ANNEX 1. DETAILED TASKS FROM EVALUATION BRIEF

The project has three objectives, which are to:

- create a robust methodology for collecting and analysing quantitative and qualitative data, on the outcomes of the development programme; incorporate the views of potential applicants to HLF who have had direct contact with the development programme;

- evaluate the effectiveness of the contribution of the development programme; identify significant gaps in provision that should properly be incorporated into HLF's service delivery;

- identify the specific contribution of HLF's development programme, set in the context of other development provision including that of other lottery distributors, country/regional heritage support agencies and community sector capacity building organisations.

Objective 1. To create a robust methodology for collecting and analysing quantitative and qualitative data; the methodology should include the views of potential applicants who have had direct contact with the development programme.

This will require consultants to:

- Undertake a review of the results of existing data collection, (including corporate service standard, volume and value of awards in special development areas and volume of pre-application enquiries); identify gaps in the current quantitative data collection;

- Identify a robust methodology for collecting and interpreting qualitative data, about the effectiveness of the development programme;

- Identify a way of collecting the views of a modest number of potential applicants on effectiveness of the development programme and its contribution to the "life story" of their (potential) project, which may or may not include a bid for funding to HLF;

- Provide a transparent rationale for the evaluative judgements and recommendations, which are made in the final report;

- Draw together the identified approaches into a coherent, robust and deliverable methodology which provides a reasonable body of evidence to substantiate the conclusions and recommendations of the evaluation;

- Data collection is likely to be on a sample basis; although it will need to take account of HLF's UK-wide remit and cannot be restricted to activity in England;

- Data collection is likely to concentrate on outcomes rather than outputs but in some cases outputs may be of value; the development teams evaluate local outputs, for example asking for feedback from participants at grants surgeries or funding fairs;

- The methodology may be able to build on informal data collection and analysis that country and regional teams have already undertaken. For example the team in the South East have looked informally at the timescales and conversion rates from pre-application advice to submission of an application;

- The methodology will need to take account of the complex nature of development activity; we recognise the difficulties in ascribing cause and effect to development activity and to identifying its impact on decisions made by potential applicants. We also recognise that many factors outside HLF's control will influence potential applicants;

- The "life story" approach maybe a way of "telling the story" of what the development programme has achieved in its first 18 months or so. It may form the basis of a short externally focussed publication aimed at decision-makers, but the preparation of that publication does not form part of the evaluation;

- Some strands of the development programme have already been formally evaluated such as a joint initiative with other lottery distributors in the North West.

Objective 2. To evaluate the effectiveness of the contribution of the development programme; identify significant gaps in provision that should properly be incorporated into HLF's service delivery;

This will require the consultants to:

- Identify the particular contribution the development programme to encouraging more first time applicants;

- Identify the particular contribution of the programme to encouraging more people to be involved in looking after and celebrating heritage;

- Evaluate what impact and how effective the following elements of the development programme have been:

    - Provision of pre-application advice - within a sample of the local authority "special development areas" (SDA) and outside them,
    - Different models of delivery in SDAs such as Community Heritage Forums or "Heritage Weeks";
    - Management of potential applicants' expectations, especially those of repeat applicants; the use of a strategic approach to applications for repeat applicants;
    - Partnership working - for example with other lottery distributors, with a heritage sector support agency such as a Regional Libraries, Archives and Museums Council or with a community support agency such as a Council for Voluntary Service;

- Identify any significant gaps in the service provision which impede its effectiveness, taking account of resource constraints and the statutory framework of National Lottery distribution;

- Make recommendations for improvements where applicable;

- Evaluation is likely to be based on small samples which focus on best practice rather than a comprehensive analysis of the programme across the UK;

- The scope of the evaluation of different models of delivery is likely to be subject to discussion between the Steering Group and the consultants.

Objective 3. To identify the specific contribution of HLF's development programme, set in the context of other development provision including that of other lottery distributors, country/regional heritage support agencies and community sector capacity building organisations.

This will require consultants to:

- Set the development programme in context by outlining the provision of other relevant bodies such as other lottery distributors, heritage support agencies, community sector support agencies and statutory bodies such as local authorities; this is not meant to be a comprehensive mapping or an evaluation of other agencies;

- Identify the added value of the HLF development programme to our core business such as enhanced communication and working relationships with country/regional partners, reduced bureaucracy through increased direct contact between HLF and applicants, improved quality of grant applications;

- HLF will be able to provide summary information about the service provision of other lottery distributors and country/regional heritage support agencies.

