify the resources used by GIG organisations and the collation of an information pack, a seminar was held to disseminate information. The economic impact of this seminar is evaluated below.

Activities

The activities undertaken with regards to this event were:

- Identifying and hiring a venue (City Works, Gloucester) to hold the event
- Sending letters to GIG organisations and associated organisations
- Promoting the event at the GIG quarterly meeting
- Phoning attendees to confirm details
- Organising caterers
- Organising speakers
- Printing materials and handbooks for the workshop

Outputs

The following recorded outputs are the achievements and results with regard to which Co-operative Future's activities may reasonably be considered to have been crucial. 'Crucial' here means that the output would not have happened without the event. The following outputs occurred during the period of activity:

- One information seminar entitled 'Income Generation and how to deal with it' was organised in Gloucester for voluntary and community sector (VCS) organisations in Gloucestershire.
- A pack of information leaflets was given to each organisation attending.
- A total of 14 people attended the event, representing 12 organisations. All 12 organisations were encouraged to provide feedback for a follow-up evaluation survey in September 2007 and 4 responded (lack of response from the remaining organisations was due to staff changes or unavailability).

The survey of the 4 contributory organisations (3 of which are members of GIG) identified the following:

- All 4 organisations reported that the effectiveness of their organisations had been improved as a result of attending the event. On a scale of 1 to 10 (with 10 being the highest rating), 2 organisations gave a score of 9 and 2 gave a score of 6.
- Effectiveness had been improved in the areas of:
 - saving time and money
 - understanding loans and social enterprise to make the organisation sustainable without grants
 - delivering a better service to frontline organisations

- giving a clearer understanding of what income generation means. In one organisation, a member of staff received better direction from senior management whose understanding had been improved following the workshop, leading to better directional decisions
- Other changes that have happened since the event which would not have happened otherwise were:
 - improvement to full cost recovery knowledge:
 - increase in the number of referrals to Co-operative Futures
- In the long term the differences that have been made are:
 - Development of a full cost recovery system by one organisation;
 - ensuring that income generation is always considered and actively promoted when working with frontline organisations.
- The elements of the workshop that made the most difference were:
 - an understanding of costing procedures;
 - the governance and participation CD that was given to a new financial director to improve his understanding upon appointment.
- Staff morale increased in 2 organisations (one commenting that ‘staff now feel they are working from an informed position’) and remained the same in the other 2.
- Other comments were:
 - “The event was effective, would like to have more of this type of training, and on a 1-2-1 basis”
 - “The resources provided were good.”
 - “The event kick started interest but due to the different levels of understanding at that meeting it appeared to be difficult to deliver what was needed by all attendees. 1-2-1 training would be the best way to deliver this subject.”
- The follow-up survey undertaken by Co-operative Futures provided attendees with an opportunity to re-visit what they learned at the event and a prompt to take further action

Outcomes

Increased employment

- Although it has not been possible to ascribe additional income brought into individual organisations as a direct result of attending the workshop, it can be said that for the 4 organisations that provided feedback, the workshop made a difference to the effectiveness of their organisation. This includes factors such as:
- a fuller understanding of the real cost of staff positions, in order to submit bids that will generate enough funding to cover all costs throughout the life of the project. (It is often necessary for projects to finish early as insufficient funds are generated at commencement) (**job retention**),
- There is a need to demonstrate an understanding of full cost recovery when submitting bids. Accurately costed projects are more likely to attract new and therefore increased employment within the sector (**increased employment**)
- a more stable financial position gives staff the feeling of greater security and therefore reduces staff turnover (**reduced turnover**).

Increased business activity

- More **diverse and effective** income generation techniques were explored by members of GIG organisations during the workshops
- The information provided enabled the infrastructure organisations to better **understand and implement** income generation methods.
- The event demonstrated more openness to **different types of funding/income** sources that had not been considered before, thus expanding knowledge in the voluntary and community sector.
- Staff members and others who received the information became better trained in business and financial management, leading to more **informed decisions**.

Increased social capital

- By equipping the infrastructure organisations with skills to use a range of different income generation methods and thus become more financially stable, they were able to **casade those skills and practices** to frontline organisations.
- Examples of this increase in social capital include helping groups to identify grant and other funding sources and signposting them to specialist support to write applications, negotiate contracts and develop enterprising activities

Validation

Attribution

Was the project a crucial ingredient (or even the sole ingredient) in achieving the outcome?

It is certain that the workshop initiated new thought processes which will have led to further changes. It therefore contributed towards the changes that took place in the organisations which attended. However, other factors such as the ending of funding streams on which they relied will also have influenced the need for changes in ways of working and generating funds by organisations.

Deadweight

Could the outcome have happened anyway, without the project, albeit in a different way?

The outcome of improved effectiveness could not have happened without some sort of information transfer process, such as an event, written information or a one-on-one training session. It is highly unlikely that an organisation could have improved its income generation capability without some sort of outside expert guidance and information sharing.

Displacement

Would the outcome have happened elsewhere instead, if the project hadn't taken place?

Organisations may have chosen to attend similar workshops outside the county and desperation at their financial position may have encouraged them to be more proactive in examining their financial models and moving towards the use of full cost recovery. However, this was a timely workshop for Gloucestershire.

Multiplier

Any knock-on / secondary effects

Job retention, staff morale increase and level of staff turnover decreases in organisations which are financial stable, with longer-term funding sourced. Some GIG members receiving this training are better equipped and have greater capacity to pass on this information effectively to frontline organisations. It is not feasible to measure this effect for this report as there is no baseline assessment of the capability of individual GIG organisations.

However it can be reasonably speculated that there would be positive secondary effects for front line organisations in Gloucestershire as the voluntary and community sector responds to demands for a more enterprising approach to income generation.

Delayed outcome

Any future / longer term effects envisaged?

Improvements to the income generation activities of GIG organisations is ongoing and an increase in the stability of the financial activities of a VCS organisation can only take place over a number of years.

Recommendations

Because it was not possible to identify the direct changes within organisations as a result of attending the workshop, the following recommendations are made:

- ***During learning events, it is useful not only to identify how information may subsequently be used by the organisation, but also to identify potential economic impacts. This information can then be used to direct an evaluation process on the impact with an evaluation after 6 months.***

The level of pre-knowledge and understanding amongst attendees was variable, as was the needs of their organisations yet the same information was offered to all.

