



# Evaluation of the South Yorkshire Social Infrastructure Programme

## Report J: Evaluation Framework

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Yorkshire Forward: South Yorkshire Social Infrastructure  
Programme

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# 1. Introduction

## 1.1. About SYSIP and the Evaluation

The South Yorkshire Social Infrastructure Programme (SYSIP) was supported by Yorkshire Forward, the South Yorkshire Objective 1 Programme and the South Yorkshire Learning and Skills Council which committed investment funds of around £36.8 million (with £24.1 million from Yorkshire Forward, £11.6 million from the South Yorkshire Objective 1 Programme and £1 million from the Learning and Skills Council) to voluntary and community sector infrastructure organisations in South Yorkshire between 2006 and 2009.

The **aim of SYSIP** is to increase the sustainability of the voluntary and community sector (VCS) in South Yorkshire through support to infrastructure organisations. Through helping frontline VCS organisations become more effective, this is intended to bring wider economic and social impacts. The programme consists of six elements, each with complementary aims:

1. Barnsley Community Infrastructure
2. Doncaster Social Infrastructure
3. Rotherham Social Infrastructure
4. Sheffield Community Infrastructure
5. Sheffield Community Action Plan Programme
6. Academy for Community Leadership.

The programme was **evaluated** by researchers at Sheffield Hallam University, working in partnership with consultants mtl and COGS, in order to:

- estimate the impacts of the activities over time on VCS infrastructure and the economic regeneration of South Yorkshire
- help build monitoring and evaluation capacity in South Yorkshire
- capture learning and inform future action during the course of the programme.

The evaluation ran in three phases from **March 2007 to June 2009** and involved:

- reviewing the context, development and delivery of the programme
- assessing the impacts of the programme on the development of VCS organisations in South Yorkshire
- considering whether the programme is effectively meeting the needs of VCS organisations - particularly those from 'hard to reach' groups
- identifying good practice developed by the programme and individual elements
- assessing the sustainability of activities developed by the programme
- making recommendations for the future development of social and community infrastructure building programmes.

## 1.2. Rationale for SYSIP

The core costs of the SYSIP projects were met by Yorkshire Forward, South Yorkshire Objective 1 Programme, and the Learning and Skills Council. The investment in the SYSIP projects was made jointly by these organisations and funding from each (largely) runs concurrently.

The funding provided was in a range of voluntary and community sector 'infrastructure' activities and associated projects. Investment in VCS 'infrastructure' has been part of economic development programmes in the region since 1995 (as part of the EU Objective 2 programmes and linked SRB programmes of this period). Investment under the South Yorkshire Objective 1 programme extended investment, by seeking to invest funds more equitably in deprived neighbourhoods, through the support of communities of interest (e.g. organisations working with black and minority ethnic groups, and people with disabilities), as well as support to district and sub-regional level infrastructure organisations (e.g. local infrastructure organisations such as Councils for Voluntary Service - CVSs and to groups such as the AfCL and the South Yorkshire Open Forum).

Funding under SYSIP was made at a time when VCS organisations faced a reported 'funding cliff edge' with significant declines in UK and EU regional and regeneration funding going to VCS organisations. The **rationale** for SYSIP was therefore very much to provide support for a transitional period which allowed VCS infrastructure to be supported at an appropriate scale (for the funding available) and to seek sustainability without EU Structural Funds and SRB funding. Such sustainability it is suggested would be through VCS organisations attracting funding locally through new commissioning and procurement opportunities, through charging for services, and in some cases reconfiguring the scale/scope of organisations, through for example merger.

Under BERR (now BIS) evaluation guidance, RDAs may intervene for the following rationales: market failure (including provision of public goods, externalities, imperfect information and market power) and equity. The SYSIP projects can be seen to address these in different ways:

- *equity*: this is the main rationale for the SYSIP investments - namely that the RDA investment helps to reduce disparities between areas or different groups. Measures of the performance of SYSIP should therefore be derived from this
- *market failure*: investment in VCS organisations working in deprived areas and with disadvantaged groups can be seen to be seeking to address myriad market failures. Under the BERR framework, investment in VCS infrastructure does contain public good elements (e.g. advice and guidance available to all residents of a community) and externalities (e.g. neighbourhood effects from increasing employment or wellbeing)
- *investment in volunteer centres*: the interventions of the RDA have been to establish/continue support for volunteer centres. The work of the volunteer centres has primarily been in disadvantaged communities or hard to reach groups (including workless individuals). The justification for support here is therefore very much on *equity* grounds
- *acquisition and utilisation of assets*: this theme covers asset management and purchase physical assets (buildings). The rationale for RDA intervention includes *equity* arguments (e.g. for asset management), but also seeks to address perceived market barriers faced by VCS organisations (for example in

bringing together a critical mass of infrastructure activities in one place), and therefore address issues of *market power* and *imperfect information*

- *core infrastructure services*: these are primarily justified on *equity* and *public goods* grounds
- *neighbourhood infrastructure*: these are primarily justified on equity grounds through increasing resources going to disadvantaged neighbourhoods and the focus on stimulating economic related activities
- *partnership*: this was seen as a cross-cutting theme and could be justified on *public goods* grounds.

These issues are considered further in the thematic sections and more extensively in the section on impact.

### 1.3. Undertaking the Evaluation

The evaluation proceeded in three phases in 2007, 2008 and 2009 respectively. The research in 2007 focused on the development of an evaluation framework, interviewing stakeholders and an initial review of data. The research in 2008 undertook to complete the substantive research tasks around five separate themes and to run a programme of masterclasses. The research in 2009 focused on the primary fieldwork around core infrastructure services, an extensive round of stakeholder interviews, analysis of final monitoring data, and analysis of an array of other data sources (notably the NSTSO and financial account data). Judgements to inform the estimate of impact have also been made.





## 2. Evaluation Framework

### 2.1. Introduction

Consultation in 2007 with stakeholders in SYSIP revealed that the programme should be seen as having two overarching objectives:

- to assess the contribution of SYSIP to the sustainability of the VCS in South Yorkshire
- to estimate the added value of SYSIP, to local and regional objectives.

However, SYSIP does not have formal programme-wide level aims and objectives. We have sought to address this gap through the development of an evaluation framework and through analysis of the SYSIP's six projects' output (Yorkshire Forward tier 3 and South Yorkshire Objective 1 Programme) targets (e.g. businesses assisted, jobs safeguarded). Progress against these is discussed in section 4, with a programme-wide assessment made in section 13.

Subsequent research (The Review of Delivery Models) highlighted that a weakness of SYSIP was the lack of a written strategy and programme to guide the delivery of SYSIP – as such projects relate to the overlapping agendas of the South Yorkshire Objective 1 Programme, the Regional Economic Strategy and South Yorkshire Investment Plan, local Community Strategies and Local Area Agreements, and the ChangeUp South Yorkshire strategy. Moreover, activities funded in SYSIP represented in many cases the extensions and developments of work previously supported.