ANNEX 2. LIST OF HLF SPECIAL DEVELOPMENT AREAS (SDAs)

EAST MIDLANDS
Ashfield
Bolsover
Chesterfield
Corby
Leicester
NE Derbyshire
North Kesteven
West Lindsey

EAST OF ENGLAND
Basildon
Castle Point
Kings Lynn and West Norfolk
Luton
Thurrock
Waveney

LONDON
Barking and Dagenham
Brent
Croydon
Hammersmith and Fulham
Newham

NORTH EAST ENGLAND
Berwick-on-Tweed
Blyth Valley
Chester-le-Street
Easington
Stockton-on-Tees
Wear Valley

NORTH WEST ENGLAND
Blackpool
Bolton
Halton
Knowsley
St Helens

NORTHERN IRELAND
Ballymoney
Coleraine
Cookstown
Craigavon
Limavady
Newtownabbey

SCOTLAND
Aberdeen City
East Dunbartonshire
East Renfrewshire
Moray
North Lanarkshire
South Ayrshire

SOUTH EAST ENGLAND
Arun
Dartford
Eastbourne
Milton Keynes
Slough
Swale

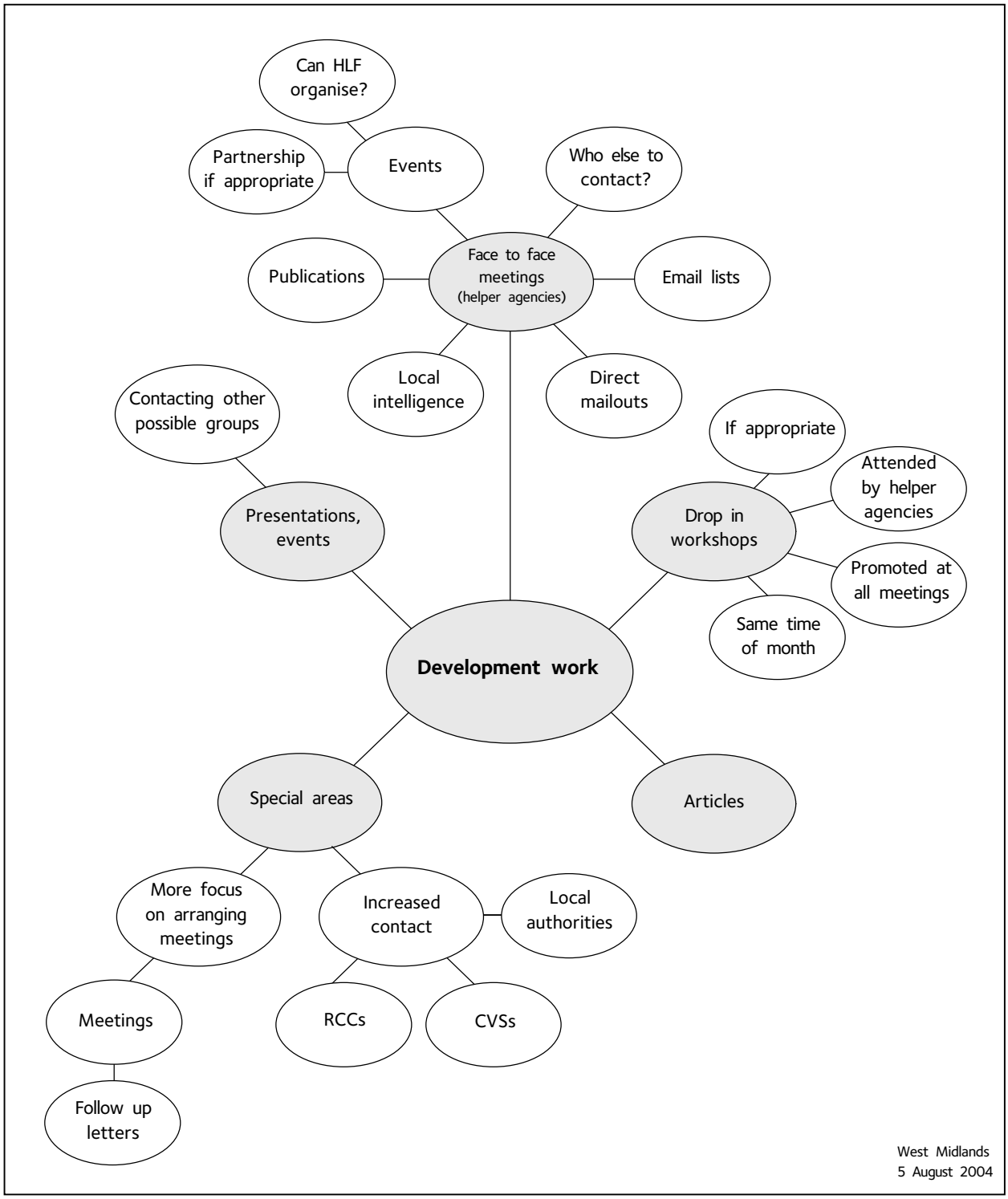
SOUTH WEST ENGLAND
Bournemouth
Bristol (city)
Plymouth
Restormel
Torbay
Weymouth and Portland