- ***Pre course assessment of levels of knowledge and understanding is recommended for attendees. Differentiation of activities to allow for this range of knowledge is required. 1-2-1 meetings are recommended as the best method of training but this may not be cost effective.***

Income generation is a large and wide-ranging subject that requires significant time to deliver training and improvement to GIG organisations and frontline organisations

- ***Dedicated staff time is required to deliver changes in income generation and to allow organisations to follow up and develop areas identified during training.***

2.2 Information and Communication Technology

Strand title: ICT

Project date: 2006

Organisation lead: GAVCA

Beneficiaries: All GIG organisations

Project being evaluated: ICT equipment

General description

In 2005 GIG organisations had significant needs for investment in ICT hardware in order to be more effective. The Defra strand of the Early Spend report by GIG highlighted the need for ICT provision improvement. All GIG organisations completed a survey of their resource and skills needs as part of the preparation work for developing the Mainspend Investment Plan, in which ICT resources and skills featured highly on agencies' wish lists.

The aims of the ICT project were:

- To provide capital investment for ICT equipment
- To provide ICT support and advice, both to infrastructure and frontline VCS organisations, in order to increase their capacity to deliver their services more efficiently and effectively. This comprised an ICT audit of the participating organisations and the development of a strategic ICT plan for each organisation
- To co-ordinate the development of specialist software including a county-wide database of the VCS sector and a funding advice.

The area to be evaluated for the purposes of this study is the economic impact of the capital investment on the organisations.

Activities

GAVCA was the lead in visiting each organisation to conduct the ICT audit and producing a report to advise on capital expenditure. Each organisation was then responsible for purchasing their own ICT equipment.

It has not been possible to assess a change in economic status as a result of new ICT equipment as no baseline details were available therefore the report will concentrate on assessing the economic benefits of the capital investment in ICT.

Outputs

The following recorded outputs are the achievements and results with regard to which the activities of GIG organisations may reasonably be considered to have been crucial. 'Crucial' here means that the output would not have happened without the activity.

All GIG organisations took part in this project and received capital equipment. 7 of the GIG organisations were selected for a follow-up evaluation survey conducted in September 2007. All 7 were able to provide information regarding the capital equipment purchased, the effects it has had over the last year and the long-term effects.

Organisation	ICT Equipment received	Equipment used for
Stroud VCA	<ul style="list-style-type: none"> • Two 6-panel display boards • Overhead projector • Portable tripod screen • Infocus media player • Hearing loop • Video player • 4 laptops 	<ul style="list-style-type: none"> • Presentations • Hearing loop used by a volunteer in the office • Laptops used by Glos. Association of Mental Health to teach others how to use computers
Cotswold CVS	<ul style="list-style-type: none"> • Laptop • Laptop + projector 	<ul style="list-style-type: none"> • Use of 'Funder Finder' (a searchable funding database) and Governance Pack • Presentations on funding
FVAF	<ul style="list-style-type: none"> • 2 computers • Printer 	<ul style="list-style-type: none"> • General use
GlosREC	<ul style="list-style-type: none"> • Laptop • Colour printer • Website software 	<ul style="list-style-type: none"> • Meetings and working from home • Printing colour leaflets and newsletter • Website authoring
Linking Communities	<ul style="list-style-type: none"> • 3 computers 	<ul style="list-style-type: none"> • Access to the internet
GAVCA	<ul style="list-style-type: none"> • Camera • Rewiring & hardware tools • Computer • 2 USB flashdrives • Wireless detector 	<ul style="list-style-type: none"> • To capture images for website • To rewire the office computer system
GRCC	<ul style="list-style-type: none"> • Projector linked to server 	<ul style="list-style-type: none"> • Access to internet and server during meetings, allowing meetings to be more interactive

- A total of 31 pieces of ICT equipment were purchased by the 7 organisations.
- A total of 90 individuals and approximately 185 groups have used this IT equipment since it was purchased (over a period of one year).

The follow-up survey also identified the following:

- All 7 organisations said that the effectiveness of their organisation had been improved as a result of the ICT equipment. On a scale of 1 to 10 (with 10 being the highest rating) the most significant pieces were a hearing loop and projector linked to the ICT server (both 10), and the least was the wireless detector (3).

Laptops and printers scored between 6 and 8, the black & white printer scored 6 whilst the colour printer scored 7. The overhead projector scored 6 as did the camera, the website software scored 4, and the rewiring scored 7.

- Effectiveness had been improved in the areas of:
 - saving time (for example typing directly on to a laptop or documents on the server);
 - saving money and time through having own equipment rather than hiring or borrowing,
 - saving travel time and cost through home working opportunities
 - saving time and money due to increased equipment reliability
 - allowing a better service to be delivered to frontline organisations (for example lending out a camera, laptop and overhead projector at no charge, and using a laptop to search for funding on the internet);
 - improving the image of the organisation (for example printing literature in colour).
- Effectiveness was also improved in other areas, such as achieving environmental policy objectives (reduced paper), and involving all staff members in the production of the business plan (using the projector linked to the server so that electronic documents could be easily accessed and amended during a meeting).
- As a result of the capital investment, the following changes occurred that would not have happened otherwise:
 - Presentations and training sessions held outside the office
 - Retention of a volunteer who would have been lost if the hearing loop had not been acquired
 - A group seeking funding for a housing project was awarded £150,000 from grant-making organisations sourced following use of the Funder Finder software viewed via the laptop provided
 - The overhead projector allowed presentations to be given to groups
 - A new printer provided a scanning function which was not previously available
 - One organisation can now produce their own newsletter using the colour printer, rather than outsourcing this work
 - Another organisation can now record using video
 - Greater usability of a meeting room and increased bookings as a result of a projector linked to the server

- In the longer term the differences that have been made are:
 - an overall improvement in the way of working (faster and more professional);
 - a greater awareness of the organisation and its services amongst client groups (through the use of all types of ICT equipment).
- Staff morale increased in 6 of the 7 organisations and stayed the same in 1.
- Other comments from survey respondents were:
 - “Good to be able to buy this equipment rather than continue to borrow from others”
 - “We were able to hand out a staff pack to start with which they liked”
 - “The equipment helped us a lot”
 - “I hope this will be the start of many good things to come”
 - “Organisations weren’t thinking strategically, it was a short term view and we just looked at what was available to buy. However the equipment has been extremely useful”
 - “Staff remained sane!”