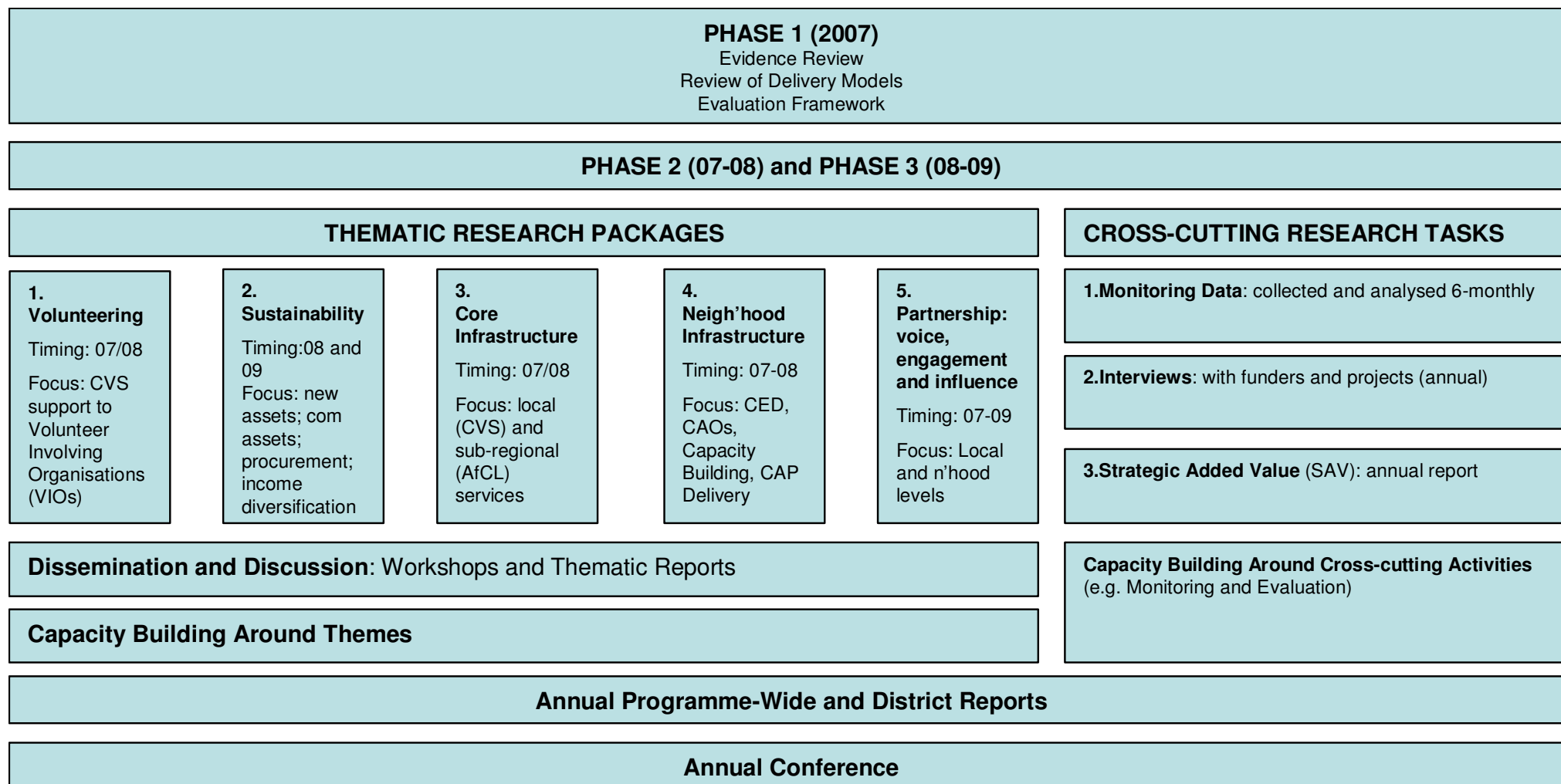
### 2.2. A Thematic Approach

To provide a structure for the evaluation the following five themes were identified through stakeholder consultation and workshops:

- Theme 1: Volunteering
- Theme 2: Sustainability: assets, procurement and income diversification
- Theme 3: Core Infrastructure Services: local and sub-regional
- Theme 4: Neighbourhood Infrastructure
- Theme 5: Partnership: voice, engagement and influence.

For each, a research package was developed as well as a series of cross-cutting tasks (analysis of monitoring data, stakeholder interviews and assessment of strategic added value). A summary of the evaluation framework appears on the next page. Details of these research packages is contained in Annex 1. Details of the research instruments used and those interviewed is contained in Annex 2.

**Figure 2.1: Overview of Evaluation Framework**



### 2.3. Phase 3 Aims

The objectives for Phase 3 (2009) of the evaluation are as follows (with details of where in the report these are addressed):

- assess the success of the programme in meeting contracted outputs and outcomes
- assess the impacts of the programme on the development of voluntary and community sector organisations in the sub-region
- assess the **net** economic and social impacts of the programme on communities (of interest and geography) and individuals (in particular, those facing disadvantage)
- assess the strategic added value generated by the programme
- identify good practice developed by the programme/individual projects
- assess the value for money provided by the programme
- make recommendations for the future development of community infrastructure building programmes.



## 3. Methodology and Methods

### 3.1. Introduction

SYSIP is a complex programme including a diversity of projects, involving multiple delivery agents, operating at different geographic levels and involving differing (by local authority district) contracting and accountable body approaches. The evaluation specification required consideration of evaluative issues (processes and impact), capacity building and dissemination. An update on each of these is provided in the report (see section 2). A full evaluation framework was set out in December 2007.

In terms of the measurement of outputs, outcomes and impact, we have used a multi-method design, including stakeholder interviews, project and thematic case studies, the analysis of monitoring and administrative data and the analysis of secondary data (for example data on volunteering contained in the Home Office/CLG Citizenship Survey and also Acxiom Lifestyle data). We have also drawn on the recently published National Survey of Third Sector Organisations (NSTSO, Office of the Third Sector) which provides analysis at a local authority level.

Limited primary fieldwork has been undertaken with beneficiaries, except for qualitative interviews and organisational case studies. The complexity of the programme rendered survey strategies and design difficult and it was deemed that general surveys would yield limited added value, especially with risks of low response rates. The mixed method approach was designed to address this gap. We have analysed the annual financial accounts of beneficiary organisations to explore both general trends in income and expenditure, but also to assess whether organisations have become more resilient and sustainable over the course of the programme.

We have analysed the annual financial accounts of beneficiary organisations to explore both general trends in income and expenditure, but also to assess whether organisations have become more resilient and sustainable over the course of the programme.

In the 2008 Annual Report we reviewed the the evaluation framework (agreed in December 2007). Overall, the use of theories of change and specific research themes (outlined above) had provided a useful way of organising the research and steering research questions. However, we have found overlaps between different research themes, notably core infrastructure services and sustainability: ostensibly one is a set of processes and activities (the former) and the other the resultant outcomes (sustainability). For this reason we have included separate themes on the acquisition and utilisation of assets, on core infrastructure services and on the AfCL. A separate section is dedicated to considering issues of sustainability – ostensibly a cross-cutting issue for SYSIP.

### 3.2. Capacity Building and Dissemination

The evaluation steering group has endorsed a proposal to run a series of masterclass events. The seminar programme below provides an opportunity for voluntary and community organisations to share their learning and discuss approaches to management, development, assessment and sustainability.

All seminars were intended to have a similar format:

- a short presentation outlining the perspective and experience of one organisation
- open session to lay participants' own experiences on the table
- group discussions to identify key success factors; challenges and remedies; how this approach can contribute to future sustainability.

A flier to promote the first three masterclasses will be distributed in July.

Seminar	When and where
<p><b>Social Accounting and Audit</b></p> <p>Social Accounting and Audit is a process which enables your organisation to account for its social, environmental and economic impact, to report on its performance and to provide the information essential for planning future action and improving performance.</p> <p>Key Contributors: Alan Kay, Social Accounting Network &amp; Ian Drayton, SOAR.</p> <p>Alan has worked with a range of third sector organisations helping them to apply social accounting and audit. He is co-author of the Social Accounting Manual and will introduce the subject and talk about some recent developments designed to make social accounting more accessible.</p> <p>SOAR has been compiling social accounts for the last two years Ian will share the high and low points of the process and hand out copies of SOAR Social Accounts for 2006-2007</p>	<p>12.30 – 4pm 19th September 2008, SOAR, Sheffield</p>
<p><b>Monitoring, performance management and evaluation for infrastructure / support organisations</b></p> <p>Key Contributors: Debbie Heath and Chris Dayson, VAR</p>	<p>9.30 – 12.00 30th September 2008 VAR, Rotherham</p>
<p><b>Negotiating, developing and managing community assets e.g. identifying critical development points / milestones</b></p> <p>Key Contributors: Laura Moynahan and Janet Skirrow of Zest (formerly NUCA)</p> <p>Asset transfer is a much used phrase by national and local government and the third sector, but how do you ensure it is an asset and not a liability? Laura and Janet will share their experience (positive and negative) of negotiating transfer, identify critical issues in development and importantly, discuss issues around sustainability.</p>	<p>8th October, ZEST Sheffield</p>

A further three masterclasses were planned for later in 2008, – covering:

- *volunteering development* – what works and how can success be assessed? Possible contributors Doncaster and Rotherham Volunteer Centres
- *neighbourhood strength* – models of infrastructure configuration and partnership working - possible contributors BACP / Barnsley Council
- *measuring and evaluating diversity* – possible contributors GROW with REMA / BBEMI.

Attendance at the first three masterclasses was low – not exceeding ten participants. It was therefore decided to cancel the second set of three masterclasses and redirect resources into assessing the impact of the programme.

Consultation with local stakeholders in the programme suggested that a series of district events, in some cases combined with the dissemination of other local studies, would be most effective in sharing the learning from the SYSIP programme.

### 3.3. Approach to Estimating Net Impacts

#### *Introduction*

A key requirement of all RDA evaluations is to make an estimate of the net social and economic impact of expenditure. The methodological framework for establishing the net impact of regional policy interventions is now well established both in European Commission (MEANS framework and the GUIDE) and the UK Government (HM Treasury Green Book and the SQW Economics Occasional Paper #2 for the DTI). More recently, PwC have sought to draw together this material into a clear set of guidance notes for RDA evaluations under a contract for BERR.

**A requirement of interim evaluation reports is set out a clear methodology for estimating impact. This is the purpose of this section.**

In section 1 of the report we set Yorkshire Forward's rationale for investing in SYSIP: this highlighted that the primary case was made on *equity* grounds (i.e. investment in poorer communities and through support of particular communities of interest, which were not seen to benefit as fully from interventions focused on competitiveness and growth). However, the interventions also had *market failure* rationales - in particular around public goods provision and externalities.

