

## 7.0 Evaluation And Monitoring



**Susurratio (n)**  
Whispering or rustling, as of a river or trees



## 7.1 Evaluation Framework

In order to ensure that the scheme is delivering against the plan, ongoing monitoring and evaluation is required. The Partnership understands that there are many different approaches to evaluation and define it thus:

- Evaluation is the analysis of information in order to inform decision-making.
- Monitoring provides the information needed for that analysis to be done.

**In summary the evaluation will include:**

- Commissioning an independent and impartial evaluator, who will bring in a different viewpoint, offer knowledge and ideas about technique, constructively challenge the staff and partners, and carry out information-gathering tasks that an 'insider' would be unable to do effectively.
- A mid-term and a final evaluation exercise to be undertaken by the evaluator, using monitoring and monitoring data collected by the scheme, as well as information that the evaluator collects themselves.



Learning about the scheme (Susan Freeman)

- Structure the evaluation around a set of 'key topics', which will provide a framework and a focus for all monitoring and evaluation activities.
- Include a 'toolbox' of monitoring techniques and data collation tools relating directly to these 'key topics', to ensure that all Scheme monitoring can contribute effectively to evaluation analysis, from which project leads and staff can choose which techniques to use.
- Make use of the quantitative data collected and reported to HLF, but also additional monitoring data collected by the scheme staff and projects.
- Include descriptions of the baseline situation at a project level.
- Require the partners and staff team to carry out internal evaluation quarterly. These will be fed into a scheme-wide self-evaluation exercise to inform on-going scheme management, as well as informing the interim and final evaluations carried out by the independent evaluator.
- Equip the staff and project leads with responsibilities for monitoring and evaluation with the knowledge, skills and support to carry out these responsibilities.
- Recognise the limitations of this evaluation to record those impacts which are likely to be felt after the end of the HLF funded period, and therefore this evaluation will seek to understand the extent to which intended impacts are being achieved so far.
- Make the most of the mid-term evaluation to provide direction and a source of evidence to inform discussions about the scheme's legacy and wider area legacy direction.

## 7.1.1 Key Topics

Key Topics will guide what information is gathered and used for the evaluation (and by implication, what information is not gathered or used).

**Table 17.** Key topics for evaluation and examples of how success could be measured.

Key topic	Example measure of success	How to measure
<b>DELIVERY</b>		
Informing the LPS management and project development	<ul style="list-style-type: none"> <li>■ Board and Partnership meetings well attended and running smoothly.</li> <li>■ Staff and participants reporting positive experiences of Board and PAG meetings and collaborative working within the LPS.</li> <li>■ Better networking, information-sharing and learning.</li> <li>■ Well integrated with TTTV Partnership.</li> <li>■ Smooth hand over of legacy to organisations taking actions forward.</li> <li>■ A sense of an integrated Scheme.</li> <li>■ Other benefits identified by partners.</li> </ul>	<p><b>Qualitative:</b></p> <ul style="list-style-type: none"> <li>■ Observation</li> <li>■ Partner interviews</li> <li>■ Staff interviews</li> </ul>
Efficiency, including against timetable and budget	<ul style="list-style-type: none"> <li>■ Project activities delivered on budget, on time and meeting targets.</li> <li>■ Actual spend profile matches plan.</li> <li>■ Appropriate mitigation measures instigated when problems are encountered.</li> </ul>	<p><b>Quantitative:</b></p> <ul style="list-style-type: none"> <li>■ Desk review of quarterly monitoring returns</li> </ul> <p><b>Qualitative:</b></p> <ul style="list-style-type: none"> <li>■ Partner interviews</li> <li>■ Stakeholder interviews</li> <li>■ Staff interviews</li> </ul>

## Achievement

<ul style="list-style-type: none"><li>■ To monitor progress towards legacy and inform planning for decision making about post funding sustainability;</li><li>■ To demonstrate achievements in terms of outputs and outcomes;</li><li>■ To learn and share lessons about practice and what works, when, why and how;</li><li>■ To celebrate success.</li></ul>	<ul style="list-style-type: none"><li>■ Features restored and conserved.</li><li>■ More information and interpretation available and in use, e.g. new access links, new teaching materials.</li><li>■ More events/activities available, e.g. arts events, village wildlife projects.</li><li>■ Trainees moving into paid work.</li><li>■ Local residents and businesses speaking positively about the Scheme.</li><li>■ Heritage incorporated into relevant business promotion.</li><li>■ Increasing numbers of people getting involved in project activities, including young people and people from hard to reach groups.</li><li>■ Measures against intended outputs.</li><li>■ Tracking legacy planning.</li></ul>	<p><b>Quantitative:</b></p> <ul style="list-style-type: none"><li>■ Desk review of quarterly monitoring returns.</li><li>■ Numbers features restored, of what type and where.</li><li>■ Desk review of activity/ event monitoring records.</li><li>■ Desk review of records of use of information, e.g. app downloads, nos. of leaflets taken.</li></ul> <p><b>Qualitative:</b></p> <ul style="list-style-type: none"><li>■ Staff interviews</li><li>■ Partner interviews</li><li>■ Trainee interviews</li><li>■ Stakeholder interviews e.g. what is known, what difference involvement has made.</li><li>■ Local resident consultation/survey, e.g. street stalls.</li></ul>
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Engaging with volunteers across the landscape (Staffordshire Wildlife Trust)



## 7.1.2 The Monitoring and Evaluation Toolkit

The intention is to create an opportunity for standardisation of data across our scheme, so that it is possible to build up a picture relating to the whole scheme, as well as its individual projects. Also, it is recognised that collecting data can be burdensome, but this burden can be reduced if there are information-gathering tools ready to use, together with the systems for recording and collating the data. At this framework stage, it

is not possible to be definitive about the contents of the toolbox. The nature of the Key Topics will require a mix of quantitative and qualitative data. Also, the intention is to have a variety of options, from which project leads can choose tools that they believe will work for them, in their situation and with their particular target audiences.

**Table 18.** Potential tools for monitoring and evaluation

Tool	Notes
<b>Surveys and questionnaires</b>	Online questionnaires, e.g. SurveyMonkey, can offer good out reach to audiences. An incentive may help to increase response rates. Face to face questionnaires need to be short. Not everyone feels comfortable to use this technique.
<b>Conversations</b>	Need to be structured around agreed questions to ensure useable information. Responses can be recorded 'on the spot' or immediately after. The person collecting the information and respondent may feel more comfortable with this informal form of survey.
<b>Short phone interviews</b>	Can be very effective in getting responses. Work particularly well when conducted by an independent person.
<b>Images and videos</b>	A picture tells a thousand words. At an event/activity, ask people to opt out rather than opt in; using a sticker or badge to identify those who opt out works well.
<b>Inter-active tools</b>	For use in a variety of situations, e.g. consultation event, project activities. A very wide variety of tools can be developed, e.g. comments tree, graffiti wall, smiley faces responses, pinboards.

## 7.1.3 Evaluation Plan

At the outset of the Delivery Phase, external specialists will be commissioned to review and further develop the existing monitoring and evaluation framework. The consultants will be required to review all the outputs and targets for the scheme and confirm them with the Strategic Board. They will also be required to review the intended outcomes, confirm baselines and establish methods to measure the difference achieved.

This process will result in a robust monitoring and evaluation framework for the Scheme which will inform the monitoring requirements within project funding agreements, the interim evaluation as part of the mid-term review and the final evaluation report. This work will be captured within an Evaluation Framework for the scheme, which will supersede this section of the LCAP once it is available.