Outcomes

Increased employment

- Although extra employment cannot be ascribed as a result of the capital investment in ICT, it can be said that it made a difference to **job retention** (including voluntary positions). For example, retaining a volunteer who may have left their position if the hearing loop had not been provided. Organisations have experienced **reduced turnover** of staff through having up to date ICT equipment and facilities to improve the ways in which staff can work both within their organisation and through the services they are providing to frontline organisations.

Increased business activity

- **Increased hiring** of meeting room in one organisation (95 groups used the room over a one year period compared to less than 30 in the previous year).
- A group seeking funding for a housing project was awarded £150,000 from grant-making organisations sourced using the Funder Finder software viewed via the laptop provided

Increased human capital

- The purchase of a hearing loop was important to **maintain the services** of a volunteer in one organisation. This demonstrated the implications for job retention, equal opportunities in access to work, the work experience and personal satisfaction gained by the volunteer, as well as money saved by not having to pay staff or recruit another volunteer to carry out this particular role.
- In one organisation staff were heavily involved in the development of the business plan, thus **increasing their knowledge and skills** in business planning and adding to their **personal confidence**.

Increased physical infrastructure

- As the ICT equipment described in this section was provided at no cost to the organisations, funds were then available to invest in other capital equipment and to continue with essential hardware upgrades, leading to an overall enhancement of the organisations' ability to undertake work and provide services.
- The ICT equipment has allowed organisations such as the CVSs to encourage frontline organisations to carry out their own initial groundwork (e.g. searching for funders using software on laptops), which the CVS can then enhance.

Validation

Attribution

Was the project a crucial ingredient (or even the sole ingredient) in achieving the outcome?

The ICT investment provided organisations with an opportunity to provide a wider range of services, which would not have happened had the new ICT equipment not been available. In many cases the equipment was important to achieving new economic outcomes (e.g. greater use of meeting room, laptops lent out to groups, colour printing of literature).

Deadweight

Could the outcome have happened anyway, without the project, albeit in a different way?

Organisations may have been able to provide their own ICT equipment using their own internal budgets, or they may have just continued to use their current equipment, which would have been unsatisfactory.

Many of the outcomes would not have happened without the project as many organisations could not invest the required funds.

Displacement

Would the outcome have happened elsewhere instead, if the project hadn't taken place?

The ICT investment was specific to Gloucestershire organisations and the effects were seen locally.

Multiplier

Any knock-on / secondary effects

Multiplier effects will have been seen in the frontline organisations which also benefited from the direct use of equipment or from improved service provision.

Delayed outcome

Any future / longer term effects envisaged?

This investment upgraded many organisations' equipment to meet current needs. However the organisations will need to budget and identify funds in order to maintain and upgrade the equipment otherwise future benefits will be lost. Some equipment may become obsolete due to changing working practices of organisations.

Recommendations

- ***Each organisation will need to further develop its ICT strategy in order to have a fully costed plan so that future requirements are taken into account.***

- ***Continued and increased strategic planning within organisations with regard to ICT and hardware upgrades***

2.3 Volunteering

Strand title: Volunteering

Project date: 2006

Organisation lead: Cheltenham Volunteer Centre

Beneficiaries: Volunteer centres and those using volunteer services in Gloucestershire.

Project being evaluated: New websites for volunteering organisations

General description

Consultation work undertaken in the “Early Spend” identified that local organisations need an increasing number of volunteers in order to increase their capacity to deliver frontline services. Organisations listed ‘more volunteers’ as the top answer to the question “What one thing (apart from money) would make a difference to your organisation?”. Focus groups revealed the need for more volunteers to be in the top two of their wish lists. Until now the Volunteer Centres have mainly worked independently of one another, with only a county forum to promote mutual support and exchange of ideas. Owing to limited resources there has been little or no opportunity for “cross-district” boundary recruitment/placement, rural/urban exchange or sharing and standardising functions.

Previously, frontline groups in the county had to register separately with each Volunteer Centre. The general aim of this project was to increase the number of volunteers coming forward in Gloucestershire through the use of a new website. Specifically the aims were to increase the number of volunteers in Gloucestershire, to improve information about volunteering in Gloucestershire, and to increase employer supported volunteering in Gloucestershire. The former two aims will be evaluated in this report.

Activities

The activities undertaken with regards to this project were:

- Cheltenham Volunteer Centre (CVC) and Cotswold Council for Voluntary Services (CCVS) worked with Apple Craft Design (www.applecraft.co.uk) to design and implement 3 new web sites. (Stroud CVS were also involved in the county website but feedback could not be provided for the purposes of this report due to staff turnover).

Outputs

The following recorded outputs are the achievements and results of the CVC, CCVS and Apple Craft's activities that may reasonably be considered to have been crucial. 'Crucial' here means that the output would not have happened without the these organisations undertaking this work. The following outputs occurred during the period of activity:

- Three websites were set up:
 - www.volunteeringgloucestershire.gov.uk (new web address with new design)
 - www.volunteeringcheltenham.org.uk (new design)
 - www.sc-vs.com (new design)
- Screen prints of the home pages of each of the above websites are provided below.

Home page from www.volunteeringgloucestershire.org.uk



Home page from www.volunteeringcheltenham.org.uk

The screenshot shows the homepage of the Cheltenham Volunteer Centre. At the top left is the logo with the text "Volunteer Centre Cheltenham". To the right, it says "Homepage". Below the logo is a banner image showing a group of people. A navigation menu contains "Home", "Our Services", "In The News", "Links", and "About Us". A search bar contains the text "giving life to the whole community" and a phone icon with the number "01282 257727". Below the search bar is a section titled "Cheltenham Volunteer Centre" with a search icon and the text "What are you looking for?". The main content area is divided into two columns. The left column has an "Introduction" section with a welcome message, "Our Vision is:-" (a society in which everyone plays a full and active part in their community), and "Our Mission is:-" (to inspire and enable people to reach their potential through involvement in voluntary and community activity). It lists services including recruitment, training, advocacy, and building partnerships. The right column features five interactive buttons: "I Want to Volunteer!", "I Need Volunteers!", "Tell me more about Cheltenham Community Transport", "Tell me more about Investing in Volunteers", and "How can I support Cheltenham Volunteer Centre?". At the bottom, there are logos for navca, do.org.uk, ncvo, and Volunteering England.

