

Framework for evaluation: Building a sustainable future for Myatt's Fields Park

Myatt's fields Park Project (MFPP) is seeking to build sustainable income and governance for Myatt's Fields Park and has secured grant funding from the National Lottery Heritage Fund (NLHF) and Lambeth Council for this purpose.

As part of the grant conditions, MFPP is required to monitor, evaluate and report to the NLHF on what has been achieved as a result of its funding. (

Ongoing monitoring and evaluation are also essential to be able to report regularly to trustees on Project progress.

Parkscommunityuk have developed an evaluation framework for the Project that is based on the Logic Model promoted by NLHF as a recommended framework for setting out activities, resources and planned outputs and outcomes (or impacts) of the project in a clear way for measurement and evaluation.

The Key Activity column lists the 11 key activities from the Resilient Heritage Project Plan as well as from the Community Engagement and Community mentoring work.

Resources/inputs are the people and other resource inputs required to deliver the key activity and the outputs, outcomes and impacts associated with the key activity

Tasks/outputs are the specific tasks being undertaken as part of the key activity.

Numbers/outputs are the capturing of how many reports/people etc are impacted by the undertaking of the tasks.

Outcomes and impact are the difference that we want the programme to have made.

Column 6, "How captured" states the method to be used to capture the required information. e.g. by before and after questionnaire, by participant feedback etc.

Principle tools for capturing information will be:

- Baseline interviews and surveys with trustees, staff, volunteers, supported organisations and stakeholders and end of Project interviews and surveys with the same.
- A skills audit with trustees and staff
- Feedback from workshop and training attendees.

Individual consultants engaged to lead on the delivery of each Key Activity area will need to provide their overall methodology for delivering the Activity and confirm how they will capture the inputs, outcomes and impacts. This should include any underlying assumptions being made as to how the approach being taken will lead to the intended outcomes.

The table below, based on the Project Plan, sets out the framework against which the evaluation will be based.

Key activity	Resources/Inputs	Tasks/Outputs	Numbers/outputs	Outcomes and impacts (short, medium and long term)	How captured
Analysis of external environment in which the park operates	Consultant lead (Parkscommunityuk)	<p>Desk research to produce report. Includes social and demographic information and Identifies local community and business organisations that may become involved or may extend existing involvement in the Park</p> <p>Interviews/survey with trustees, staff, volunteers, stakeholders and organisations working in the Park to identify baseline</p>	<p>1 report produced</p> <p>Baseline and post Project interviews/survey with trustees, staff members, volunteers, stakeholder</p>	<p>Trustees and staff understand the role of the Park in contributing to local needs.</p> <p>By the end of the Project, trustees and staff have an enhanced understanding and have approved clear plans for addressing local needs.</p> <p>The report supports future funding bids and impact reports by providing key data about the Park and the environment in which it operates.</p> <p>Trustees and staff report that they are better equipped to provide effective governance and to manage the park sustainably.</p>	<p>Baseline interviews/surveys with staff, trustees, volunteers, stakeholders and organisations working in the Park and end of project interviews/survey re changes achieved</p> <p>Evaluation report</p>

		<p>positions and interviews post project to understand changes achieved (PE)</p> <p>Workshop held with trustees, staff, volunteers and stakeholders to address the question, what local needs can heritage assets meet?</p>	<p>organisations and park-based organisations undertaken and written up with changes identified in line with desired Project outcomes.</p> <p>Number of attendees. Feedback from attendees Workshop report</p>	<p>Report feeds into business plan By the end of the Project, trustees and staff have an enhanced understanding and have approved clear plans for addressing local needs.</p>	<p>Number of attendees and feedback from attendees at workshop</p>
<p>Business Planning for Park and Depot</p>	<p>Consultant lead (Maurice).</p>	<p>Overall Business Plan, Funding plan Management plan and Marketing Plan for MFPP reviewed and updated. Business plan, Funding plan, Management plan and marketing plan for the depot produced. Funding application for the depot for match funding produced.</p>	<p>1 of each (4 plans)</p> <p>1 of each for the Depot (4 plans) 8 in total</p>	<p>Trustees, staff and stakeholders are informed and better able to contribute to the business, funding, management and marketing plans for the organisation. Trustees, staff and other organisations have more confidence in their ability to contribute effectively and more confidence in the future prospects for the organisation</p>	<p>Baseline interviews/surveys with staff, trustees, volunteers, stakeholders and organisations working in the Park and end of project interviews/survey re changes achieved</p>

		Workshops to be held as part of the review/updating process and subsequently for training in financial planning.	Number of attendees. Feedback from attendees Workshops report	Trustees and senior staff feel better equipped and informed about financial planning for the organisation	Number of attendees and feedback from attendees at workshop
Governance review: skills audit	Consultant lead (Parkscommunityuk)	Initial survey of skills and experience held by trustees and staff. This should include profiling information to enable comparison with the profile of the local community Workshop to be held with focus on question "What skills are needed to manage and develop local heritage assets (to be combined with workshop for reporting on review of external environment	Survey to 14 people. 10 trustees and 4 staff members. 1 report produced (to include findings from baseline research above)	The Board identifies current skills strengths,gaps and imbalances that can inform future trustee recruitment	Survey Monkey to capture trustee and staff skills.
		Workshop with trustees and senior staff on undertaking a Skills Audit	Number of attendees. Feedback from attendees Workshop report	Board identifies what barriers and obstacles may be preventing people from becoming trustees?	Number of attendees and feedback from attendees at workshop
			Number of attendees. Feedback from attendees Workshop report	Trustees and senior staff can undertake their own future skills audit	Number of attendees and feedback from attendees at workshop

