

GUIDANCE

Third Sector Interface's Monitoring and Evaluation *(with reference to Common Values and Services)*

Introduction

Third Sector Interfaces have a large and wide remit that leaves much room for local decision making around the services provided. This is a positive step, ensuring that the services offered in each area are those that are needed and the TSI is able to move flexibly to meet the needs of the local sector.

However, it is also necessary that there is clarity amongst our customers and stakeholders on what they should expect from Third Sector Interfaces – what is the core that everyone should be doing.

This document outlines the core services that all Third Sector Interfaces should provide as a condition of grant from the Scottish Government in the financial year 2013/14. This document does not limit Third Sector Interfaces from taking on additional activities that they may determine are valuable.

Being accountable to our major funder is also critical to the network of TSIs. The Scottish Government need to be confident that the money they invest in our network is delivering added value to the third sector.

Accordingly included here is a new approach to the monitoring and evaluation of the TSI network, designed to make it both easier for all involved and effective by using the common services and common Key Performance Indicators to gather consistent information from around the country.

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Our Mission, Outcomes and Values

Our Mission

We want to see and achieve the best outcomes for the people and communities of Scotland.

Common Outcomes

- 1a. More people have increased opportunity and enthusiasm to volunteer.
- 1b. Volunteer involving organisations are better able to recruit, manage and retain volunteers.
2. Social enterprise develops and grows.
3. Third sector organisations are well managed and deliver quality services.
4. Third sector organisations feel better connected and are able to influence and contribute to public policy.
5. The Third Sector Interface is well managed and effective.

Common Values

Leadership

We are confident in, enthusiastic about and proud of the contribution that third sector organisations and volunteers make to Scotland's communities. We will lead by example so that our work will have a positive impact.

Collaboration

We believe that the third sector is strongest when it works together and that its future will be shaped through collaborative working. This will be key to the way we work.

Integrity

We aim to be ethical, honest and open in the way we work; and use time, money and resources effectively.

Diversity

We value the diversity of the third sector and work in an impartial manner.

Equality

We are committed to equalities, fairness and human rights for all, and act in a way which is inclusive of all of our community.

Excellence

We will pursue excellence in all that we do, in order to provide the best possible support and leadership to the third sector.

Understanding the Approach

Common Services

Core services will be provided by every Third Sector Interface in Scotland. The way these services are offered will likely vary to suit the needs of the local communities, but our clients and stakeholders should expect to be able to access a quality service regardless of which of Scotland's 32 local authority areas they are in.

Some of the common services may have a fee associated with them (set by the individual TSI), where this is the case we are committed to ensuring that fees are reasonable and transparent, and do not impact on the ability of our clients to use the common services.

Definitions

Our stakeholders include third sector organisations, volunteers, volunteer involving organisations (including in the private and public sector), partners (including the private and public sectors), funders and the general public.

The Third Sector is made up of community groups, voluntary organisations, charities, social enterprises, co-operatives and individual volunteers (wherever they volunteer). An organisation is regarded as being in the third sector if it:

- *has a positive community purpose*
- *run by an unpaid (or mostly unpaid) committee*
- *is not principally set up to distribute profit to shareholders*
- *is not run by or affiliated to a political party or a government body*

Key Performance Indicators

Each outcome has a number of Key Performance Indicators (KPIs) against it. These KPIs allow VAS to pull together statistics for the performance of the whole network when preparing reports. The use of KPIs does not prevent TSIs gathering other information, likely to be useful for their own business planning.

When recording KPIs it is important that there is consistency across the network. Accordingly the following guidance should be used:

- Supporting one organisation with multiple issues under one common service area counts as one organisation supported
- Supporting one organisation with multiple issues across different common service areas counts as one organisation supported against each of the common service areas

Examples

Organisation A approaches the TSI to seek training on committee skills and develop a method for reporting finances to the committee. As both of these are included in good governance (Common Service 3.7) this counts as one organisation supported.

Organisation B approaches the TSI to seek support to promote their volunteering opportunities and to adopt the "Volunteer Friendly" award. As these are separate Common Services (1.12 and 1.13) it counts toward the KPI for both common services.

Organisation C approaches the TSI for support to fund a social transport service in May. In September the group comes back looking for funding to provide a home shopping service. This is the same Common Service area so should not be counted again.

Evaluation Questions

Like the Key Performance Indicators, we also have basic evaluation questions that every TSI will ask of its stakeholders. Again - the inclusion of the basic evaluation questions does not preclude TSIs from developing enhanced methods for gathering data – it simply provides some core data that all TSIs will collect and provide in monitoring.