Home page from www.sc-vs.com

The screenshot shows the homepage of the Cotswold Centre for Voluntary Services. At the top left is the logo with the text "Cotswold Centre for Voluntary Services". To the right, it says "Homepage". Below the logo is a banner image showing a large group of people. A navigation menu contains "Home", "Our Services", "Links/Resources", "About Us", and "Contact Us". A search bar contains the text "Volunteering in the Cotswolds" and a phone icon with the number "01285 658 802". Below the search bar is a section titled "Welcome to the CCVS homepage" with a search icon and the text "What are you looking for?". The main content area is divided into two columns. The left column has an introduction section stating that CCVS is a registered charity providing services to those who live in the Cotswolds. It lists the main services/functional areas: Cotswold Volunteer Centre, Cotswold Community Transport, Cotswold CVS, Disability Information and Support in the Cotswolds (DISC), and Cotswold Day Care. The right column features six interactive buttons: "I Want to Volunteer!", "We need Volunteers!", "Cotswold Community Transport", "Advice and Support for the Voluntary & Community Sector", "Disability Information & Support in the Cotswolds (DISC)", and "How can I support your work?".

- No website coding to measure hits was included when the website was built therefore no records are available of the number of hits the websites received during the first year of operation.

A follow-up survey was conducted in September 2007 with Cheltenham Volunteer Centre and Cotswold CVS, both of whom are members of GIG. Both provided information regarding the websites, the effects they have had over the previous year and the long-term effects. The follow-up survey identified the following:

- Both organisations said that the effectiveness of their organisations had been improved through the new website. On a scale of 1 to 10 (with 10 being the highest rating), both organisations gave a score of 9.
- Effectiveness was most significantly improved in the area of providing a more accessible service to frontline organisations. For example, the new website was developed with the advice of 'Modern Eyes', an organisation who gives guidance on the design of websites so that they are suitable for those with sight impairment or other disabilities. Apple Craft Design were key in this process.
- The Gloucestershire Local Association for the Blind and Talking Newspapers use the site and say it is both useful and user-friendly.
- The new websites have saved the organisations time as the updates to the website can be carried out in-house using a generic and simple editing program.
- The website has provided increased support to volunteers by being more user-friendly, more interesting and more colourful, as well as having the capacity to hold more information than previously.
- The use of the national standardised 'volunteering colours' provided a strong corporate identify that has helped improve the image of volunteering in Gloucestershire.
- The element of the website that made most difference was the area of volunteering and community transport as more groups are now approaching the CVS with offers to help on community transport schemes.
- The new websites have provided better projection into the market. 17% of volunteers now identify the website as their information source compared with 5% prior to the start of this project.
- The organisations commented that in the long term the new website will encourage more people to volunteer, and this mode of communication is particularly important when trying to reach younger people.

This 'cultural shift' towards using the web for information and recruitment will result in information about volunteering opportunities and benefits being available to the next generation.

Outcomes

Increased human capital

- The new websites have: **improved volunteer support** by providing a clearer and more structured website that holds a larger amount of information; provided a **greater number of volunteers** by modernising and updating; and saved the organisation time through **improved recruitment and placement services**.

Increased social capital

- The **trust and reciprocity** that comes from service delivery using volunteers will have been increased as a result of greater numbers of volunteers across certain parts of Gloucestershire.
- Groups and individuals that are assisted by volunteers will benefit from the social interaction, the practical assistance and the learning. This will lead to an increase in their ability to undertake tasks, be a net **economic contributor** and rely less on state assistance.

Other outcomes

- The county volunteering website has given **equality of access** to a standardised, high quality volunteering infrastructure service for both volunteers and recipients. This leads to cost-efficiencies for organisations and an increase in volunteer satisfaction. Good experiences of volunteering will result in repeat volunteering. Volunteering experience can, in many instances, lead to paid employment or changes of direction.
- The new websites have led to a **greater, more diverse and sustainable** volunteer force.
- Volunteering organisations have increased their capacity to become involved in **wider areas of public service delivery** due to the broader volunteer skills available.

Validation

Attribution

Was the project a crucial ingredient (or even the sole ingredient) in achieving the outcome?

The increased proportion of initial volunteer contacts were made following use of the new websites.

Deadweight

Could the outcome have happened anyway, without the project, albeit in a different way?

The increase in volunteers and associated satisfaction may have been achieved through other methods, such as a large advertising campaign. However, an improved website and its listing on search engines can be one of the most effective ways to increase volunteering.

Displacement

Would the outcome have happened elsewhere instead, if the project hadn't taken place?

The aim of the project was to increase volunteering specifically in Gloucestershire, so the effects were only relevant to the county.

Multiplier

Any knock-on / secondary effects

There will have been a range of secondary effects as a result of the new websites and the change in the type of volunteers coming forward. Although measurement of the benefit of volunteers to individuals and organisations is outside the scope of this report, it is certain to be significant and research conducted by other organisations focuses on this issue.

Delayed outcome

Any future / longer term effects envisaged?

Work undertaken by those who came to volunteering via the new website (and those who will continue to come) is likely to generate outcomes into the future.

Recommendations

- *Monitor hit rates before and after developing new website*
- *Incorporate feedback form onto website*
- *Make use of a web forum to exchange thoughts and ideas to fully exploit power of the internet*
- *Approach relevant organisations to request a link from their website to the volunteering websites*

2.4 Workforce development

Strand title: Workforce development

Project date: 2006

Organisation lead: Forest Voluntary Action Forum (FVAF)

Beneficiaries: Voluntary Sector in Gloucestershire

Project being evaluated: HR consultancy and advice

General description

The aim of the workforce development strand was to improve Human Resources (HR) provision within infrastructure organisations, in order to encourage a highly skilled workforce. Specifically the aims were to increase awareness of HR issues, to increase level of access to HR support, and to enable sustainable practices to be identified.