WALES
Blaenau Gent
Merthyr Tydfil
Neath Port Talbot
Rhondda, Cynon, Taff
Swansea
Wrexham

WEST MIDLANDS
Birmingham
County of Herefordshire
Coventry
North Warwickshire
Nuneaton and Bedworth
Telford and Wrekin

YORKSHIRE AND HUMBER
Doncaster
Kingston-upon-Hull
Kirklees
NE Lincolnshire
North Lincolnshire
Rotherham

ANNEX 3. DEVELOPMENT WORK IN WEST MIDLANDS 2004



ANNEX 4. A WEEK IN THE LIFE OF THE SCOTLAND DEVELOPMENT STAFF

Calendar 12 May-16 May 2003	
Monday: Raising profile	**Thursday: Promoting good practice**
• Social Inclusion Partnership (SIP) articles • Scotland newsletter for first time applicants	• 'What makes a good application?' workshop with grantee ambassador (North Ayrshire SIP) • Planning of new 'post award' workshops
Tuesday: Reaching new audiences	**Friday: Developing joint working**
• 'What is heritage?' survey to community groups in East Ayrshire Coalfield SIP • Young Roots BME seminar with Youthlink • Planning Highlands and Islands conference	• Brainstorming with A4A team to increase heritage applications • Planning meeting for joint away days with new partners (eg SALP)
Wednesday: Increasing applications	
• Support worker training in Aberdeen • Meetings with unsuccessful LHI Pilot applicants (first time applicants)	

ANNEX 5. STATISTICAL DATA

Table 1. Benchmark and performance on awards in Special Development Areas (SDAs).

	Benchmark 1.1.94 – 31.3.02		**Indicative annual average** 1.1.94 – 31.3.02		**2002-03** Q1-Q4				**2003-04** Q1-Q4			
SDAs	Awards	Amount	Awards	Amount	Pre-apps	Apps.	Awards	Amount	Pre-apps	Apps.	Awards	Amount
East Midlands	**38**	**9,503,938**	**4.8**	**1,187,992**	**24**	**28**	**12**	**1,010,357**	**31**	**33**	**26**	**8,520,580**
East England	**30**	**4,277,253**	**3.8**	**534,656**	**39**	**30**	**9**	**1,712,600**	**71**	**24**	**17**	**3,217,900**
London	**17**	**2,651,950**	**2.1**	**331,493**	**37**	**26**	**18**	**1,289,100**	**56**	**20**	**15**	**4,281,300**
North East England	**31**	**2,563,400**	**3.9**	**320,425**	**55**	**39**	**17**	**5,988,378**	**101**	**31**	**26**	**3,480,100**
Blackpool	5	726,600	0.6	90,825	0	2	1	91,700	3	2	1	25,000
Bolton	10	1,839,200	1.3	229,900	4	7	0	0	8	3	7	202,700
Halton	5	374,800	0.6	46,850	4	2	1	995,000	5	13	6	188,000
Knowsley	4	316,200	0.5	39,525	1	3	1	18,000	5	6	2	49,600
St. Helens	6	9,094,400	0.8	1,136,800	3	4	2	124,100	3	-	1	1,160,000
North West England	**30**	**12,351,200**	**3.8**	**1,543,900**	**12**	**18**	**5**	**1,228,800**	**23**	**24**	**17**	**1,625,300**
Northern Ireland	**5**	**2,606,700**	**0.6**	**325,838**	**5**	**10**	**5**	**2,606,700**	**15**	**9**	**4**	**239,900**
Aberdeen City	11	1,752,000	1.4	219,000	12	6	2	168,700	18	8	3	111,400
East Dunbartonshire	4	708,500	0.5	88,563	8	1	0	0	9	3	1	45,200
East Renfrewshire	2	425,313	0.3	53,164	4	3	1	348,000	5	2	1	19,800
Moray	5	691,600	0.6	86,450	7	-	2	438,500	8	4	0	0
North Lanarkshire	9	1,162,800	1.1	145,350	11	7	4	327,200	12	8	4	529,900
South Ayrshire	7	897,970	0.9	112,246	18	6	2	89,400	22	8	5	91,700
Scotland	**38**	**5,638,183**	**4.8**	**704,773**	**60**	**23**	**11**	**1,371,800**	**74**	**33**	**14**	**798,000**
South East England	**20**	**2,413,500**	**2.5**	**301,688**	**38**	**15**	**6**	**331,285**	**43**	**13**	**8**	**1,173,078**
Bournemouth	5	2,337,225	0.6	292,153	2	1	0	0	5	1	1	1,070,000
Bristol	22	23,418,740	2.8	2,927,343	13	9	6	2,228,300	23	14	8	9,525,200
Plymouth	8	6,012,098	1	751,512	11	7	3	572,600	15	7	5	2,094,700
Restormel	7	1,376,000	0.9	172,000	7	4	5	1,184,700	11	4	1	89,000
Torbay	5	858,300	0.6	107,288	8	5	0	0	10	7	4	4,980,800
Weymouth and Portland	1	136,688	0.1	17,086	6	2	0	0	9	5	4	225,600
South West England	**48**	**34,139,051**	**6**	**4,267,381**	**47**	**28**	**14**	**3,985,600**	**73**	**38**	**23**	**17,985,300**

