

The Canny Space Evaluation Strategy



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1. Introduction

The Churches Conservation Trust (CCT) has developed a project that will repair and regenerate Holy Trinity church in Sunderland, reconnecting the city with its past by bringing the heritage of the church and Old Sunderland to life through interpretation, events and performances.

The project is being delivered by the CCT Regeneration Team which delivers major projects for the CCT, aiming to conserve and transform underused community assets by simultaneously repairing the building's structure, and finding new uses that put it back at the heart of the community.

2. Measuring projected outcomes

The Regeneration Team recognise the importance of measuring projected outcomes not only to support the evaluation work required by funders, but to enable the Team to build on its own knowledge and learning of regeneration projects to create strong future project ideas that benefit wider and more varied groups.

The Regeneration Team commissioned BOP to develop a number of social impacts that could be measured across past, current and potential project sites. The developed outcomes come under three broad headings that mirror the HLF outcomes for heritage, people and communities:

- Im1: Outcomes with an impact on the **building** itself, primarily that the site is effectively managed and financially sound.
- Im2: Outcomes with an impact on **individuals** that they learn more, develop new skills, and are happier and more fulfilled.
- Im3: Outcomes with an impact on **communities**; that the project process leads to happier, more successful localities.

By outlining our projects under a shared framework this will allow the Regen Team to compare and contrast projects, their developments, strengths and weaknesses.

Specific outcomes relating to the construction phase will be reported directly to the HLF. These are:

- Repair work carried out preventing loss of historic fabric
- Sensitive new build work carried out upgrading facilities for increased audience use
- Business and Activity Plan development
- Conservation Management Plan development
- Improved energy performance of the building and reducing the carbon footprint
- Craft skills opportunities including apprenticeships and public programme

See the Project Execution Plan for further details regarding evaluation of these outcomes.

3. Evaluation process

It is important that planned evaluation during the operational phase is not too onerous and therefore will be incorporated into existing activities wherever possible. Feedback will be primarily collected by volunteers and by site management.

The process will be continuous in order to demonstrate the long-term sustainability of the church and so it can develop and evolve in response to changing community needs.

4. Collection and types of data

There are four main elements to how data will be collected:

- Provision using Activity and Business Plan framework and reporting visitor and volunteer numbers.
- Visitor survey – to be carried out annually in the summer months, or at other points in the year when volunteer/intern capacity allows.
- Event/activity feedback. Collected for all events in September ('evaluation month') but also at major events throughout the year, as decided by site management. Collected, input and collated by volunteers/interns and site management.
- Volunteer feedback: comprised of a short annual survey, as well as individual development plans. Collected, input and collated by site management.

Evaluation will be organised around an annual cycle, designed to avoid where possible other peaks of activity and 'spread the load'.

Budget has been allocated for an evaluation consultant to come in to analyse collated data.

5. Canny Space Evaluation Framework

Outcome	Type	Indicator	Method	Timescales	Baseline / target
Im1 (Heritage and building): effective management and site is organisationally and financially sound	CCT-wide	A – CCT manager skill base meets expectations	Confirmation given to CCT that annual staff appraisal carried out, including training plan, identification of development needs, and objectives set and evaluated	Annual – provided in April to coincide with performance management year.	N/A
		B – Offer refined to meet community needs as needs change	Updated activity plan supplied to CCT on an annual basis. This should refer to findings from user, organiser, and volunteer surveys to prove evidence of organisers responding to community needs and demands.	Annual – activity plan written in October following ‘evaluation month’ to plan the following year’s activities.	N/A
		C – Site continues to operate on a sound financial footing	Updated business plan supplied to CCT on an annual basis. Includes details of non-HLF income	Annual – business plan written in October/November.	Non-HLF income Baseline (14/15): £1.7k. 2019: >£43k 2020: >£61k 2021: >£66k 2022: >£73k 2023: >£84k
		D – User numbers up	Collate numbers of visitors and event/activity attendees and input into the visitor spreadsheet :\WORKDOCS\Visitor Enterprise\Tourism\Visitor Numbers	Data should be input monthly (ideally) and at least biannually	Baseline: £5,509 (2015/6) 2019: 10,000 2020: 10,500 2021: 11,000 2022: 11,500 2023: 12,000
	Site-specific	E – Volunteer numbers increase	List of volunteers compiled by project team and supplied to CCT on an annual basis at the end of March.	Dormant volunteers removed on an annual basis – in October.	Baseline: XX End of 2019: 42 End of 2020: 50 End of 2021: 65 End of 2022: 80 End of 2023: 90
		F – City / Community partnerships will be assessed for value towards site sustainability	Site management will collate partner list with value of contributions and impact of support	Annual – report will inform business plan	Value £25k per annum
Im2 (Individual): Individuals are happier and more fulfilled: people learn skills, create with others and make valued contributions	CCT-wide	A – Users learn from their experience / enjoy their experience	Visitor survey, event attendee survey.	Visitor surveys held on three randomly-selected days in the summer. Data collected and input by volunteers/staff. Event attendee survey held in Evaluation Month (September). Data collected and collated by volunteers/staff.	80% agree they have learnt something
		B – Event organisers get added-value from using the site	Organiser survey (distributed via surveymonkey)	Survey sent out throughout the year	80% agree
		C – Volunteers learn new skills	Using the Development Plans, volunteers who want it discuss skills they want to gain from their time at Holy Trinity. This is reviewed at the end of year through performance. Success measured by volunteers reporting they’ve achieved what they wanted in terms of skills.	Development needs set when new volunteers/interns start and at start of performance year. Reviewed at end of performance year or at exit interview. Summary provided to CCT in April	80% achieve success measures
		D – Volunteers feel valued and able to make active contribution	Question in annual short volunteer survey	Annually, perhaps at start of volunteer social event	80% agree