For the purposes of estimating the impact of SYSIP we propose that the programme be broken down into the following five sections:

- volunteering (in Barnsley, Doncaster and Rotherham)
- capital projects (in particular VAR, VAB and BBEMI)
- core infrastructure services (including HR, Accountancy, Payroll and Funding Advice) to VCS organisations
- neighbourhood infrastructure (the Sheffield CAPs, ZEST/NUCA, SOAR and the Barnsley Association of Community Partnerships)
- academy for community leadership.

These largely reflect the core themes of the evaluation framework – although we have pulled out capital projects into a separate section, included funding advice in core infrastructure and have a stand alone strand for the AfCL projects.

Before discussing our methodology for evaluation each of the five sections above, we outline the overall approach to the evaluation and our key data sources.

### Overall Approach and Data Sources

GVA per head in 2006 Yorkshire and Humber is estimated to be £15,419 (*Progress in the Region*) or approximately £78.6 billion. SYSIP is a £35 million programme spread over three years (i.e. £11.67m per annum). Placed in this context, **the programme is worth around 0.015 percent of regional GVA in any given year** (at 2006 prices). Depending on additional funding (to the region) projects may lever in, displacement and deadweight, and crowding out effects, this figure provides the order of magnitude for analysis.

Although BERR stress the importance of GVA as its central measure of RDA performance, other considerations need to be made in assessing impact: the extent of job creation, the value for money of the programme, and strategic added value. Equity and social capital outcomes, key aims of SYSIP, are essentially second order factors in the BERR's goals for impact measurement. Also downplayed in the PwC guidance notes is the sustainability or tenure of impacts – something we consider important.

The following table sets out the chain of considerations, relevant questions and data sources in making an assessment of net impact.

**Table 3.1: Considerations in Estimating Net Impact**

Consideration	Question/Measurement	Data Sources
<b>Baseline and Rationale</b>	What does the RDA intervention involve? How much has been spent on the intervention? Who has been involved in delivering it? How does it link to other activities of the RDA? What was the strategic context for the intervention? What were the baseline conditions? What was the rationale for the intervention? What were the market failure arguments? What were the equity arguments?	Stakeholder interviews Secondary data on localities PMF Papers Business plans Local Strategic context RES and SYIP
<b>Project Direct Costs</b>	Total Eligible Costs for the Project (Objective 1 and Yorkshire Forward)	Project documentation
<b>Gross Project Costs</b>	Direct Costs plus additional direct funding of projects costs (e.g. local authority or BLF funding)	Project documentation and case studies
<b>Net Project Costs</b>	Exclude expenditure already committed to the region (e.g. local authority expenditure)	Project documentation and case studies
<b>Gross Outputs</b>	Numeric Non-numeric	Interviews Project Plans Monitoring data
<b>Net outputs</b>	Assessment of: -Project Additionality -Beneficiary Deadweight	Project case studies Project manager interviews Secondary data



	-Beneficiary Displacement and Churning	Contextual information Evaluator judgments (Justified) Other studies and benchmarks
<b>Unintended consequences</b>	Income multipliers Supply Chain Linkages Leverage of resources Crowding out/crowding in Attributable Exchequer Savings Social Capital (individual) Neighbourhood Capacity	Project case studies Project manager interviews Secondary data Contextual information Evaluator judgments (Justified) Other studies and benchmarks
<b>Benefit sustainability/tenure</b>	How long will the benefits last? Why will benefits last/not last	Project case studies Project manager interviews Secondary data Contextual information Evaluator judgments (Justified) Other studies and benchmarks
<b>Net Impact</b>	Employment: Full time equivalents Gross Value Added Strategic Added Value Value for Money	Project case studies Project manager interviews Secondary data Contextual information Judgements (Justified) Other studies
<b>Sensitivity Analysis</b>	Confidence levels Variation (+/-)	Data modelling
<b>Key Findings and Lessons</b>	Findings Lessons Good Practice Recommendations	Evaluator Assessment

As outlined in the above table we propose undertaking to additional steps in estimating net impact. These are the estimation of the *multiplacand*, that is to better estimate additional expenditure and a sensitivity analysis. The latter is required because the model used for estimating impact contains a wide range of assumptions.

The following outlines the main considerations in estimating impact for the five different sections of SYSIP (volunteering etc.).

### **Volunteering**

The following are the main considerations in assessing the impact of the volunteering projects:

- *baseline*: we have both data on volunteer contact with the volunteer centres as well as overall levels of volunteering in each district
- *rationale*: the rationale for intervention is primarily around the development of volunteering infrastructure and the general promotion of volunteering. However, the three volunteer centres seek to promote volunteering in disadvantaged communities and to those on unemployment and sickness related benefits
- *costs*: the costs of the volunteering projects are relatively small, although there is noticeable leverage of additional funding (e.g. NRF and V)
- *gross outputs*: these are primarily expressed in total numbers of volunteers supported. However, outputs also include benefits brought to volunteer involving centres and jobs created

- *net outputs*: the key assessment here is whether individuals would have volunteered anyway and the qualitative difference in receiving support from the volunteer centre
- *unintended consequences*: there are a wide range of potential 'unintended consequences', including, exchequer savings (as individuals move off benefits), wider benefits to social capital and community cohesion, and the direct benefits of the volunteering activity (e.g. in quality of life of environmental improvements)
- *benefit sustainability/tenure*: it will be necessary to assess how long individuals continue with volunteering
- *net impact*: the greatest impact is likely to be in non-financial terms, although some estimate may be made of the equivalent employment value of volunteering. There may be some although not significant employment benefits.

In terms of moving from gross-net assessments, the research to date suggests the significance of each of the following:

- *deadweight effects*: the primary issues to be considered here are: would the projects have occurred anyway, would volunteers have volunteered anyway, and would volunteers have entered employment/experienced other benefits. The case study evidence suggests that: the volunteer centre activities are largely additional, although Doncaster CVS and VA Barnsley would have maintained some volunteer support. In Rotherham the volunteer centre was a new venture. In terms of whether volunteers would have volunteered anyway, analysis of monitoring data and focus group data suggests that a significant proportion of volunteers (25 per cent) were volunteering anyway. Nonetheless, they also reported finding more appropriate volunteer activities. In terms of employment creation, volunteers did not necessarily this as a direct and immediate outcome from volunteering - rather volunteering was one step in a longer term process of re-entering the labour market. Monitoring data suggests that between 20-25 percent of volunteers were already in employment
- *leakage effects*: the projects are targeted at a district level and in some cases at a neighbourhood level. Inspection of monitoring data suggests very little leakage outside districts and South Yorkshire. This is assumed to be zero for the purposes of our study
- *displacement effects*: may occur in the following ways - the service funded by YF displaces another service; volunteers supported are at the expense of non-supported volunteers. Both of these effects appear to be negligible: the volunteer centre activities were largely additional to, of enhancing of, existing provision; and there was not found to be any rationing of benefits from the volunteer centres which may lead to unintended displacement
- *substitution effects*: where organisations substitute support from YF for activities they would have done anyway. The evidence suggests that substitution is limited. *Free-rider Effects*: the volunteer centres are providing a *de facto* public good: the main service is open to all individuals in their district and they work with all volunteer involving organisations. Analysis of monitoring data suggests that there is limited free riding: this is for two reasons - more intensive volunteer centre support is targeted on particular groups who must meet certain eligibility criteria; and VCs rely on referrals, with other organisations such as JC+ undertaking screening. Together, we suggest that these effects will be in the order of 5-15 per cent
- *multiplier effects*: The main multiplier effects will be derived from VC staffing budgets, i.e. where additional subsequent rounds of expenditure are captured

within the sub-region. Having regard to the nature of the project and Scottish Enterprise multipliers, we estimate these to be low (for instance at 5 per cent)

- *crowding-out effects*: this is normally measured at a national level. We do not anticipate any crowding out effects from the volunteer centres.

### Capital Projects

The following are the main considerations in assessing the impact of the capital projects:

- *baseline*: the previous level of service delivery by VAB, VAR and BBEMI provides an indication of the baseline support in each area. In terms of assessing the capital projects there will be some overlap with the work on core infrastructure services. Business plan information will provide further material
- *rationale*: this is provided in the business plan for each project
- *costs*: these are the key costs associated with the completion of the capital project
- *gross outputs*: will take a range of forms and relate to the building, income streams from revenue generating activities as well as additional services run through the building
- *net outputs*: some apportionment of outputs will be required between capital projects and the core infrastructure services
- *unintended consequences*: an unintended consequence of the investment may be around displacement effects on other buildings provide room hire and management workspace in the locality. Positively, the new buildings may provide a focal point for attracting additional investment
- *benefit sustainability/tenure*: the two main considerations here are the life expectancy of the building (20 or 50 years) and the plans to maintain it for its original purpose
- *net Impact*: is likely to be in terms of the direct effect on the construction project together followed by the enhancement it offers to the provision of core infrastructure services.