	Benchmark 1.1.94 – 31.3.02		**Indicative annual average** 1.1.94 – 31.3.02		**2002-03** Q1-Q4				**2003-04** Q1-Q4			
SDAs	Awards	Amount	Awards	Amount	Pre-apps	Apps.	Awards	Amount	Pre-apps	Apps.	Awards	Amount
Wales	**52**	**16,555,715**	**6.5**	**2,069,464**	**35**	**13**	**5**	**11,049,133**	**51**	**22**	**13**	**1,523,850**
Birmingham	50	16,548,839	6.3	2,068,605	59	25	12	17,041,051	84	41	27	7,143,150
Coventry	11	2,436,367	1.4	304,546	12	11	9	1,668,553	18	13	7	1,200,785
Herefordshire	28	4,547,670	3.5	568,458	21	35	7	1,226,800	29	29	24	1,216,670
North Warwickshire	4	354,225	0.5	44,278	7	2	0	0	8	3	5	317,000
Nuneaton and Bedworth	2	94,600	0.3	11,825	4	1	0	0	4	2	0	0
Telford and Wrekin	11	7,128,178	1.4	891,022	6	4	2	106,800	9	7	2	26,000
West Midlands	**106**	**31,109,879**	**13.3**	**3,888,735**	**109**	**78**	**30**	**20,043,204**	**152**	**95**	**65**	**9,903,605**
Yorks. and Humber	**80**	**24,304,516**	**10**	**3,038,065**	**137**	**32**	**20**	**11,013,370**	**149**	**57**	**32**	**3,713,576**
TOTALS	**495**		**62.1**	**18,514,410**	**598**	**340**	**152**	**61,630,327**	**839**	**399**	**260**	**56,462,489**

NOTES

1 The table gives details of the four countries / regions which were examined in detail in the evaluation research, and summary figures for the other countries / regions.

2 There are different ways of counting awards e.g. Stage 1 pass, development funding, Stage 2 pass, and grant increase. This could count as four separate awards. These potential problems are being dealt with, so the data is more transparent and meaningful.

3 The pre-application data was not very safe in the early days, so pre-application enquiries were not always recorded accurately during 2002-3.

Table 2. 30 - 50% applications to small grants programmes from First Time Applicants (FTAs)

	2002-03	2003-04
Region/country	% applications to YH from FTAs	% applications to YH from FTAs
East Midlands	**96**	**81.03**
London	**83.95**	**80**
North West	**86.27**	**79.71**
Scotland	**86.36**	**87.63**
South West	**89.47**	**85.29**
West Midlands	**90.24**	**92.42**
East England	**87.5**	**89.71**
North East	**90.16**	**80**
Northern Ireland	**92**	**83.33**
South East	**87.1**	**84.13**
Wales	**100**	**96.15**
Yorks/Humber	**88.1**	**92.21**

Notes

1 The target is: Percentage of applications through small grants programmes from first time applicants under that programme (Awards for All – 50-70%, Your Heritage – 30-50%).

2 All regions and countries have met the target (shown in **bold**)

Table 3. First Time Applicants (FTAs) no less successful than other applicants to small grants programmes

	2002-03		2003-04	
Region/country	% success rate of FTAs to YH	% success rate of non-FTAs to YH	% success rate of FTAs to YH	% success rate of non-FTAs to YH
East Midlands	83.33	100	**70**	66.67
London	83.58	91.67	**93.48**	87.5
North West	87.1	100	**79.25**	70
Scotland	80	81.82	**77.78**	75
South West	83.78	100	61.54	100
West Midlands	93.55	100	95.65	100
East England	83.87	100	80.95	100
North East	91.67	100	**94**	90
Northern Ireland	68	100	58.33	100
South East	**97.37**	80	**88.46**	85.71
Wales	**86.96**	(no data)	72.41	100
Yorks and Humber	80.77	100	69.35	100

Notes

1 The target is: First time applicants to small grants programmes to be no less successful than other applicants to those programmes, based on the in-year UK-wide success rate

2 Where performance has met or exceeded the target, the figures are shown in **bold**.

3 Two regions / countries met the target in 2002-3; six regions / countries met the target in 2003-4. This shows a significant improvement over the two years in progress towards the target.