Governance review: organisational structures	Consultant Lead (Parkscommunityuk)	Interviews with trustees and staff to identify baseline positions and interviews post project to understand changes achieved (PE). Paper review of structures. Hold a workshop with trustees, staff and stakeholders with title of "what structures do we need so that more people can contribute to the management of the heritage asset? Produce report with recommendations, TOR's, delegations framework and governance documents	14 interviews for baselining and subsequent impact capture. Feedback captured from workshop attendees re effectiveness in addressing key question. Report produced	Trustees, staff and stakeholders are reporting that the governance structures enable more people to contribute. Trustees and staff are reporting that the governance structures have led to more effective governance. The Trust has a report and documents to support its future governance.	Baseline and end of Project interviews to capture views on structure
Governance review; recruitment strategy	Consultant to be appointed Brief needed to incorporate findings	Review of recruitment procedures and documentation for Board and staff.	Review undertaken and report is shared with Board. Recruitment Strategy produced.	Board approves the Strategy for recruiting new trustees and has various tools available to support its own HR management.	Reporting of trustees' initial views re skills need and extent of representation.

	<p>from interviews with trustees and staff</p> <p>Project Manager</p>	<p>Review of trustee roles Production of recruitment strategy, production of job descriptions, induction documents and performance review documents for trustees. Recruitment exercise for new trustees.</p> <p>Interviews with trustees and senior staff (parkscommunityuk) Training for trustees identified from review</p>	<p>Job descriptions, induction documents and performance review documents produced</p> <p>Number of new trustees to be established after the governance review.</p> <p>Numbers attending and feedback</p>	<p>New trustees are recruited to address both skills gaps and to broaden representation to better reflect the local community.</p> <p>Support package(s) for new trustees agreed.</p> <p>Board members feel they are better equipped with the necessary skills to manage the organisation</p>	<p>Reporting on success of recruiting new trustees. Feedback on skills obtained and how they have been used</p>
<p>Governance review: organisational culture and values</p>	<p>Consultant to be appointed</p>	<p>Review organisational culture and values. Work with Board and staff and supported organisations to draw up values and training package to embed/disseminate.</p>	<p>Statement of organisational culture and values produced and approved by Board. Workshops held to disseminate/embed. Feedback from workshops captured</p>	<p>New culture and values help the Board to be more effective. The Board works as an effective team. Diversity and difference are celebrated as key organisational values. Alternative points of view are welcomed by the Board The Board works more effectively as a team</p>	<p>Baseline and end of Project interviews to capture views on culture and values.</p>

		A workshop(s) is held to facilitate effective team working			
Governance review: HR, Risk and financial policies and procedures	Consultant(s) to be appointed.	<p>HR consultant to work with trustees and staff to develop policies to promote inclusion/fairness across the organisation including for trustees, staff, volunteers and stakeholders.</p> <p>Risk and financial management systems and processes to be reviewed in light of wider governance review</p> <p>Workshop on risk management and financial planning</p>	<p>New policies and procedures to be approved by trustees. Benefits to be shared with supported organisations via joint workshop.</p> <p>Number of attendees. Feedback from attendees Workshop report</p>	<p>Organisation has robust policies for inclusion and fairness. Supported organisations benefit from new policies promoting fairness and from attendance at the workshop.</p> <p>The organisation has more effective systems and processes in place for risk and financial management.</p> <p>Trustees and staff have an enhanced understanding of risk management and financial planning</p>	Trustee, staff and stakeholder views to be baselined and impact to be reported in project completion report
Governance review:	Consultant (Ceri and Paul)	Hold a workshop with trustees, staff,	Workshop held, review of Vision,	There is a broad consensus and clarity between the trustees, staff	Feedback from the event. Final report.

Vision, mission and values		volunteers and park users to review the current Vision, Mission and values in the light of the wider governance review	Mission and values undertaken, report with recommendations produced. Feedback from attendees obtained and incorporated in report	and volunteers and stakeholders and users about the vision, mission and values of the Charity. Trustees provide enough time and quality of input to enable effective governance	Interviews/surveys
Community strategy: local training offer	Patrischia	Workshop(s) for MFPP to develop its training offer. Following this MFPP to produce Community Strategy setting out its plans for training and how they will be achieved	Workshop, report and support from consultant to develop Strategy	The Strategy provides clarity on the types of training to be provided and how the overall facility will operate in order to support organisational sustainability	Feedback from trustees, staff and stakeholders on the extent to which the Plan is fit for purpose
Business and funding plans	Maurice	Review existing business, funding, marketing and management plans for the park and depot following governance review. Review to have input from trustees, staff and volunteers	8 documents reviewed and subsequently approved by Board	The organisation has relevant and robust plans in place for its future development and operations	Trustees, staff, volunteers and stakeholder views to be captured initially and reported in final report
Evaluation	Paul	Research and reporting on the success of the Project overall and	Final report		Drawing together the baseline interviews with trustees and staff (others?) and the post project interviews to

		its individual elements			measure success/outcomes. Feedback from individual workshops will also be reported
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