In terms of moving from gross-net assessments, the research to date suggests the significance of each of the following:

- *deadweight effects*: the primary issues to be considered here are: would the projects have occurred anyway. We found that the projects (including the whole funding pot) were largely additional. If the projects had not gone ahead, the VAs would have continued to operate within existing premises, but at a lower level and with less potential for future work. Although deadweight is likely to be around 50 percent (given the existence of existing premises), the benefit stream from the projects should be considered over a 20 year time period
- *leakage effects*: the projects are targeted at a district level and in some cases at a neighbourhood level. Inspection of monitoring data suggests very little leakage outside districts and South Yorkshire. Leakage is therefore assumed to be zero
- *displacement effects*: the capital projects largely did not displace other activities in the area. There was some evidence of displacement around venue/room hire, although market assessments also revealed that in both Barnsley and Rotherham these markets were underserved. The removal of the BBEMI project from the Barnsley project also reduces the amount of new provision

- *substitution effects*: the research suggests limited likelihood for *free-riding* or *substitution* effects and these are assumed to be zero
- *multiplier effects*: The main multiplier effects will be derived from construction budgets. These are likely to be very low and we have assumed a 3 percent figure
- *crowding-out Effects*: this is normally measured at a national level. We do not anticipate any crowding out effects from the volunteer centres.

### 3.4. Core Infrastructure Services

The primary beneficiaries of these services are other VCS organisations. Using case study evidence and monitoring data it is intended to inform an assessment of:

- *baseline*: each of the LIOs holds data on the numbers of organisations assisted together with some follow up or client management quality data
- *rationale*: the rationale is primarily around improving the health, vitality and sustainability of the local voluntary and community sector. Some consideration is made in service planning to target on organisations in deprived communities or perceived to be serving hard to reach groups
- *costs*: these are set out in business plan documentation. It will be necessary to separate out local funding (e.g. local authority service income) from national funding (e.g. BLF)
- *gross outputs*: these are primarily in the form of the numbers of organisations assisted
- *net outputs*: organisations which would have undertaken an action anyway
- *unintended consequences*: these are largely in the form of second order benefits through the work of frontline VCS organisations. There may also be some measures such as exchequer savings which are relevant
- *benefit sustainability/tenure*: primarily in terms of the impact of support on the supported organisations
- *net impact*: measures will focus on changes in income to benefiting organisations and the impact of services (for example in terms of employment or social benefits).

In terms of moving from gross-net assessments, the research to date suggests the significance of each of the following:

- *deadweight effects*: the primary issues to be considered here are: would the projects have occurred anyway and would benefiting organisations achieved an outcome (e.g. better performance) anyway. We found that the projects were largely additional. If the projects had not gone ahead, the CVS/VAs would have continued to provide a service but at a greatly reduced level. Project additionality therefore appears to be high. In terms of organisational benefits, we have not yet undertaken primary fieldwork (in the form of case studies) and analysed monitoring data. No judgement is therefore possible
- *leakage effects*: the projects are targeted at a district level and in some cases at a neighbourhood level. Leakage is anticipated to be zero, in lieu of monitoring data analysis

- *displacement effects*: We have not yet undertaken primary fieldwork (in the form of case studies) and analysed monitoring data. No judgement is therefore possible
- *substitution effects*: We have not yet undertaken primary fieldwork (in the form of case studies) and analysed monitoring data. No judgement is therefore possible
- *multiplier effects*: As with volunteer services, we anticipate these to be around 5 per cent
- *crowding-out effects*: this is normally measured at a national level. We do not anticipate any crowding out effects from the volunteer centres.

## Neighbourhood Infrastructure

The neighbourhood infrastructure projects include BACP, Sheffield CAPs, NUCA and SOAR. The considerations in assessing impact are as follows.

- *baseline*: this needs to be assessed for both organisational variables (e.g. sustainability) as well the impact these organisations bring to their neighbourhoods. The overall level of funding vis-à-vis public expenditure and total GVA in any given neighbourhood is relatively small
- *rationale*: the rationale for the investment in neighbourhood infrastructure is both economic (i.e. to promote community economic development) but also as a means to improve services
- *costs*: total costs are outlined in CAP and accountable body documentation. Infrastructure costs and projects costs will need to be separated. A key issue to explore will be to compare the direct costs of activities directly supporting residents with more general infrastructure costs
- *gross outputs*: these range from jobs created, organisations assisted, training places and training outcomes to additional funding secured
- *net outputs*: two sets of outputs will be identified – for individual residents and for organisations
- *unintended consequences*: a goal of neighbourhood infrastructure is around its effect on service improvement and the securing of additional resources – for instance projects are often seeking environmental improvements or health benefits as a means to economic development
- *benefit sustainability/tenure*: this relates both to the sustainability infrastructure organisations and the sustainability of outcomes. The experience of the CAPs suggests a mixed picture: where new funding streams have not been secured, neighbourhood infrastructure organisations have struggled to continue
- *net impact*: the primary measures will be around jobs and GVA, although some assessment of equity and quality of life improvements is also required.

In terms of moving from gross-net assessments, the research to date suggests the significance of each of the following:

- *deadweight effects*: the primary issues to be considered here are: would the projects have occurred anyway and would benefiting organisations achieved an outcome (e.g. better performance) anyway. We found that the projects were largely additional. If the projects had not gone ahead, the CVS/VAs would have continued to provide a service but at a greatly reduced level. Project additionality therefore appears to be high. In terms of organisational benefits, we

have not yet undertaken primary fieldwork (in the form of case studies) and analysed monitoring data. No judgement is therefore possible

- *leakage effects*: the projects are targeted at a district level and in some cases at a neighbourhood level. Leakage is anticipated to be zero, in lieu of monitoring data analysis
- *displacement effects*: We have not yet undertaken primary fieldwork (in the form of case studies) and analysed monitoring data. No judgement is therefore possible
- *substitution effects*: We have not yet undertaken primary fieldwork (in the form of case studies) and analysed monitoring data. No judgement is therefore possible
- *multiplier effects*: As with volunteer services, we anticipate these to be around 5 percent
- *crowding-out effects*: this is normally measured at a national level. We do not anticipate any crowding out effects from the volunteer centres. Previous research suggests that neighbourhood infrastructure projects are likely to experience higher free-rider problems than the other SYSIP interventions
- *multiplier effects*: As with volunteer services, we anticipate these to be around 5 percent
- *crowding-out effects*: this is normally measured at a national level. We do not anticipate any crowding out effects from the volunteer centres.

### **Academy for Community Leadership**

The training provision of the AfCL will be the main focus of the evaluation. The following will be considered.

- *baseline*: qualification and employment circumstances of the individuals supported by AfCL
- *rationale*: to promote community development through improving skills of residents, community workers and agency staff
- *costs*: these are set out in the business plan. The project does not have additional funding beyond the support from Single Pot, Objective 1 and the LSC
- *gross outputs*: these are primarily in terms of training outputs and qualifications
- *net outputs*: the numbers who would have secured qualifications anyway
- *unintended consequences*: the mode of delivering AfCL projects may yield additional benefits
- *benefit sustainability/tenure*: in particular around the tenure of any employment outcomes
- *net impact*: primarily measured in terms of jobs and additional GVA.

## **3.5. Measuring Sustainability in the Third Sector**

### **Introduction and Method**

As part of the evaluation we have sought to analyse the financial performance of voluntary and community sector organisations in South Yorkshire. We have done this through obtaining financial account data for two sets of organisations: direct

organisational beneficiaries of the SYSIP programme (primarily the infrastructure beneficiaries) (a treatment group) against the performance of a comparison group of similar organisations which did not obtain assistance. This allows us to explore: overall trends in the treatment group (without a comparison group), with comparison to the non-assisted group; and an overall assessment of changing performance in the sector in South Yorkshire. The rationale for the analysis being that it would be expected that assisted organisations have outperformed non-assisted organisations (at least on narrow measures of financial performance).

The analysis undertaken will also throw light on wider trends in the South Yorkshire VCS - for example, changes in the composition and scale of organisations. This analysis may also inform discussions around the vulnerability of the sector to an economic downturn, and crucially, to where future interventions should be targeted.

It should be noted that a risk of using Charity Account data is that smaller/below radar organisations are missed. We will take steps to address this.

SYSIP projects have claimed around 2,000 business support outputs, although these involve multiple counting of support to individual organisations.

The key primary variables for matching organisations and comparison include the following:

- location: Barnsley, Doncaster, Rotherham and Sheffield. We can provide weightings for each area
- public Service Delivery Area (including Health and Social Care, Education and Learning, Crime, Community Cohesion, Children and Young People)
- size of organisation (measured in terms of Incoming Resources).

For the SYSIP and Comparison pairs have used a full set of SORP and Balance Sheet data from which to conduct the analysis. This includes, where possible, a detailed breakdown of public sector service income and other income sources in that year. This is crucial to testing the impact of SYSIP on sustainability.