Table 4. Applications from SDAs to reach annual per capita average for country/region by 2007

	2002-03			2003-04		
Special Development Areas	Annual per capita average* apps. in SDA	Annual per capita average* apps. in region	Actual number of applications	Annual per capita average* apps. in SDA	Annual per capita average* apps. in region	Actual number of applications
East Midlands						
Ashfield	18	35	2	8.98	30.68	1
Bolsover	**98**	35	7	**111.47**	30.68	8
Chesterfield	0	35	0	10.12	30.68	1
Corby	0	35	0	**75.22**	30.68	4
Leicester	24	35	7	**35.72**	30.68	10
NE Derbyshire	20	35	2	0	30.68	0
North Kesteven	**44**	35	4	**53.18**	30.68	5
West Lindsey	**78**	35	6	**50.3**	30.68	4
East of England						
Basildon	18	41	3	12.07	31.74	2
Castle Point	0	41	0	11.55	31.74	1
Kings Lynn and West Norfolk	**75**	41	10	**51.72**	31.74	7
Luton	11	41	2	*21.70*	31.74	4
Thurrock	15	41	2	**34.93**	31.74	5
Waveney	**119**	41	13	**44.51**	31.74	5
London						
Barking and Dagenham	19	28	3	18.3	29.56	3
Brent	12	28	3	11.39	29.56	3
Croydon	21	28	7	9.07	29.56	3
Hammersmith and Fulham	**43**	28	7	**42.36**	29.56	7
Newham	25	28	6	16.4	29.56	4
NE England						
Berwick-upon-Tweed	**227**	45	6	**231.22**	50.09	6
Blyth Valley	**62**	45	5	24.61	50.09	2
Chester-le-Street	35	45	2	**74.5**	50.09	4
Easington	**75**	45	7	**74.47**	50.09	7
Stockton-on-Tees	44	45	8	28.03	50.09	5
Wear Valley	**176**	45	11	**114.14**	50.09	7
NW England						
Blackpool	13	27	2	*14.06*	30.31	2
Bolton	26	27	7	11.49	30.31	3
Halton	17	27	2	**109.98**	30.31	13
Knowsley	20	27	3	**39.88**	30.31	6
St Helens	22	27	4	0	30.31	0
Northern Ireland						
Ballymoney	39	58	1	37.18	119.86	1
Coleraine	54	58	3	17.76	119.86	1
Cookstown	**95**	58	3	**122.77**	119.86	4
Craigavon	38	58	3	24.79	119.86	2
Limavady	0	58	0	30.84	119.86	1
Newtownabbey	0	58	0	0	119.86	0

	2002-03			2003-04		
Special Development Areas	Annual per capita average* apps. in SDA	Annual per capita average* apps. in region	Actual number of applications	Annual per capita average* apps. in SDA	Annual per capita average* apps. in region	Actual number of applications
Scotland						
Aberdeen City	28	44	6	*37.71*	49.39	8
East Dunbartonshire	9	44	1	*27.72*	49.39	3
East Renfrewshire	34	44	3	22.39	49.39	2
Moray	0	44	0	*46.01*	49.39	4
North Lanarkshire	21	44	7	*24.92*	49.39	8
South Ayrshire	**53**	44	6	**71.37**	49.39	8
SE England						
Arun	7	27	1	0	20.5	0
Dartford	0	27	0	*11.64*	20.5	1
Eastbourne	0	27	0	**22.3**	20.5	2
Milton Keynes	29	27	6	14.49	20.5	3
Slough	9	27	1	**33.59**	20.5	4
Swale	**58**	27	7	**24.43**	20.5	3
SW England						
Bournemouth	6	42	1	*6.12*	34.49	1
Bristol (city)	22	42	9	**36.78**	34.49	14
Plymouth	28	42	7	*29.08*	34.49	7
Restormel	**43**	42	4	**41.86**	34.49	4
Torbay	40	42	5	**53.97**	34.49	7
Weymouth and Portland	32	42	2	**78.56**	34.49	5
Wales						
Blaenau Gwent	**42**	31	3	14.27	43.4	1
Merthyr Tydfil	0	31	0	**89.32**	43.4	5
Neath Port Talbot	7	31	1	*29.75*	43.4	4
Rhondda, Cynon, Taff	17	31	4	0	43.4	0
Swansea	13	31	3	*31.35*	43.4	7
Wrexham	16	31	2	*38.92*	43.4	5
West Midlands						
Birmingham	25	33	25	**41.96**	33.79	41
County of Herefordshire	**208**	33	35	**165.84**	33.79	29
Coventry	**36**	33	11	**43.21**	33.79	13
NorthWarwickshire	32	33	2	**48.5**	33.79	3
Nuneaton and Bedworth	8	33	1	*16.79*	33.79	2
Telford and Wrekin	27	33	4	**44.21**	33.79	7
Yorkshire and Humber						
Doncaster	14	36.46	4	*17.43*	36.46	5
Kingston-upon-Hull	19	36.46	5	**57.47**	36.46	14
Kirklees	10	36.46	4	36.6	36.46	15
NE Lincolnshire	13	36.46	2	*18.99*	36.46	3
North Lincolnshire	**46**	36.46	7	32.71	36.46	5
Rotherham	**39**	36.46	10	**60.44**	36.46	15

Notes

1 * = per million population. Therefore, where the population is less than one million, the figures are scaled up to allow the correct comparisons.