Outcomes have evaluation questions noted against them. The full list of questions is available on p14.

Working with Scottish Government

In using the new framework TSIs need to:

By February 2013

Submit a 2013/14 work plan to Scottish Government clearly outlining:

- a. The activities being carried out
- b. Which “common service” each activity fulfils (if appropriate)
- c. The performance indicators for the activity - which should include the KPIs but further performance indicators may be set locally
- d. The target for the year and/or milestones and a timeline.

*TSIs may choose to use the template included in Appendix A for their workplan, but this will not be compulsory and can be adapted / replaced to suit local needs or other funders / stakeholders, but you **MUST** include all the information outlined above (a-d).*

In October 2013

Submit to Scottish Government a revised version of the work plan outlining progress achieved during April to September.

In April 2014

Submit to Scottish Government:

- a revised version of the October 2013 submission with final achievements for the whole year
- completed Annual Monitoring Return (*Form B*).

COMMON SERVICES AND KEY PERFORMANCE INDICATORS

The following pages outline the common services that each TSI is expected to deliver against each of the service outcomes.

OUTCOME 1A: MORE PEOPLE HAVE INCREASED OPPORTUNITY AND ENTHUSIASM TO VOLUNTEER					
What we Do		What we Ask	What We Report On (KPIs)		
People interested in volunteering should expect the TSI to:			How Much We Have Done	How Well We Have Done	
1.1	Provide them with access to quality online opportunities, providing a choice of placements with up-to-date information		Question 1 Question 2	# opportunities offered # volunteers placed Saltire: # Challenge Awards issued # Approach Awards issued # Ascent Awards issued # Summit Awards issued # young people registered	% of volunteers who rate the TSI as excellent/good % of people who engage with TSI that go on to active volunteering
1.2	Provide them with access to the Saltire award for volunteering if they are aged between 12 and 25 years.				
1.3	Have a procedure in place for giving feedback and getting support in resolving any difficulties on their placement				
1.4	Ensure volunteer opportunities meet the needs and expectations of a broad/diverse range of potential volunteers				
1.5	Provide access to guidance and support in securing placement if required				
1.6	Seek to ensure volunteering is embedded into social policies within local authority				
1.7	Promote and inspire people to volunteer				
1.8	Promote personal development through volunteering				

Guidance notes:

Although 1.1 refers to opportunities being available online, they should also be available in other formats that are available to access.

OUTCOME 1B: VOLUNTEER INVOLVING ORGANISATIONS ARE BETTER ABLE TO RECRUIT, MANAGE AND RETAIN VOLUNTEERS				
What we Do		What we Ask	What We Report On (KPIs)	
Organisations that do, or wish to, involve volunteers should expect the TSI to:			How Much We Have Done	How Well We Have Done
1.9	Provide guidance and support on developing and providing quality volunteering placements and practice	Question 3 Question 4 Question 5	# organisations supported	% of VIOs who rate the TSI's support as excellent/good % of VIOs who fell better able to recruit, manage and retain volunteers as a result of using TSI services
1.10	help assess and meet their volunteering needs			
1.11	Provider opportunities to network and discuss volunteering issues			
1.12	Offer support to use quality standards in volunteering			
1.13	Promote and advertise their opportunities			
1.14	Encourage & support a diverse range of volunteers to sit on Boards / Committees of voluntary organisations			
1.15	Seek to Develop new volunteering opportunities in response to volunteer demand			

Guidance notes:

OUTCOME 2: SOCIAL ENTERPRISE DEVELOPS AND GROWS

What we Do		What we Ask	What We Report On (KPIs)	
Groups and organisations should expect that the TSI will:			How Much We Have Done	How Well We Have Done
2.1	Provide information for local organisations to access contract and business opportunities	Question 6 Question 7 Question 8	# organisations supported	% of social enterprises / social entrepreneurs who rate TSI as excellent/good % of organisations who feel more confident to develop their enterprise as a result of using TSI services
2.2	Give help to set up appropriate structures for social enterprise			
2.3	Signpost to other support services and financing, including local services and those funded by Scottish Government nationally			
2.4	Enable provision of business advice			
2.5	Communicate what social enterprise is and promote its value to our communities			
2.6	Encourage and support other organisations to be more enterprising			
2.7	Network with the private sector to create value and understanding			
2.8	Support increased use of social enterprises by the public sector/public			
2.9	Provide networking opportunities to share good practice and encourage joint commissioning			