## ***Analysis***

Taking the variables from each organisation will give a time series of data. Correlations will be explored between the time series data from samples (a) and (b) in order to assess variables where the two groups (a) and (b) show statistically significant differences over time. If such differences emerge, it will be possible to draw conclusions – at least at a purely statistical level – on the possible impact of SYSIP support. However, it is anticipated that this process will need to be exploratory and iterative, using different groups of variables.

The simplest approach is to look for statistical differences purely between the two cohorts, which avoids the need for attempting 1-1 matched pairs with all the inherent difficulties of such approaches.

## ***Variables to be Used***

In principle almost any variables obtained by Guidestar are relevant to this and it would help to have all the variables for the organisations concerned.

However, for initial analysis I suggest concentrating on the following:

- a. total income
- b. total income of unrestricted funds
- c. ratio (b) / (a) [*Unrestricted income ratio*]
- d. total income on line “Income from charitable activities” (SORP 2005) – though assumptions will have to be made for the first year filed which will generally be under SORP 2000
- e. ratio (d) / (a) [*Contract-type income as a proportion of total income*]
- f. total expenditure
- g. ratio (f) / (a) [*Expenditure to income ratio – normally close to 1.0 in non-profits, but big variations are interesting to observe*]
- h. total expenditure on “charitable activities” (SORP, 2005)
- i. ratio (h) / (f) [*Charitable expenditure ration*]
- j. total unrestricted funds at year end
- k. ratio (j) / (a) [*Reserves to income ratio*]
- l. long term liabilities at year end
- m. assets
- n. public sector income.

In terms of the three year time series data, all financial variables should be expressed both in absolute £ and as ratios of the corresponding variable in year 1.

### ***Use of the Data***

These measures are focussed towards observation of two factors:

1. the ability to generate additional income from charitable activities – variable (d) (which is where contract income would appear) and, in particular, whether this increases as a proportion of the total – ratio (e)
2. the ability to generate increase unrestricted funds – variable (j) – in order to provide greater reserves.



## Annex 1: Thematic Research Packages

### Volunteering

<b>Outline of Research Package</b>					
<p>This research package focuses on the following theory of change: <i>better support to volunteers leads to enhanced social and economic outcomes for volunteers and beneficiaries and contributes to more sustainable VCOs</i>. The majority of SYSIP funding in this area is going to support the four CVS organisations. Volunteering support is typically delivered through volunteering involving organisations (VIOs). A key issue to explore around this theory of change is that support brings social and economic outcomes for hard-to-reach groups and for disadvantaged communities. A range of research methods will be used including CVS held data, baseline data (from the citizenship survey), case studies of support and focus groups and interviews with individual volunteers. The study will be undertaken in 07-08 with monitoring data analysis re-visited in 08-09.</p>					
<b>Evaluation Questions</b>					
<p><b>Thematic</b></p> <p>What is the nature of support and what works well?            What outcomes have volunteering led to (training or employment)?            Would the supported volunteers have undertaken the activities anyway?            Are there any unintended consequences of the support?            What has been the wider social and economic impact of volunteering?            Have VIOs become more sustainable (e.g. instance in attracting trustees)?            Who is (and is not) volunteering?            What forms does volunteering take?</p>			<p><b>Core</b></p> <p>Have projects met their contracted output and outcome targets?            What impact has the project had on the development of VCS organisations?            What is the net social and economic impact?            What is the strategic added value of the project?            How has the project met the needs of hard to reach groups?            How sustainable are the activities supported?            Is there evidence of good practice?            What recommendations for future programmes can be made?</p>		
<b>Capacity Building Support</b>					
<p>Provided through examination of monitoring systems used by Volunteer Centres in CVSs and to some extent in VIOs, and advice on how these maybe developed. Workshop at the end of 2008 to share good practice.</p>					
<b>Focus</b>	<b>Research Methods and Data</b>	<b>Research Issues</b>	<b>Timing</b>	<b>Outputs</b>	<b>Lead (Days)</b>
<p>Four South Yorkshire CVS organisations and the support provided to Volunteer Involving Organisations (VIOs)</p>	<ul style="list-style-type: none"> <li>-Interviews with VIOs and CVSs</li> <li>-Examination of monitoring/client data and systems used by CVSs and VIOs</li> <li>-Comparison against local, regional and national data.</li> <li>-6 Case studies of volunteering support to explore impact (including interviews with volunteers)</li> <li>-Identification of good practice studies</li> <li>-Workshop to discuss findings</li> <li>-Contextual data drawn from BVPIs, Home Office Citizenship Survey, and YF Axiom lifestyle data.</li> </ul>	<ul style="list-style-type: none"> <li>-Focus on VIOs</li> <li>-Consider monitoring frameworks used by CVS Volunteer Centres and VIOs</li> <li>-Will use standard measures (set out by OTS/Volunteering England) and contained in LAA/PSA targets.</li> <li>-Consider economic (e.g. volunteers into employment) and organisational benefits (e.g. volunteers as trustees/management committee members).</li> <li>-The research will build on a current study being undertaken for VAS on volunteering.</li> </ul>	<p>Initial scoping work (12/07-02/08) followed by more detailed research (10/08-01/09).</p>	<p>A report on the findings from the research package (March 2009).</p>	<p>CRESR (20 days)</p>

## Sustainability: assets, procurement and income diversification

<b>Outline of Research Package</b>					
<p>This research package examines a set of activities which contribute to the sustainability of VCOs and infrastructure organisations. The following theories of change are considered:</p> <ul style="list-style-type: none"> <li>▪ <i>New Infrastructure Assets increase capacity through a new building, allowing increased support to VCS organisations and VCS aims</i></li> <li>▪ <i>Community Organisations can be supported to make better use of their assets so as to become more sustainable</i></li> <li>▪ <i>Procurement and Commissioning: support to VCOs can lead to award of more procurement contracts</i></li> <li>▪ <i>Income Diversification: organisations are effectively supported to diversify income streams</i></li> </ul> <p>These will form distinct themes in the research package.</p>					
<b>Evaluation Questions</b>					
<p><b>Thematic</b></p> <p>What are the main indicators of sustainability (in terms of benefits and organisational) which can be used? Have organisations become more sustainable (in terms of organisational and financial characteristics)? How are benefits sustained? Do organisations have capacity to manage assets? How can asset strategies be effectively developed and delivered? How can assets become sustainable resources for communities? Who benefits from infrastructure assets? Do assets displace other activities? What are seen as the greatest demand and supply side barriers to securing procurement contracts?</p>			<p><b>Core</b></p> <p>Have projects met their contracted output and outcome targets? What impact has the project had on the development of VCS organisations? What is the net social and economic impact (in terms of employees and turnover)? What is the strategic added value of the project? How has the project met the needs of hard to reach groups? How sustainable are the activities supported? Is there evidence of good practice? What recommendations for future programmes can be made?</p>		
<b>Capacity Building Support</b>					
<p>Delivered through two action learning sets. These will be around community assets and procurement/commissioning readiness. Each set will meet three times and participants will be paid for their time.</p>					
<b>Focus</b>	<b>Research Methods and Data</b>	<b>Research Issues</b>	<b>Timing</b>	<b>Outputs</b>	<b>Lead (Days)</b>
i. New Infrastructure Assets (VAR, VAB and BBEM) ii. Community Assets iii. Proc'ment income (e.g. DCVS support) iv. Income diversification	-Interviews with asset and project managers 10 Case studies including: -Detailed analysis of business and project plan information, monitoring data and organisational accounts -Study of demand and supply sides of procurement relations (following on from the SYOF route map). Case studies selected across sample of organisations involved in: income diversification; assets; and procurement.	- Establish a sustainability framework. -The main research issue is that the benefit streams from physical assets are likely to be accrued over the long term (20 years plus). -Case studies will be used to compare/contrast different approaches to providing support. -Procurement work will also include consideration of demand side problems.	Research undertaken in two phases (12/07-03/08 and 10/08-02/09) to pick up on before/after change as measure of support effectiveness.	Interim Report for 03/08 and Final Report for 03/09. Reports also available on action learning sets. Recommendations made around effectiveness of asset strategies and income diversification, and readiness for procurement.	mtl (40 days)