2 The target states: Number of applications from the 5 local authority areas targeted for special development work in each country and region to reach the annual per capita average for the country or region by April 2007.

3 Where performance has met or exceeded the target, the figures are shown in **bold**. Where performance is improving, the figures are shown in *italic.*

4 18 SDAs met the target in 2002-3; 33 SDAs met the target in 2003-4. In addition, 15 SDAs were closer to the target in 2003-4 than in 2002-3. This shows a significant improvement over the two years in progress towards the target.

Table 5. Applications from SDAs no less successful than other applications

	2002-03			2003-04		
Special Development Areas	% success rate for SDA	% success rate UK-wide	Actual number of applications	% success rate for SDA	% success rate UK-wide	Actual number of applications
East Midlands						
Ashfield	0	68	2	**100**	59.77	1
Bolsover	**75**	68	7	**100**	59.77	8
Chesterfield	**100**	68	0	-	59.77	1
Corby	0	68	0	**75**	59.77	4
Leicester	**83**	68	7	**70**	59.77	10
NE Derbyshire	0	68	2	-	59.77	0
North Kesteven	**100**	68	4	50	59.77	5
West Lindsey	66	68	6	0	59.77	4
East of England						
Basildon	50	68	3	0	59.77	2
Castle Point	0	68	0	**100**	59.77	1
Kings Lynn and West Norfolk	50	68	10	**75**	59.77	7
Luton	**100**	68	2	**66.67**	59.77	4
Thurrock	33	68	2	**66.67**	59.77	5
Waveney	**75**	68	13	**80**	59.77	5
London						
Barking and Dagenham	0	68	3	*25*	59.77	3
Brent	**100**	68	3	50	59.77	3
Croydon	66	68	7	**66.67**	59.77	3
Hammersmith and Fulham	**71**	68	7	**75**	59.77	7
Newham	**100**	68	6	50	59.77	4
NE England						
Berwick-upon-Tweed	50	68	6	*57.14*	59.77	6
Blyth Valley	**100**	68	5	**80**	59.77	2
Chester-le-Street	**100**	68	2	**100**	59.77	4
Easington	50	68	7	**71.43**	59.77	7
Stockton-on-Tees	66	68	8	**66.67**	59.77	5
Wear Valley	**75**	68	11	**88.89**	59.77	7
NW England						
Blackpool	**100**	68	2	**100**	59.77	2
Bolton	0	68	7	55.56	59.77	3
Halton	**100**	68	2	**66.67**	59.77	13
Knowsley	33	68	3	*50*	59.77	6
St Helens	**100**	68	4	0	59.77	0
Northern Ireland						
Ballymoney	0	68	1	0	59.77	1
Coleraine	50	68	3	50	59.77	1
Cookstown	33	68	3	**75**	59.77	4
Craigavon	**75**	68	3	**100**	59.77	2
Limavady	0	68	0	0	59.77	1
Newtownabbey	0	68	0	-	59.77	0