Activities

The activities undertaken with regard to this project were:

- Identifying clients of infrastructure organisations without a HR department – 4 from an urban area, 4 from a rural area and 4 equalities-based organisations.
- Employing a HR consultant
- Carrying out a HR health check with these organisations
- Identifying possible new delivery methods for HR

Outputs

The following recorded outputs are the achievements and results for which this project's activities may reasonably be considered to have been crucial. 'Crucial' here means that the output would not have happened without FVAF organising the HR consultancy and supervising the work. The following outputs occurred during the period of activity:

- Identification of the 12 participating organisations
- Securing the services of a competent and empathetic HR consultant
- 12 employment health checks for VCS groups
- Reports agreed between FVAF and the HR consultant

Six months after the completion of the HR health checks, 10 of the 12 organisations completed an evaluation questionnaire. The questionnaires were devised and administered by FVAF and analysed by GRCC. The results are provided below on a question-by-question basis with the most common answer shaded. It can be seen that the responses were largely positive.

Questionnaire results

1a. Did you feel the time you needed to give to the process was:

- 70% of respondents felt the time they needed to give to the process was just right.

	No. of respondents	% of 10 respondents
Just right	7	70%
Too little	3	30%
Too much	-	-

1b. Comments:

- Respondents' comments on the time they needed to give the process are provided in the box below. They have been categorised as 'positive', 'negative' and 'other'.

<p>Positive</p> <ul style="list-style-type: none"> Very helpful <p>Negative</p> <ul style="list-style-type: none"> Interview a little rushed bearing in mind the size and complexity of the organisation There was little time to discuss solutions to existing development <p>Other</p> <ul style="list-style-type: none"> Some Industrial Relations experience prior to health check

2a. Did you feel the preparation and paperwork you needed to provide for the process was:

- 70% of respondents felt the preparation and paperwork they needed to provide for the process was just right.

	No. of respondents	% of 10 respondents
Just right	7	70%
Too little	2	20%
Too much	-	-
No response	1	10%

2b. Comments:

<p>Positive</p> <ul style="list-style-type: none"> Not onerous Initial paperwork reminded us of the paperwork which was missing from our files <p>Negative</p> <ul style="list-style-type: none"> Not sure of what was expected <p>Other</p> <ul style="list-style-type: none"> I did none, but we caught up

3a. Did you feel the results you were provided with were:

- 80% of respondents felt the results they were provided with were just right.

	No. of respondents	% of 10 respondents
Just right	8	80%
Too little	1	10%
Too much	-	-
Other response*	1	10%

* One respondent answered “Too little – Just right”

3b. Comments:

<p>Positive</p> <ul style="list-style-type: none">Good details of requirements to correct existing missing management paperworkVery focused <p>Negative</p> <ul style="list-style-type: none">Would like follow up support with areas for improvement <p>Mixed</p> <ul style="list-style-type: none">Provided paperwork / further follow up did not take place
--

4a. Did you feel the approach that the HR consultant took was:

- All respondents felt the approach the consultant took was businesslike and empathetic.

	No. of respondents	% of 10 respondents
Businesslike and empathetic	10	100%
Businesslike but lacked empathy	-	-
Empathetic but not businesslike	-	-

4b. Comments:

- All comments on Michelle’s approach were positive.

<p>Positive</p> <ul style="list-style-type: none">Excellent - thank youShe was excellentShe was greatWell doneGood knowledge and realistic about challenge of being an effective small employerInterview with Michelle enjoyable while confirming the requirements of maintaining employment paperwork
--

5. As a result of the Healthcheck are you planning to make changes to your employment processes and procedures?

- All respondents are planning to make changes to their employment processes and procedures as a result of the healthcheck. (9 of the 10 ticked 'Yes', while the other wrote 'Some'.)

	No. of respondents	% of 10 respondents
Yes	9	90%
No	-	-
Other response*	1	10%

* One respondent wrote "Some"

6. It would greatly assist any planning for future provision of support services if you could indicate the areas where you felt the activity was of greatest benefit. Most beneficial first please.

- 9 of the 10 organisations answered this question, each indicating between 1 and 4 areas in which they had benefited.
- Respondents' comments are listed in two different way in Boxes A and B overleaf:

A) In benefit order (1-4)

The numbers indicate the priority order used by respondents, who were provided with a grid numbered 1-6 to assist them in providing their responses in order of benefit. The benefits most commonly put in 1st place were:

- Employment contracts (5 respondents)
- Legal updates (2)

B) In subject order

Looking at all the comments made in response to Q6 the subjects break down as follows:

- Employment contracts (6)
- Policies & procedures (6)
- Reassurance (4)
- Legal updates (2)
- Part-time staff (2)
- Other (5)

Box A: Arranged in benefit order (1 = most beneficial)

1.....

- Employment – contracts
- Employment contract
- Highlighted areas of need for improvement particularly contracts of employment
- Additional clauses in contracts
- Updating management skills and knowledge at key point meant we could write/negotiate new contracts
- Legal update – I'm a retired lawyer
- Being made aware of the law changes during Oct 06
- Retirement policy
- Induction packs for staff

2.....

- Being made aware of the required conditions of employment
- Equal opps / Diversity policy
- Sickness and absence policy
- Advice on recruitment procedures
- We have been reviewing and updating all our policies and procedures
- Part-time staff Bank Holiday entitlement
- Holiday/TOIL issues
- Provided comfort where areas were OK

3.....

- Health & Safety policy
- Recording of 'core' hours or days for part-time staff
- Job descriptions
- Feel good factor for "good practice" areas
- Reassurance that most paperwork was in place
- It has partially resulted in all staff leaving allowing good conditions for a fresh restart of business activity
- We are looking for more training

4.....