## Core Infrastructure Services

<b>Outline of Research Package</b>					
<p>This research package will focus on the following theory of change: <i>local and sub-regional infrastructure organisations can deliver more/better services to support VCS organisations</i>. The support provided is typically wide ranging and locally includes advice around funding, IT, payroll and HR services and more general business support whilst at a sub-regional level includes training provision by the AfCL. Initial discussions with infrastructure organisations suggest that SYSIP funding is enabling them to play enhanced roles in supporting VCS organisations, significantly around aligning organisations to new policy agendas (e.g. around LAA service delivery blocks). Infrastructure organisations were also found to be adopting 'customer first' type approaches to support, and the evaluation will be able to explore the effectiveness of this.</p>					
<b>Evaluation Questions</b>					
<p><b>Thematic</b></p> <p>Who benefits from infrastructure support – what are the characteristics of different groups and how do they access support? What are their needs and are these met by the services offered?</p> <p>What is the impact of support in terms of organisational development?</p> <p>Where is there greatest demand for services and why?</p> <p>Are some models more effective than others?</p>			<p><b>Core</b></p> <p>Have projects met their contracted output and outcome targets?</p> <p>What impact has the project had on the development of VCS organisations?</p> <p>What is the net social and economic impact?</p> <p>What is the strategic added value of the project?</p> <p>How has the project met the needs of hard to reach groups?</p> <p>How sustainable are the activities supported?</p> <p>Is there evidence of good practice?</p> <p>What recommendations for future programmes can be made?</p>		
<b>Capacity Building</b>					
<p>A key element of the support provided will be a detailed analysis of the client management systems used by CVSs and AfCL (in relation to SYSIP support) and how this is used to inform annual planning and strategy review processes. Organisations will be paid to contribute to masterclasses around these issues.</p>					
<b>Focus</b>	<b>Research Methods and Data</b>	<b>Research Issues</b>	<b>Timing</b>	<b>Outputs</b>	<b>Lead (Days)</b>
District-level CVS organisations and sub-regional organisations (AfCL).	-Interviews with providers (CVSs and AfCL) -Analysis of client data and review of client management systems (by CVSs) Detailed case studies of 9 organisations supported by CVSs and 4 by AfCL.	-Focus on infrastructure services and impact on beneficiary organisations -Assessment of client management and monitoring frameworks used -Use of organisational development measures (including of capability and sustainability) to gauge effectiveness	Scoping study will be undertaken 12/07-01/08 (including analysis of systems) with masterclass work running 05-06/08 and case study research 09-12/08 (with CVSs) and with AfCL (03-04/08).	An interim report will be produced for 06/08 and a final report for 03/09.	CRESR (40 days) on CVSs mtl (20 days) on AfCL

## Neighbourhood Infrastructure

Outline of Research Package					
<p>This is a wide ranging research package and will consider the following theories of change:</p> <ul style="list-style-type: none"> <li>▪ <i>Community Development: work to support community development and in particular support neighbourhoods to contribute to area and local plans</i></li> <li>▪ <i>Community Economic Development (CED): activities delivered and controlled by communities to raise economic outcomes</i></li> <li>▪ <i>Community Anchor Organisations (CAO): Organisations that function as a conduit and enabler of activities, whether delivered by the CAO or influenced by the CAO on behalf of the area</i></li> <li>▪ <i>Neighbourhood Capacity: Increasing the capacity of neighbourhood organisations</i></li> </ul> <p>Key activities funded in SYSIP around these themes are: Community Anchor Organisations; the delivery of Community Action Plans (CED); and community action plan projects.</p>					
Evaluation Questions					
<p><b>Thematic</b></p> <p>Are there key/necessary components of effective neighbourhood infrastructure?            Who benefits from neighbourhood infrastructure?            What are the net impacts of support for people and places?            What resources does infrastructure 'lever' into areas?            How does neighbourhood infrastructure contribute (or add value) to mainstream service delivery?            What is the most effective geographic level/scale for CAOs?</p>			<p><b>Core</b></p> <p>Have projects met their contracted output and outcome targets?            What impact has the project had on the development of VCS organisations?            What is the net social and economic impact?            What is the strategic added value of the project?            How has the project met the needs of hard to reach groups?            How sustainable are the activities supported?            Is there evidence of good practice?            What recommendations for future programmes can be made?</p>		
Capacity Building					
Workshops around evaluation and monitoring at a community level. This could include paid masterclasses (for example on social accounting).					
Focus	Research Methods and Data	Research Issues	Timing	Outputs	Lead (Days)
i. CAOs (NUCA and SOAR) ii. Community Action Plans in Sheffield iii. Community based support (e.g. BACP)	<p>-Analysis of monitoring data</p> <p><i>Process Outcomes</i></p> <p>-this will focus on updating the Objective 1 Pioneer areas study (COGS) to determine extent of progress. This can be done through workshops with community based organisations</p> <p>-attendance at infrastructure meetings</p> <p>-interviews with a sample of community partnership representatives</p> <p>Note: in assessing process outcomes a framework for establishing the counterfactual (and respondent optimism bias) will be required.</p> <p><i>Impact</i></p> <p>-8 depth case studies of CAP and project expenditure to determine net impact and inform assessment of community infrastructure sustainability.</p>	<p>Key underlying questions for this research package are around: the impact of the 'funding cliff'; the added value and sustainability of neighbourhood infrastructure; specifically the contribution of CAOs; and the relationship between different levels of infrastructure.</p>	<p>Due to anticipated end of funding to community infrastructure from early 2008 this study will be undertaken from 01-06/08.</p>	<p>Proposal to produce a detailed report with full recommendations in 2008. Workshops will be held around neighbourhood infrastructure in 2008.</p>	<p>CRESR and COGS (40 days)</p>

## Partnership: voice, engagement and influence

<b>Outline of Research Package</b>					
<p>This research package will consider the following theories of change:</p> <ul style="list-style-type: none"> <li>▪ <i>Greater Partnership Working to more effectively influence decisions.</i></li> <li>▪ <i>Advocacy and Influence: Enabling organisations to more effectively influence local policy processes, led by infrastructure bodies or neighbourhood organisations.</i></li> <li>▪ <i>Networks: Developing networks between organisations so as to increase sustainability.</i></li> </ul> <p>The stakeholder interviews revealed that these activities were seen as necessary for the success of other SYSIP themes: especially in terms of establishing opportunities for procurement with statutory agencies, securing financial support in the future, and confirming the role of the VCS in service delivery. The research for this activity will focus on two main areas: the effectiveness of VCS organisations' activities to influence and inform policy and delivery; and interventions to build the capacity of the sector in terms of its voice (e.g. led by the AfCL as well as Community of Interest Organisations).</p>					
<b>Evaluation Questions</b>					
<p><b>Thematic</b></p> <p>What forms do voice, engagement and influence take?            What are the outcomes of this activity?            What approaches to engagement are used?            Who is included/excluded in partnership?            What is the role and significance of networks in delivering the objectives of infrastructure organisations?            Do certain models of engagement appear to be more effective than others?            What are the key components of successful partnerships and are these present in the activities funded by SYSIP?</p>			<p><b>Core</b></p> <p>Have projects met their contracted output and outcome targets?            What impact has the project had on the development of VCS organisations?            What is the net social and economic impact?            What is the strategic added value of the project?            How has the project met the needs of hard to reach groups?            How sustainable are the activities supported?            Is there evidence of good practice?            What recommendations for future programmes can be made?</p>		
<b>Capacity Building</b>					
Workshops will provide a basis to share good practice and include undertaking an audit of influencing skills.					
Focus	Research Methods and Data	Research Issues	Timing	Outputs	Lead (Days)
i. Effectiveness of the sector to influence? ii. Effectiveness of engagement? iii. Effectiveness of voice?	-Workshops held around each of the three themes -Four case studies (one per district) to address the themes. -Cross-cutting material from other research packages (recognising that partnership cuts across all themes) -Annual stakeholder interviews.	This stream of research will focus primarily on intermediate outcomes (such as partnership) and explore how SYSIP has enabled change.	The research package will be undertaken over two years. Workshops will be undertaken in 01-02/08 and case studies in 09-12/08	An interim report will be prepared for 04/08 and a final report for 04/09.	COGS (30 days)



## Annex 2: Summary of Questions, Methods and Methodology

### *Evaluation Objectives*

The following are the questions set for each phase of the evaluation.

#### Phase 1: January –October 2007

The objectives of phase 1 of the evaluation are to:

- carry out a review the context of the programme, in particular the experience of preceding community infrastructure development programmes in South Yorkshire and existing evaluation evidence on ‘what works’ (e.g. from previous SRB programmes)
- review the effectiveness of the delivery models developed in each of the four local authority areas, identifying good practice
- develop an evaluation framework to meet the objectives of phases 2 and 3. This is likely to include a forward work programme for the evaluators as well as identifying contributions of other sources of evidence (such as self-evaluations, state of the sector surveys and monitoring data).

#### Phase 2: November 2007 – July 2008

The objectives of phase 2 of the evaluation are to:

- assess the progress made by the programme to date in meeting contracted outputs and outcomes
- assess the impacts made by the programme to date on the development of voluntary and community sector organisations in the sub-region
- assess the *net* economic and social impacts made by the programme to date on communities (of interest and geography) and individuals (in particular, those facing disadvantage)
- assess the strategic added value generated by the programme to date
- consider whether the programme is effectively meeting the needs of voluntary and community sector organisations – particularly those from ‘hard to reach’ groups
- identify good practice developed by the programme/individual projects
- assess sustainability of activities developed by the programme to date (this should consider the sustainability of capacity as well as financial sustainability of organisations)
- make recommendations for the future development of the programme.