	2002-03			2003-04		
Special Development Areas	% success rate for SDA	% success rate UK-wide	Actual number of applications	% success rate for SDA	% success rate UK-wide	Actual number of applications
Scotland						
Aberdeen City	50	68	6	50	59.77	8
East Dunbartonshire	0	68	1	0	59.77	3
East Renfrewshire	50	68	3	50	59.77	2
Moray	**100**	68	0	0	59.77	4
North Lanarkshire	60	68	7	55.56	59.77	8
South Ayrshire	50	68	6	**66.67**	59.77	8
SE England						
Arun	**100**	68	1	**100**	59.77	0
Dartford	0	68	0	0	59.77	1
Eastbourne	0	68	0	*50*	59.77	2
Milton Keynes	66	68	6	50	59.77	3
Slough	**100**	68	1	50	59.77	4
Swale	**100**	68	7	50	59.77	3
SW England						
Bournemouth	0	68	1	-	59.77	1
Bristol (city)	66	68	9	53.33	59.77	14
Plymouth	66	68	7	50	59.77	7
Restormel	**71**	68	4	33.33	59.77	4
Torbay	0	68	5	*50*	59.77	7
Weymouth and Portland	0	68	2	**60**	59.77	5
Wales						
Blaenau Gwent	0	68	3	**100**	59.77	1
Merthyr Tydfil	0	68	0	**66.67**	59.77	5
Neath Port Talbot	**100**	68	1	25	59.77	4
Rhondda, Cynon, Taff	50	68	4	**66.67**	59.77	0
Swansea	40	68	3	**100**	59.77	7
Wrexham	0	68	2	*33.33*	59.77	5
West Midlands						
Birmingham	**76**	68	25	**77.14**	59.77	41
County of Herefordshire	**77**	68	35	**94.12**	59.77	29
Coventry	**90**	68	11	**60**	59.77	13
N. Warwickshire	0	68	2	**100**	59.77	3
Nuneaton and Bedworth	0	68	1	-	59.77	2
Telford and Wrekin	**100**	68	4	40	59.77	7
Yorkshire and Humber						
Doncaster	**100**	68	4	**60**	59.77	5
Kingston-upon-Hull	**100**	68	5	28.57	59.77	14
Kirklees	50	68	4	**92.31**	59.77	15
NE Lincolnshire	0	68	2	**100**	59.77	3
North Lincolnshire	**80**	68	7	25	59.77	5
Rotherham	40	68	10	**64.29**	59.77	15

Notes

1 The target states: Applications from the areas targeted for special development work to be no less successful than other applications, based on the in-year UK-wide success rate.

2 Where performance has met or exceeded the target, the figures are shown in **bold**. Where performance is improving the figures are shown in *italic.*

3 29 SDAs met the target in 2002-3; 34 met the target in 2003-4. In addition, 7 were closer to the target in 2003-4 than in 2002-3. This shows a good improvement over the two years in progress towards the target.

4 There may be some confusion where a success rate is shown, but zero applications. This has arisen where a project is awarded a grant in a different year from the year in which the application was made (e.g. Chesterfield in 2002-3).

ANNEX 6. QUESTIONS FOR INTERVIEWS

INTERVIEW SCHEDULE FOR HLF DEVELOPMENT MANAGERS

Preamble

- This interview is contributing to the research for the evaluation of the impact of HLF's development programme in its first 18 months, and its contribution to meeting Strategic Plan 2 targets.

- The brief for the evaluation requires a final report which gives a flavour, mid-term, of how the development programme is working. We want to use the evaluation results to show progress, what works, some lessons, and to identify any gaps in provision. The aim is to increase understanding of how the development programme works, and to provide evidence for its value.

- We are analysing a lot of statistical information separately, so we may come back to you for more details on that, but want to concentrate in this interview on more qualitative issues.

- The data from the interviews will be used to describe and develop conclusions about the progress of the development programme, but individual notes and transcripts will be kept confidential, and no specific comments will be attributed to individuals.

Questions

1 How many staff deal with development work in this region, what roles do they have, and how long have they been here?

2 Where in the application process do staff doing development work spend most time and effort (very rough %):
- pre-inquiry to inquiry (e.g. publicity)
- inquiry to pre-application
- pre-application to application.

Is the current balance of effort about right, or do you expect things to change?

3 How long does it usually take from initial contact to award (or pre-application inquiry to award)? Is it noticeably different in the special development areas, or with first time applicants, or with certain types of groups?

4 Do you work mainly in special development areas, with first time applicants or with certain 'hard to reach' groups, or across the board in the region?

5 We want to find out about the <u>methods</u> you have found most successful in meeting the objectives of the development work.

We understand the objectives to be as follows:
- raising the profile and promoting awareness of HLF grants and activities
- reaching new audiences and generating interest in heritage

- increasing applications from special areas
- encouraging first time applicants
- promoting good practice and better quality of applications
- developing opportunities for joint working with other bodies (especially with other Lottery distributors and heritage partners).
- Which methods have you used for each of these objectives (and any other specific regional objectives you may have)
- What worked best and what worked least well, and
- Why?

  Examples might include surgeries; outreach to different interest and voluntary groups; partnership with local authorities to reach new groups; attendance at funding fairs and other collective events (led by your staff, or others); community heritage forums; heritage weeks; workshops (whether aimed at staff of other professional bodies, or potential applicants); one to one advice (by phone, letter, meeting or visit).

6 Can you describe how the development work has changed over time, and why? (e.g. pressure on the grants budget; feedback / demand from potential applicants, or partners; results in terms of successful applications; internal learning)

7 Has the type of group or project coming to the HLF changed since development work started: what sorts of new groups / projects are they, and why do you think this has happened (or not)?

8 In which ways do you think development work has helped to manage the expectations of potential applicants (especially repeat applicants), and partners? How has this helped make HLF more effective?