- Gave us confidence that we had got it right

Box B: Arranged by subject

Employment contracts (6)

- Employment contract
- Employment – contracts
- Highlighted areas of need for improvement particularly contracts of employment
- Being made aware of the required conditions of employment
- Updating management skills and knowledge at key point meant we could write/negotiate new contracts
- Additional clauses in contracts

Policies & procedures (6)

- Equal opps / Diversity policy
- Health & Safety policy
- Retirement policy
- Sickness and absence policy
- Advice on recruitment procedures
- We have been reviewing and updating all our policies and procedures

Reassurance (4)

- Feel good factor for "good practice" areas
- Provided comfort where areas were OK
- Gave us confidence that we had got it right
- Reassurance that most paperwork was in place

Legal updates (2)

- Being made aware of the law changes during Oct 06
- Legal update – I'm a retired lawyer

Part-time staff (2)

- Part-time staff Bank Holiday entitlement
- Recording of 'core' hours or days for part-time staff

Other (5)

- Holiday/TOIL issues
- Induction packs for staff
- Job descriptions
- It has partially resulted in all staff leaving allowing good conditions for a fresh restart of business activity
- We are looking for more training

7a. The cost of this activity was heavily subsidised. Would you be able / be prepared to pay a charge towards the cost of such support should it be made available and at what approximate level could you contribute?

- Half the organisations said they would be unable to pay at this time but would pay if funds allowed; this was the most common response.

	No. of respondents	% of 10 respondents
We would be able and prepared to pay for such a service	1	10%
We would be unable to pay at this time but would pay if funds allowed	5	50%
We would not be prepared to pay for such a service	-	-
No response	3	30%
Other response ("It is worth paying for but making a charge will put people off")	1	10%

7b. We would be prepared to pay, if required, the following for a half day session as provided for this exercise:

- Of the six organisations which answered the question, three would be prepared to pay up to £50 and the other three £50-£100.

	No. of respondents	% of 10 respondents
Up to £50	3	30%
£50-£100	3	30%
Over £100	-	-
No response	4	40%

7c. Any other comments on payments

Positive

- I was amazed that such a high quality service was offered, let alone for nothing
- We do not have provision for this type of help currently but may review this in light of this very positive experience

Other

- Due to the poor level of funds at the present time we would not be able to pay anything
- I think we would have been prepared to pay for a fee and a session had we known of this service
- Only if independent and no slur was made about the organisation. The majority of our policies are out of date, although we had them all reviewed by a qualified employment lawyer - and I am not happy, he charged us a lot of money to do that.

8. Additional comments

- Respondents were not asked to make further comments but two did so. These are provided in the box below. Both were positive.

Positive

- Many thanks to FVAF for organising this and helping to do this!
- Thank you for arranging – it was very useful

Outcomes

Increased employment

- **Increased efficiency** in the organisation will have reduced the likelihood of unnecessary job losses.
- **A better managed workforce** (volunteers or paid workers) leading to improved staff and volunteer retention

Increased business activity

- A better managed workforce less distracted by human resources issues able to focus on providing services to front line organisations

Increased human capital

- In this particular area of work, the resource developed are the people and their knowledge and skills. As a result, their engagement will have been improved and they are thereby better able to help others become involved in economic activity.

Increased social capital

- The staff within these organisations are in a better position to assist their customers.

Validation

Attribution

Was the project a crucial ingredient (or even the sole ingredient) in achieving the outcome?

The project was clearly a 'kick-start' to many organisations who recognised that their HR functions needed improving. The consultancy provided by this project was the only HR advice they received at the time and it is unlikely that other factors led to the organisations changing their policies and practices.

Deadweight

Could the outcome have happened anyway, without the project, albeit in a different way?

Organisations may have undertaken their own HR reviews if this project had not taken place, but the questionnaire reveal that they would been in a position to prioritise investment in the specialist, independent advice and guidance which was required to bring about changes.

Displacement

Would the outcome have happened elsewhere instead, if the project hadn't taken place?

As the project was aimed at bringing about changes within and by Gloucestershire organisations, the effects were seen within the county.

Multiplier

Any knock-on / secondary effects

It is certain that more efficiently managed, contented organisations provide a better service to customers. However, a thorough examination of this area is outside the scope of this project.

Delayed outcome

Any future / longer term effects envisaged?

Support given in the present time is likely to have outcomes that will make an impact in the future.

Recommendations

- ***Allow more time for consultancy with larger or more complex organisations***
- ***Where possible provide a customised approach which identifies and addresses any immediate HR issues an organisation may have***
- ***Provide follow-up support (though this may not be feasible due to cost)***
- ***Encourage peer-to-peer support between organisations who have received the HR advice and those who have not***
- ***Evaluation and follow up questionnaires are phrased in such a way that they prompt recipients to identify activity as a result of the intervention. Subsequently, this will allow the impact to be more accurately measured.***
- ***At the onset of the project, beneficiaries should be informed that they will be required to report on changes as a result of the project***

2.5 Governance

Strand title: Governance

Project date: 2006

Organisation lead: GRCC

Beneficiaries: All GIG organisations

Project being evaluated: Governance Information Pack

General description

This project aimed at meeting the ChangeUp high level objective to enable board members of GIG organisations and frontline VCS organisations to be more aware of their responsibilities and good practice, and to have access to accurate and helpful information. The project aimed to assist the frontline organisations in attracting, recruiting and retaining good board members, who will govern their organisation effectively. The project also aimed to improve leadership and provide access to general information.

Activities

The activities undertaken with regards to this project were:

- Collating current information on governance
- Purchasing books from a variety of sources
- Distribution of a resource pack to GIG organisations
- Training staff on diagnostic governance issues

Outputs

- A resource pack was produced containing good quality information on benchmarks / commonality of approach towards good governance, along with a directory of support and information providers and generalist and specialist advisors. The pack comprised of books and a CD ROM and was distributed free of charge to each of the infrastructure organisations.

All GIG organisations received the governance pack. 5 of these organisations were selected for a follow-up evaluation survey conducted in September 2007. All 5 provided information regarding the pack, the effects it had over the previous year and the long-term effects it may have.