Phase 2 will provide crucial evidence for planning activities following the end of Yorkshire Forward funding in March 2009.

Phase 3 of the evaluation will take place between July 2008 and June 2009.

The objectives of phase 3 of the evaluation are to:

- assess the success of the programme in meeting contracted outputs and outcomes
- assess the impacts of the programme on the development of voluntary and community sector organisations in the sub-region
- assess the *net* economic and social impacts of the programme on communities (of interest and geography) and individuals (in particular, those facing disadvantage)
- assess the strategic added value generated by the programme
- identify good practice developed by the programme/individual projects
- assess the value for money provided by the programme
- make recommendations for the future development of community infrastructure building programmes.

Phase 3 will provide evidence of the overall impact of the programme.

### *Methodology and Methods*

Details of the Evaluation Framework were set out in a separate document submitted to and agreed with the SYSIP evaluation steering group (December 2007). This document provides the methodology for the evaluation. Figure 2.1 (section 2) provides an overview of the evaluation framework. The framework seeks to address the wide ranging questions set by the steering group of a complex programme such as SYSIP.

As discussed in section 2 of this report a multi method approach was used, with methods tailored for particular themes. In general the methods include:

- *annual round of stakeholder interviews*: including Yorkshire Forward, Objective 1, GOYH, Accountable Body Organisations (e.g. Sheffield, Barnsley and Doncaster local authorities, Voluntary Action Rotherham and the AfCL) and a sample of delivery organisations. This included 26 interviews in 2007 and a further 12 interviews in Year 2 (2008). The 2008 interviews were working largely a local authority or neighbourhood infrastructure/project level. A list of the 2007 interviewees is included in the following table
- *analysis of monitoring and administrative data*. This includes both accountable body and Yorkshire Forward held data, as well as project level monitoring data (see for instance the section on Volunteering)
- *project case studies*. For four of the themes (Volunteering, Sustainability, Core Infrastructure Services and Neighbourhood Infrastructure), project case studies include examination of project files, interviews with project managers and stakeholders, analysis of monitoring data and where appropriate beneficiary interviews. By the end of the evaluation a minimum of 24 case studies will have been undertaken – six for each of these four themes
- *analysis of client management data*: the CVS organisations (VAR, VAB, VAS and DCVS) as well as the AfCL have all put in place customer relationship management systems (some based on customer first principles), which seek to assess client needs, monitor the support provided and capture and review data at subsequent time intervals
- *neighbourhood infrastructure interviews*: the assessment of this theme primarily focusing on the Sheffield CAPs project and the Barnsley Association of Community Partnerships) involved interviews with Neighbourhood Forums, Community Organisations and (in the case of Sheffield) Area Coordinators.



No primary survey research with beneficiaries has been undertaken. The position agreed with the evaluation Steering Group was that given the complexity of the programme (with multiple interventions), its operation with individuals and organisations, the level of intervention, and likely low response rates that a survey would not be undertaken. The evaluation will therefore seek to use a combination of top-down and bottom-up data, checked against comparable studies, to provide estimates of the net impact of the programme. Moreover, the topic guides used (see below) are used to inform a judgement of the factors required for estimating impact.

### List of Stakeholder Interviews (2007)

<b>REGIONAL STAKEHOLDERS</b>
1. Yorkshire Forward - Helen Thompson
2. Yorkshire Forward - Thea Stein
3. Yorkshire Forward - Bea Jefferson
4. Yorkshire Forward - Richard Thorpe
5. Yorkshire Forward - Alan Matthews
6. Yorkshire Forward – Jasbir Chana
7. GOYH - Isobel Mills
8. GOYH - Costas Georgiou
9. ex GOYH - Jackie Mould (former Objective 1 Priority 4 Manager)
10. ex GOYH – Melissa Grant (former Objective 1 Priority 4 Project Manager)
11. SYOF – Sarah Tyler
12. SYP - Alison Penn
13. NAVCA – Neil Cleeveley
14. YH Assembly - Rob Warm
<b>PROJECT STAKEHOLDERS</b>
15. Sheffield – Accountable Body manager – Ann Allen
16. Sheffield – VAS – Nick Warren
17. Sheffield – SYFAB – Richard Hindley
18. Sheffield – SOAR – Ian Drayton
19. Sheffield – NUCA – Laura Moynihan
20. Academy for Community Leadership - Matt Livingston
21. Rotherham MBC/LSP -
22. Rotherham – VAR – Janet Wheatley
23. Barnsley Accountable Body manager – Joe Micheli (BMBC)
24. Barnsley – VAB – Penny Stanley
25. Doncaster project manager – Martin Kendall (DMBC)
26. Doncaster – DCVS –Mark Flint

### List of Stakeholder Interviews (2009)

<b>REGIONAL STAKEHOLDERS</b>
27. Yorkshire Forward - Richard Thorpe
28. Yorkshire Forward - Alan Matthews
29. Yorkshire Forward – Nicola MacDermott
<b>PROJECT STAKEHOLDERS</b>
30. Sheffield – SCC – Joe Horobin
31. Sheffield – SCC – Vince Roberts
32. Sheffield – SCC – Neil Crewe
33. Sheffield - SCC – Nicola Afzal
34. Sheffield – OFFER – Dave Jackson
35. Sheffield – Zest – Laura Moynihan
36. Sheffield – SOAR – Ian Drayton
37. Sheffield - Sharrow Community Forum – Colin Havard
38. Rotherham – VAR – Janet Wheatley
39. Rotherham MBC – Deborah Fellows
40. Barnsley BMBC – Joe Micheli
41. Barnsley – VAB – Penny Stanley
41. Doncaster DMBC – Lee Tillman
42. Doncaster DMBC – Christian Foster
43. Doncaster – DCVS –Mark Flint

## *Thematic Research Questions*

The following gives an outline of the topic guides used in the Volunteering and Neighbourhoods level research with a range of different stakeholders and beneficiaries. These two themes are the most advanced in the evaluation.

### **Theme 1: Volunteering Topic Guide**

#### ***Questions for Volunteer Coordinators***

1. what support have you received from SYSIP (may need to use prompts around Yorkshire Forward/Objective 1 funding)?
2. what has this support allowed you to do? (prompts: more of what or what's different)
3. can you provide a short summary of the context in which your organisation works with respect to volunteering (e.g. local infrastructure organisations, other VCS organisations, support from agencies)?
4. does the support fit into a wider strategy for volunteering in D/B/R/S?
5. what are the key elements of this strategy and what is their rationale?
6. do these activities complement or form part of other economic and social interventions in the area? (prompt: LAA targets)
7. does the investment have a specific focus on:
  - a. hard-to-reach groups? (please define)
  - b. unemployed/workless?
  - c. individuals with learning difficulties?
  - d. young people?
  - e. BME groups?
  - f. new migrants?
  - g. trustees?
  - h. other (please specify)?
8. what is this focus?
9. do you take other measures to target support? For instance, supporting specific interventions?
10. what are your main indicators of success? (e.g. VIO sustainability, more trustees, economic impacts)
11. what evidence do you have that these have been achieved?
12. what have you found to work well and what less so?
13. which organisations do you work with?
14. what are the most significant barriers to your work?
15. sustainability: what are the long-term plans to sustain the support you provide?

#### ***Case Study Questions***

1. what is the rationale for your project?
2. how is it funded? Please provide specific details? Does it rely on volunteer support for delivery? If so, please outline.
3. what support have you received from the local Volunteer Centre?
4. how long have you been in contact with the Volunteer Centre?
5. what support has been of most benefit?

6. what support could be improved or you would have found helpful?
7. what funding has your project received in the past?
8. how has the current project changed?
9. what activities has your project supported?
10. what is the rationale for this support? (prompts: needs assessment, past project performance, research study, previous evaluation, expert input)
11. who are the main beneficiaries of the project? Has this focus changed?
12. can you provide evidence of the numbers supported?
13. what are the main outcomes from the project?
14. what longer term outcomes have been achieved?
15. do you think the beneficiaries would have achieved these outcomes anyway?
16. how does your project interact with other available support?
17. has this been a problem or successful? Please outline.
18. what is the likely sustainability of your project in the longer term?
19. if the project ceases, what impact may this have on the groups you support?

### **Theme 3: Core Infrastructure Services (Case Study questions)**

#### **Key question:**

*To what extent and how are organisations supported by SYSIP funded core infrastructure services stronger (more sustainable, more resilient) as a result?*

- can you describe your organisation? [purpose, activities, beneficiaries, location, staffing, income, governance]
- how did the support arise - how did you make contact?
- how did you hear about the services that were on offer?
- what was the problem which led to you seek support?
- did you know what support they could offer?
- to what extent did you understand the problem you were raising?
- did they undertake a 'needs analysis'?
- to what extent were new concepts or issues introduced?
- what did they do to provide support? Please describe
- had you been elsewhere for support? Please provide details
- did they signpost you elsewhere? Please provide details and outcomes
- did they do any follow up work for you?
- what difference did the support make? (short term, long term, intended, unintended, positive, negative)
- to what extent and in what ways is your organisation stronger as a result?
- to what extent and in what ways were your skills and knowledge developed?
- could you tackle this kind of problem again without support?