9 How do you think development work has encouraged more people to be involved in looking after and celebrating heritage?

10 What do you think have been the biggest impacts of development work in your region? e.g.

- improved quality of applications so can deal with them more quickly and assess more easily
- more equitable spread of funding around the country
- against targets (e.g. applications to Your Heritage, success rates for first time applicants and from special development areas)
- different / new groups attending events / being interested in heritage / making applications
- different / new projects making successful applications?

11 One of the objectives of the HLF development work is to promote good practice and improve quality of applications. This relates to the 'capacity building and outreach' elements of the SP2 targets.

- How do you work with groups to increase their skills and confidence, especially to do better and more successful applications? (e.g. training, individual support, doing case studies of good projects, signposting to other sources of help, joint work with other organisations)

- How does this link to providing support on Project Planning Grants, Training Plans, Audience Development Plans and Access Plans?

- How do you assess good practice? (e.g. successful applications, the group has more confidence and skills, group development, group motivation to do more / bigger projects, better understanding of heritage among audiences).

12 We want to understand how the HLF development work fits in with other support for groups doing projects.

- In your region, are there lots of other organisations providing good support and HLF works within that general pattern? Or are there just a few other good sources of help? How does this affect HLF development work?

- Who are the main other people providing support for heritage projects? (e.g. other Lottery distributors, heritage support bodies, statutory regional agencies, local authorities, voluntary sector support bodies such as CVSs and RCCs).

- How do you work with these other bodies mainly? (e.g. very closely all the time, have occasional contact, work jointly on some activities).

- Which are the ones you work with most closely and why?

- Are there other bodies you would like to work with more?

- What would you say is the distinctive contribution of the HLF development work, within this context?

13 How has the role and reputation of the development work changed over time, internally and externally?
Has understanding of the role and priorities of this work changed, and in what ways?

14 Has this improved the support given to the development work internally and externally, and has this helped networking?

Finally …

15 Are there any significant gaps in the services currently provided by development work in your region, and more generally, and what do you think needs to be done to improve the service provision?

16 Has anything happened as a result of the development work that has been an unexpected bonus?

17 How would you say the development work 'adds value' to the work of the HLF (i.e. benefits above and beyond HLF's main objectives), and in what ways?

18 Overall, what would you say have been the greatest benefits of the HLF development work?

Is there anything else you would like to add that we should consider in the evaluation, that has not been covered in this discussion?

As you know, we will be developing some illustrative 'life stories' of individual projects, to show how development work has affected them. You have suggested some potential projects and we would like to discuss these and just identify with you why they are particularly interesting.

INTERVIEW SCHEDULE FOR HLF REGIONAL MANAGERS

Preamble

- This interview is contributing to the research for the evaluation of the impact of HLF's development programme in its first 18 months, and its contribution to meeting Strategic Plan 2 targets.

- The brief for the evaluation requires a final report which gives a flavour, mid-term, of how the development programme is working. We want to use the evaluation results to show progress, what works, some lessons, and to identify any gaps in provision. The aim is to increase understanding of how the development programme works, and to provide evidence for its value.

- We are analysing a lot of statistical information separately, doing detailed interviews with four regional managers of development work, and observing events where possible, as well as an interview with four Regional Managers.

- The data from the interviews will be used to describe the development work, and develop conclusions about the progress of the development programme, but individual notes and transcripts will be kept confidential, and no specific comments will be attributed to individuals.

Questions

1 How does the development work fit into the wider work of the region, given the special characteristics (needs, opportunities etc) of this region?

2 How has the development work encouraged more people to be involved in looking after and celebrating heritage?

3 How has the development work helped to manage the expectations of applicants, especially repeat applicants), and partners?

How has this helped make HLF more effective overall?

4 How has the reputation of the development work changed since it started, and people have understood more about the role of this work?

5 What have been the biggest impacts and achievements of the development work in this region? (e.g. promote good practice, improve quality of applications)

6 Can you see any gaps in the development work approach at present - anything else needed?

Is there anything else you would like to add that we should consider in the evaluation?

ANNEX 7. BRIEF FOR LIFE STORIES

The brief agreed was that:

- 4-6 life stories will be produced, to ensure a reasonable spread (geographical, types of heritage, large and small, etc).

- These life stories will aim to show:
  - The impact of the development programme on the project - what difference it made, what results it had, what value it added
  - 'What worked' in terms of support - what was most valued, most effective, and what was missing.
  - The particular contribution / significance of the HLF development programme, compared to other help available - what other help tried and what was good, what was special about the help from the HLF.

- The information for the life stories will be gathered from:
  - any written and other material available
  - brief discussion by phone with the HLF regional development staff who dealt with the group / project
  - a telephone interview with someone from the group (probably the group leader).

- Drafts of the life story will be circulated to those involved for comment and correction.

- The outputs to be a relatively short, fairly journalistic style, report on each project, of maximum two to three A4 pages typescript on each.