Among the 5 selected organisations, the governance pack was used for:

Organisation	Pack used	Number of people using pack
GRCC	Within the organisation (trustee meetings, new trustee inductions, reference document for trustees with special responsibilities). Also to others outside the organisation (the board of Lillian Faithfull Homes).	16 trustees and 30 full time equivalent staff members
Linking Communities	Within the organisation	1
FVAF	Within the organisation	1
CCVS	Within the organisation and others outside it	2 in organisation plus groups outside
GlosREC	Stored for reference and not used it, but will be used in near future	0

Outcomes

The follow-up survey identified the following:

- All 5 of the organisations selected for evaluation said that effectiveness of their organisations had been improved by the provision of the pack. On a scale of 1 to 10 (with 10 being the highest rating), organisations gave scores of 5, 7, 8 (twice) and 10.
- Effectiveness had been improved in the areas of:
 - a better service to frontline organisations (for example helping other voluntary groups in financial management support and managing people help and advice);
 - saving time (for example not needing to go to websites to get employee information, information found quickly and easily due to the pack, and allowing client groups use the information pack directly, with follow up advice as required).
- All organisations said that their own governance had been strengthened as a result of the pack, mostly through an increase in the knowledge of staff who were better able to advise regarding trustee issues.

- Another change which has happened that would not have happened without the pack is a strengthening of the ability of infrastructure groups to effectively pass on relevant information to front line groups.
- All 5 organisations agreed that they will use the pack again in the future.
- In the long term the difference that has been made is a recognition that the pack will always be a useful tool for anyone setting up or restructuring a VCS organisation. However, it should be recognised that changes in charity law may make some of the information in the books out of date and organisations using the resource would need to be aware of this issue.
- The elements of the pack that made the most difference were the legal information and the CD ROM. A CD ROM is easily, quickly and cost effectively distributed so that frontline groups can use it themselves. It is important to note that none of the organisations said that trustee issues were addressed through the pack (better recruitment, lower turnover and addressing skills gaps) nor were income issues helped (saving money or earning money).
- Other comments were: “The pack has been worth having”; and “The whole thing is very well presented”.

Increased human capital

- All 5 organisations recognised the usefulness of the Governance Information/Resource Pack and many staff members have used it. While they did not identify that the pack strengthened the governance of their organisation, which had been one of the intended outcomes, they did use the information to check their understanding and implementation of processes. In addition, turnover of trained, skilled VCS staff within Gloucestershire allows knowledge to be transferred to other organisations.

Validation:

A number of outcomes were anticipated as a result of this project. These included:

- An increase in the capacity of voluntary organisations to become involved in all areas of relevant public service delivery through having better governance and a greater, more diverse and sustainable volunteer force.
- Increased recruitment and decreased turnover of VCO board members
- Identifying and addressing skills gaps in boards and recruitment to fill these gaps
- A peer support network for chairs of VCO boards

However, none of these effects could be directly ascribed with certainty to the governance information/ resource pack, even though all organisations agreed it was useful.

Recommendations

- ***Consult with organisations regarding needs so that resource packs are relevant and do not duplicate materials already held***

- ***Encourage organisations to produce bespoke materials using the information in the resource / information packs, in order to make them more suited to specific issues raised by client groups and individuals***

- ***Contact organisations who have received the pack 3 months after distribution to find out how they are making use of packs for their own organisations and with frontline groups that they advise.***

- ***Encourage infrastructure organisations to follow up the advice and support provided to assess its impact***

3. Conclusion

Voluntary and community sector organisations are increasingly aware of the need to understand the sophisticated concept of economic outcomes. The related concepts of deadweight, displacement, multipliers and attribution are also being used in project monitoring and evaluation. It is however difficult to conceptualise and assess the tangible outcomes that might arise from the activities of these organisations.

The methods used in this report allow for a systematic approach to measuring economic impact and show that economic outcomes are not simply assessed through rudimentary calculations or stated in cost terms. It can be seen that all projects which grow the capacity of staff, management, governance or capital equipment have a positive economic impact on that organisation. Any statistics gathered need to be placed into context in order to draw out their true meaning.

Difficulties were encountered while analysing the above GIG projects as this particular study was only commissioned after the projects had been completed. Therefore, not enough emphasis had been placed on the importance of collecting baseline evidence and undertaking ongoing monitoring and evaluation throughout the lives of the project. Assumptions were made during this research that such evidence would be readily available. This study has therefore highlighted the need for evaluation planning to be built into all projects from the very beginning at conceptual stage, so that baseline assessments and data can be collected. The economic related headings used in this report could be used as prompts to encourage an examination of potential impacts at this planning stage. Time and resources for such monitoring and evaluation must be factored into original costings.

Funders and other sponsors need to appreciate that the assessment of economic outcomes is not just a target-driven means of evaluating their 'investment' in voluntary sector organisations. It should also be remembered that there is a time lapse before economic outcomes are manifested and benefits may continue during subsequent months and years.

Appendix 1: GIG organisations

Cheltenham Volunteer Centre (CVC)

Co-operative Futures

Cotswold Council for Voluntary Service (CCVS)

Forest Voluntary Action Forum (FVAF)

Gloucester Association for Voluntary & Community Action (GAVCA)

Gloucestershire Neighbourhood Projects Network (GNPN)

Gloucestershire Racial Equality Council (GlosREC)

Gloucestershire Rural Community Council (GRCC)

Gloucestershire Youth Partnership (GYP)

Gloucestershire Council For Voluntary Youth Services (GCVYS)

Linking Communities

Tewkesbury Volunteer & Help Centre (TVHC)

Tewkesbury & District Council for Voluntary Service (TDVCS)

Volunteer & Community Action, Stroud District (Stroud VCA)

Appendix 2: Good practice in collating evidence to measure economic (and other) outcomes

The process of assessing economic (or any other) outcomes is made much more straightforward if it is planned into all stages of a project.

Initial concept stage

All projects should include a strong element of monitoring and evaluation and when developing the project, the cost of this monitoring and evaluation should be built in to the initial budget, together with the cost of collecting baseline information against which impact can be measured.

Developing the project

Plan for any unforeseen staff changes during the project's life and put procedures in place to ensure that the risk of losing information essential to evaluation and impact measurement are kept to a minimum (e.g. an exit interview where information about location of data is recorded).

Develop a checklist of outputs and outcomes to be measured so that baseline data can be captured.

During the project

At the commencement of any project, baseline data should be tracked and recorded. Responsibilities for maintaining records and gathering evidence should be identified and records efficiently kept of the tasks undertaken. This monitoring while the project is under way should fit in with the organisation's usual practice. Records should be kept of any personnel involved in the project (within the host organisation and outside) and their specific role.