## **Theme 4: Neighbourhood Infrastructure (Sheffield CAPs, NUCA and SOAR) Topic Guide**

### ***Questions for Accountable Bodies and Local Authority Partners (including area coordinators)***

1. please outline your involvement in the Sheffield CAPs, NUCA or SOAR
2. what do you understand by the terms neighbourhood infrastructure organisations and community anchor organisations?
3. how do investments from Yorkshire Forward and Objective 1 (as well as NRF) fit within other city and neighbourhood strategies for neighbourhoods?
4. what progress do you understand that neighbourhood infrastructure bodies are making (in the areas/organisations you have direct knowledge of)?
5. what are the main benefits from neighbourhood infrastructure?
6. what have been the main barriers to the investments in neighbourhood infrastructure?
7. what are their main indicators of success?
8. what evidence do you have of achievement?
9. in what ways (please provide specific examples or evidence) do neighbourhood infrastructure bodies contribute (or add value) to service delivery and other key priorities?
10. what is the most effective scale(s) at which to organise infrastructure?
11. how sustainable are investments in infrastructure bodies?
12. what do you understand to be meant by 'sustainability'?
13. do you have measures of sustainability?
14. how effective are neighbourhood infrastructure bodies in reaching different groups? Please provide evidence on this.
15. what alternatives exist to neighbourhood infrastructure organisations?

### ***Questions for Neighbourhood Infrastructure Bodies***

1. please outline your involvement in the Sheffield CAPs, NUCA or SOAR.
2. what do you understand by the terms neighbourhood infrastructure organisations and community anchor organisations?
3. how do investments from Yorkshire Forward and Objective 1 (as well as NRF) fit within other city and neighbourhood strategies for neighbourhoods?
4. what progress do you understand that neighbourhood infrastructure bodies are making (in the areas/organisations you have direct knowledge of)?
5. what are the main benefits from neighbourhood infrastructure?
6. what have been the main barriers to the investments in neighbourhood infrastructure?
7. what are their main indicators of success?
8. what evidence do you have of achievement?
9. in what ways (please provide specific examples or evidence) do neighbourhood infrastructure bodies contribute (or add value) to service delivery and other key priorities?
10. what is the most effective scale(s) at which to organise infrastructure?
11. how sustainable are investments in infrastructure bodies?
12. what do you understand to be meant by 'sustainability'?
13. do you have measures of sustainability?
14. how effective are neighbourhood infrastructure bodies in reaching different groups? Please provide evidence on this.

15. what alternatives exist to neighbourhood infrastructure organisations?

## **Project Case Studies**

*Additional Questions as appropriate with respect to review of project monitoring data.*

1. what is the rationale for your project?
2. how is it funded? Please provide specific details? Does it rely on volunteer support for delivery? If so, please outline.
3. what funding has your project received in the past?
4. how has the current project changed?
5. what activities has your project supported?
6. what is the rationale for this support? (prompts: needs assessment, past project performance, research study, previous evaluation, expert input)
7. who are the main beneficiaries of the project? Has this focus changed?
8. can you provide evidence of the numbers supported?
9. what are the main outcomes from the project?
10. what longer term outcomes have been achieved?
11. do you think the beneficiaries would have achieved these outcomes anyway?
12. how does your project interact with other available support?
13. has this been a problem or successful? Please outline.
14. what is the likely sustainability of your project in the longer term?
15. if the project ceases, what impact may this have on the groups you support?

## ***SYSIP Interviewees (2008-09)***

In Phase 2 and 3 of the evaluation around 85 interviews have been undertaken (outlined below). We have also analysed a range of grey/project documentation, led workshops and conducted a focus group.

### ***Theme Interviews***

#### **VOLUNTEERING**

##### *Volunteer Centres*

Beryl Cooper, Volunteer Centre Coordinator, Voluntary Action Barnsley (re interview 2009)

Julie Adamson, Volunteer Centre Coordinator, Voluntary Action Rotherham (re interview 2009)

Julie Cox, Volunteer Centre Coordinator, Doncaster CVS (re interview 2009)

Julie Gillott, Learning and Development Team Manager, Doncaster CVS (re interview 2009)

##### *Projects*

Rachel Lilley, Community Policing Development Officer, Volunteering Project South Yorkshire Police

Caroline Hyde (Manager/ Administrative support) and Katherine Bell (Chair) Barnsley Churches Drug Project

Karen Shore, Manager, Action Space Mobile

Voluntary Action Rotherham Focus Group (VAR Volunteer Centre Volunteers)

## **ACQUISITION AND UTILISATION OF ASSETS**

Angela Jones, Voluntary Action Barnsley  
Keith Dodson, Voluntary Action Rotherham  
Janet Skirrow, Zest  
Donovan Modest, Barnsley Black and Ethnic Minority Initiative  
Naeem Jarram, Barnsley Black and Ethnic Minority Initiative

## **SUSTAINABILITY**

Martin Kendall, DMBC  
Mark Flint, DCVS  
Tina Henry, DCVS  
Richard Smith, Directions Finningley  
Steve Avery, BMBC  
Eddie Street, VAB  
Angela Jones, VAB  
Donovan Guest, BBEMI  
Chris Wilson, BBEMI  
Board of Trustees, BBEMI  
Lee Viney, RMBC  
Simeon Leach, RMBC  
Paula Milnes, VAR  
Janet Skirrow, Zest  
Paul Carnell, VAS  
Jo Henderson, VAS  
Richard Hindley, SYFAB

## **CORE INFRASTRUCTURE SERVICES**

### ***Stakeholder Interviews***

### ***Project Case Studies***

## **AFCL**

Jill Westerman, Northern College  
David Hunter, Northern College  
Mat Livingston, AfCL  
Alison Johnson, AfCL  
Sam Williams, AfCL  
Liz Pickering, AfCL  
Lisa Lister, AfCL  
Julie Alexander, WCSP Heritage Trust  
Sean Brady, Clearview  
Richard Thorpe, YF

### **AfCL Providers**

Julie Beresford, SY Women's Development Trust  
John Farmer, VAS  
Christine France, CEDR  
Jol Miskin, WEA  
John Grayson, AdEd Knowledge  
Sarah Pearce, Swamp Circus Trust

Carol Archer, GROW  
Kate Attenborough, The Hadfield Institute

### ***Small Grants***

Milena Harbach, SCEDU  
Ant Graham, Heeley City Farm  
David Williams, Bridge Employment  
Satish Sachdera, Spat-C  
Angela Baugh, BMt Elders Forum

### ***Case Studies***

Dawn Mason, Kiveton Park & Wales Community Development Trust  
Nikki Siddall, North Doncaster Development Trust  
Tracey Leyland, Mexborough Community Partnership

## **NEIGHBOURHOOD INFRASTRUCTURE**

### *Local Authority Representatives*

Mike Patterson, Manager of the Neighbourhoods and Accountable Body Team, Sheffield City Council  
Tammy Barrass, A Accountable Body Team Manager, Sheffield City Council  
Joe Micheli, Social Inclusion Manager, Barnsley MBC  
Andy Shallice, Area Coordinator - Burngreave, Sheffield City Council  
Richard Foster, Manor Area Coordinator, Sheffield City Council  
Stuart Bolton, Southey and Owlerton Area Coordinator, Sheffield City Council  
Dave Aspinall, Sheffield South Area Coordinator, Sheffield City Council  
Sarah Lucas, Darnall Area Coordinator, Sheffield City Council  
Vicky Williams, Firth Park Area Coordinator, Sheffield City Council

### *Neighbourhood Level*

Laura Moynahan, Director, ZEST  
Ian Drayton, Director, SOAR  
Craig Pugh, South Sheffield Partnership  
Lindsey Taylor, Auad Manager, Broomhall Forum  
Steve Rundell, Gleadless Valley Forum  
Alan Barrow, Tinsley One Stop Shop, Tinsley Forum  
Iris Howard, Barnsley Association of Community Partnerships  
Roisin Birks, Lowedges Forum  
Norma Ashmore, Parson Cross  
Mark Wilde, Foxhill Forum

### *Project Interviews*

Laura Boyles, Manager, Arbourthorne Environmental  
Maxine Grooby, Manager, Gleadless Valley On Line  
Andrew Jackson, Manager, Heeley Development Trust  
Florence McCready, South Sheffield Partnership, BME Infrastructure Project

### *Other Interviewees*

Paddy Moran, Social Inclusion Coordinator, SY Objective 1 Programme (until July 2006)