		E – Local people feel a sense of ownership of the church	Specific question in visitor survey, event attendee survey for local residents.	Visitor surveys held on three randomly-selected days in the summer. Data collected and input by volunteers/staff. Event attendee survey held in Evaluation Month (September). Data collected and collated by volunteers/staff.	Collect baseline in first year. Increase to 80% agree.
		F – Target groups are increasingly reached (Local people, Families, Young People, Unemployed, Older People, Deprived communities)	Visitor survey, event attendee survey.	Visitor surveys held on three randomly-selected days in the summer. Data collected and input by volunteers/staff. Event attendee survey held in Evaluation Month (September). Data collected and collated by volunteers/staff.	Increase in numbers throughout project
Im3 (communities): Communities are happier, more successful places; people and organisations regularly use and enjoy historic churches	CCT-wide	A – Users and volunteers feel their experience has been enjoyable	Annual volunteer survey; user survey	Volunteer survey annually, at start of volunteer social event. User survey collected primarily in Evaluation Month (September)	90% agree
		B – Users and volunteers feel the church is of benefit to the wider community			85%
		C – Users and volunteers feel more engaged with other people and their communities			80%
	Site-specific	D – Project successfully engages the local community	Visitor and event attendee survey – questions on residence (local vs. non-local).	Survey sent out throughout the year	80% of local residents
		E – Local economy supported: number of jobs supported directly and indirectly; Holy Trinity & Old Sunderland become tourist destinations	Collate: number of employees of Canny Space including casual staff for events. Visitor survey: measure visitors to the city	Data collated and sent to CCT in April. This data can also inform activity and business plans Visitor surveys held on three randomly-selected days in the summer. Data collected and input by volunteers/staff. Event attendee survey held in Evaluation Month (September). Data collected and collated by volunteers/staff.	Sustainable increase in employment over project length Increase in tourist audience

6. Evaluation annual programme

	Measures...	April	May	June	July	August	September	October	November	December	January	February	March
Visitor feedback	2A, 2E, 2F 3A, 3B, 3C 3D, 3E	Summary of feedback provided to CCT	CCT regen collates feedback from various sources to measure progress against expected outcomes. Shares this with site management	Volunteers run visitor surveys on at least three randomly selected days throughout summer				Volunteers / site management lead on data input / collation and shares with CCT	Sporadic visitor surveys carried out by volunteers when they have capacity				
Event / activity attendee feedback	2A, 2E, 2F 3A, 3B, 3C 3D, 3E	Summary of feedback provided to CCT		Sporadic event/activity surveys carried out at site management's discretion. Organisers asked if they will evaluate their event/activity. If so, requested to ask standard questions and feed results back	Evaluation month: all events/activities surveyed		Site management leads on data input and collation shares with CCT regen	Sporadic event/activity surveys carried out at site management's discretion. Organisers asked if they will evaluate their event/activity. If so, requested to ask standard questions and feed results back					
Volunteer / intern feedback	2C, 2D 3A, 3B, 3C	Site management holds 121s with volunteers. Discuss developmental needs and strategies to reach them. Summary to CCT		Evaluation month: volunteers asked to fill out feedback survey (as part of social event)	Site management collates results of volunteer feedback survey and shares with CCT regen.	121s that set developmental needs held as part of volunteer onboarding process. Exit interviews that include discussion of whether developmental needs have been met held, and assessment of whether moving into work			121s with continuing volunteers to discuss progress against developmental needs.				
Organiser feedback	2B	Summary provided to CCT		Ongoing surveymonkey shared with all event/activity organisers. Organisers encouraged to complete by including mention of it in any commercial agreements.					Ongoing surveymonkey shared with all event/activity organisers. Organisers encouraged to complete by including mention of it in any commercial agreements.				
Staff data reporting	1A, 1B, 1C 1D, 1E, 1F 3E	Annual reporting of site data. Site management staff objectives set							Site management use feedback to inform revised business and activity plans	Business and activity plans shared with CCT regen, showing evidence of taking on board feedback			Site management staff objectives reviewed