If changes are made during the project (as is often the case), there should be a review of the outputs and outcomes originally proposed and a record of these changes kept.

Make use of the checklist (above) of possible outputs and outcomes to capture and record relevant information at all stages during the project, rather than leaving all such work to the end.

When undertaking evaluation at the end of events, courses etc, it is good practice to include a section encouraging the participant to indicate how they are going to use the information / skill and the benefits they may bring to them, their organisation or others.

Following completion of the project

Impact measurement may take place at any stage following completion of a project but time needs to be allowed for the outcomes to be realised. The Economic Outcomes Tool seven stage process (see Appendix 4 below) can be used to compile a report.

Appendix 3: Impact checklist

The following list is intended as a guide for organisations planning a project which must include an element of monitoring and evaluating their work in relation to economic outputs and outcomes. The list is by no means exhaustive. Recognition is given to the Universities of Gloucestershire and Hull who suggested some of the outputs and outcomes below

POSSIBLE ECONOMIC OUTPUTS TO BE CONSIDERED IN RELATION TO INFRASTRUCTURE CAPACITY BUILDING

- Accommodation provided for events
- Accurate annual accounts
- Amounts of new funding
- Book-keeping system
- Business plans
- Co-finance forthcoming to match grants
- Database prepared
- Drivers recruited
- Evaluation of events and projects
- Feedback from website users
- Financial system
- Follow-up evaluation of events and projects
- Groups / organisations launched
- Hire rates for meeting rooms
- ICT equipment purchased
- Jobs directly created
- Membership increased
- Methods of communication
- New funding streams established
- New income generation methods implemented
- New skills learnt by staff
- New skills learnt by volunteers
- Newsletters / briefings written and circulated by beneficiaries
- Number and total value of grants secured
- Number of volunteers recruited
- Parish Plans completed
- Parish Plans launched
- Passengers carried / trips made
- Peer support given
- People / groups using the facility
- Proportion of trustees from different background
- Qualifications achieved
- Trainees attending
- Training courses provided
- Trustee recruitment

- Trustee retention
- Types of volunteers recruited
- Village activities launched
- Village halls refurbished or improved
- Web forums
- Web links generated
- Website click-throughs
- Website hits
- Websites established
- 1-2-1 training/coaching provided

POSSIBLE ECONOMIC OUTCOMES TO BE CONSIDERED IN RELATION TO INFRASTRUCTURE CAPACITY BUILDING

Human and social capital impacts:

- Changes in organisation
- Confidence and esteem
- Empowerment
- Enhanced cultural life
- Improved health measures
- Improved local environment
- Improved standards of living
- More / better / more appropriate childcare
- More / better / more appropriate job placement
- More / better / more appropriate training and education
- More / better / more appropriate transport to work
- Participation in service provision
- Pride in the local area
- Public awareness of issues
- Quality of life
- Reduced demand on public services
- Skills, general and personal
- Staff morale

Local economy:

- Businesses created, attracted, sustained
- Creation, safeguarding and attraction of jobs
- Greater 'exporting' i.e. increased sales beyond the target zone as defined above (to include sales to visitors and tourists coming in from outside the area)
- Greater business confidence
- Greater efficiency of local businesses
- Greater employment of disadvantaged groups e.g. from BMEs, disabled, long term unemployed
- Greater output / turnover of local businesses
- Greater profitability of local businesses
- Increase in 'women returners' to the labour market
- Increase in full-time and all-year employment

- Increase in the activity rate (% of residents of working age who are in employment or actively seeking work)
- Increase in the number (or percentage) of employed people
- More innovation in business processes and products.
- More sustainable business processes and practice
- people
- Pertaining to the local multiplier
- Reduced leakage (i.e. increased purchasing from within the local area, by local businesses, organisations and households).
- Reduction of the number (or percentage) of unemployed

Appendix 4: Economic Outcomes Tool process, as developed by the Universities of Gloucestershire and Hull

Copies of the Economic Outcomes Tool may be obtained from University of Gloucestershire tel: 08707 210210

Overview

There are seven stages involved in applying the Economic Outcomes tool.

Stage 1: Preparation

Defining the activity to be analysed, period of activity and the geographical target area, useful data sources, planning the analysis work and methodology.

Stage 2: Elaboration of the activity

Set out concisely what was done during the period

Stage 3: Outlining the outputs

Produce a comprehensive listing of all the principal outputs of the activity in question (do not concentrate on economic outputs at this stage as this focusing down to economic will come during Stage 4

Stage 4: Assessing economic outcomes

Defining what longer term benefits of an economic nature have been accrued as a result of the activity or outputs. Most of the economic outcomes are sub categories of the following:

- Increased employment / reduced unemployment
- Increased business activity
- Increased / improved capital (human, social or physical)
- The avoidance or delay of expenditure by the state
- Influencing other agencies with regard to their own support of local economic activity

Stage 5: Checking for Over- or Under Statement

This would include checking for attribution (double counting), deadweight – would have happened anyway), displacement (eroding activity on one area through concentrating on another), multiplier (or knock on) effects, delayed or protracted outcomes.

Stage 6: Validation of draft report

Ratification of the outputs and outcomes highlighted in the report. Can they verify or refute what has been written

Stage 7: Conclusion and final edit

This Economic Outcomes Tool was originally developed as an 'after the event' assessment tool and can be used as such. However, following this GIG project, we would recommend that best practice of planning for outcomes assessment is built into the early stages of a project, as outlined in Appendix 2 above.

Appendix 5: Key definitions

Economic

Definition of 'economic' (from Economic Outcomes tool):

Pertaining to the production, distribution or exchange of goods or services whether marketed or not

Outputs

Charity Evaluation Service definitions of output in the context of quality standards:

What the organisation does: the service it delivers

Additional note from Economic Outcomes tool: *An output is a direct result of an activity which can be clearly stated or measured*

Outcomes

Charity Evaluation Service definitions of outcomes in the context of quality standards:

The effects of services upon users, the benefits they get

Additional note from Economic Outcomes tool: *An eventual benefit or disbenefit to society arising from an activity's outputs- sometimes referred to as 'impact' by other commentators.*