OUTCOME 3: THIRD SECTOR ORGANISATIONS ARE WELL MANAGED AND DELIVER QUALITY SERVICES				
What we Do		What we Ask	What We Report On (KPIs)	
Groups and organisations should expect that the TSI will:			How Much We Have Done	How Well We Have Done
3.1	Support them to set up a new organisation or a charity with an appropriate legal structure, to understand their obligations under Charity Law, and to help existing groups review their structure	<p>Question 9</p> <p>Question 10</p> <p>Question 11</p>	# organisations supported	% of organisations who rate training /support as excellent/good
3.2	Support them to identify potential income streams, and to diversify their income base			
3.3	Provide a service to help them identify and apply for suitable grants.		Amount of funding supported	% of orgs who say their organisation is better managed or delivers better services as a result of using TSI services
3.4	Help them with their organisational planning and development			
3.5	Help them recognise future opportunities and risks and develop suitable responses			
3.6	Help them identify and make improvements within their organisation			
3.7	Give them advice on achieving good governance			
3.8	Support them in managing organisational changes and to respond to difficult situations			
3.9	Encourage and support community research and engagement			
3.10	Provide support to meet their PVG obligations			
3.11	“Horizon scan” for the sector and communicate with them, ensuring they are aware of changes in policy, law and environment.			

Guidance notes:

OUTCOME 4: THIRD SECTOR ORGANISATIONS FEEL BETTER CONNECTED AND ARE ABLE TO INFLUENCE AND CONTRIBUTE TO PUBLIC POLICY					
What we Do		What we Ask	What We Report On (KPIs)		
Groups and organisations should expect that the TSI will:			How Much We Have Done	How Well We Have Done	
4.1	Advocate the role of the third sector in the design and delivery of social policy and services.		Question 12 Question 13 Question 14 Question 15	# organisations participating in networks/forums	% of organisations that say network is excellent/good
4.2	Involve them in planning processes				% of organisations that say as a result of taking part in networks/forums they feel more connected
4.3	Provide opportunities for organisations to network and take joint action with regards services, public policy and creating change				% of organisations that wish to contribute to public policy who feel that the TSI helps them do so
4.4	Be accountable to them				% of public sector partners who feel the TSI brings extensive knowledge of the third sector and its views to partnerships
4.5	Support the sector to influence policy discussions				
4.6	Communicate policy information to them in a clear fashion and timely manner				
Other partners should expect that the TSI will:					
4.7	Seek to ensure the third sector contributes effectively to the design and delivery of social policy				
4.8	Bring extensive knowledge of the third sector to partnerships				
4.9	Provide them with regular updates on the activity of the TSI and the third sector				

Guidance notes:

Creating a Quality TSI Network

As well as delivery the Common Services, TSIs are expected to achieve robust internal management. In particular workplans should identify how the TSI will ensure that certain approaches are satisfied.

OUTCOME 5: THE THIRD SECTOR INTERFACE IS WELL MANAGED AND EFFECTIVE

What we Do		What we Ask	What We Report On (KPIs)	
All of our stakeholders should expect that the TSI will:			How Much We Have Done	How Well We Have Done
	<i>Intelligence and Understanding</i>			
5.1	Understand the landscape and impact of community, third sector and volunteering activities in our local area by collecting intelligence and maintaining a database of local third sector organisations, volunteers and volunteering opportunities, including the MILO Core Minimum Fields.			
5.2	Use the intelligence to develop and deliver services in response to community need.			
5.3	Engage relevant stakeholders in the design, delivery and review of policies and services.			
	<i>Communication and Promotion</i>			
5.4	Develop communications strategy and plans to improve our reach to stakeholders, to raise our profile, to promote our services and values. The communications plans will take consideration of the range of needs of different audience groups.			
5.5	Promote the impact the sector has on the communities we live in.	Question 16		
5.6	Communicate the interests of communities to wider stakeholders.	Question 17		
	<i>Partnership Working</i>			
5.7	Develop partnership approaches and identify opportunities for partnership working locally, regionally and nationally to achieve better outcomes.			
5.8	Engage local community representatives, Councillors, MSPs, MPs and others.			
5.9	Work positively with Voluntary Action Scotland and our peers in the network.			
	<i>Equalities</i>			
5.10	Develop flexible responses to meet different needs; e.g. opening times, drop-in facility, outreach locations, telephone helplines and online facilities.			
5.11	Make our services, publicity materials and premises as accessible as possible.			
5.12	Be proactive in engaging all of our stakeholders.			
5.13	Focus limited resources towards those who need them most			
	<i>Internal Management</i>			
5.14	Implement monitoring and evaluation procedures for continuous improvement.			
5.15	Treat our people well, ensuring a good working environment, good conditions of employment and recognition for people's contribution.			

% of organisations that say the TSI provides services and support that is suitable for their organisation (Q17)

Evaluation Questions

Question Number	Question	Asked To	Answer Choices	Suggested approach
1	How was the service you received from <ORGANISATION NAME or "us">?	Every volunteer that uses the service	Excellent Good Average Poor Not Used	Asked at the end of the process of working with a volunteer
2	Are you volunteering at the moment?	Volunteers that have been through the service	Yes I need more support I couldn't find anything suitable I'm waiting to hear Volunteering isn't for me right now	Asked to a sample (at least 100) three months after they asked for help
3	How was the service you received from <ORGANISATION NAME or "us">?	All organisations that used the service at the time they use it.	Excellent Good Average Poor Not Used	Asked at the end of the process of working with an organisation
4	Please rate this statement: As a result of using <ORGANISATION NAME>'s services I am better able recruit, manage and retain volunteers	All organisations that used the service	Strongly agree Agree Disagree Strongly disagree Don't know Not applicable	Asked at the end of the process of working with an organisation OR Asked as part of an annual evaluation

5	If you didn't use our services why not?	Organisations that haven't used the service	<p>Didn't need help</p> <p>Support we need not available</p> <p>Didn't know about the service</p> <p>Poor experience last time</p> <p>You weren't available</p> <p>Don't Know</p> <p>Other (please specify)</p>	Asked as part of an annual evaluation
6	How was the service you received from <ORGANISATION NAME or "us">?	All organisations that used the service at the time they use it.	<p>Excellent</p> <p>Good</p> <p>Average</p> <p>Poor</p> <p>Not Used</p>	Asked at the end of the process of working with an organisation
7	Please rate this statement: As a result of using <ORGANISATION NAME>'s services I feel confident to develop my enterprise	All organisations that used the service	<p>Strongly agree</p> <p>Agree</p> <p>Disagree</p> <p>Strongly disagree</p> <p>Don't know</p> <p>Not applicable</p>	<p>Asked at the end of the process of working with an organisation</p> <p>OR</p> <p>Asked as part of an annual evaluation</p>
8	If you didn't use our services why not?	Organisations that haven't used the service	<p>Didn't need help</p> <p>Support we need not available</p> <p>Didn't know about the service</p> <p>Poor experience last time</p> <p>You weren't available</p> <p>Don't Know</p> <p>Other (please specify)</p>	Asked as part of an annual evaluation
9	How was the service you received from <ORGANISATION NAME or "us">?	All organisations that used the service at the time they use it.	<p>Excellent</p> <p>Good</p> <p>Average</p> <p>Poor</p> <p>Not Used</p>	Asked at the end of the process of working with an organisation

10	Please rate this statement: As a result of using <ORGANISATION NAME>'s services my organisation is better managed and/or delivers better services	All organisations that used the service	Strongly agree Agree Disagree Strongly disagree Don't know Not applicable	Asked at the end of the process of working with an organisation OR Asked as part of an annual evaluation
11	If you didn't use our services why not?	Organisations that haven't used the service	Didn't need help Support we need not available Didn't know about the service Poor experience last time You weren't available Don't Know Other (please specify)	Asked as part of an annual evaluation
12	Please rate this statement: As a result of taking part in networks and forums I feel more connected with other organisations	All organisations who engage in networks	Strongly agree Agree Disagree Strongly disagree Don't know Not applicable	Asked during network meetings OR Asked as part of an annual evaluation
13	What level of interest does your organisation have in influencing and contributing to public sector policy	All organisations in the area	High Some Low None	Asked as part of an annual evaluation
14	Please rate this statement: Thanks to <ORGANISATION NAME> I feel better able to influence and contribute to public policy	All organisations who say "high" or "some" in answer to Q13.	Strongly agree Agree Disagree Strongly disagree Don't know Not applicable	Asked as part of an annual evaluation

15	Please rate this statement: <ORGANISATION NAME> brings extensive knowledge of the third sector and their views to partnerships	Public Sector partners	Strongly agree Agree Disagree Strongly disagree Don't know Not applicable	Asked as part of an annual evaluation
16	Please rate this statement: <ORGANISATION NAME> understands my organisation and its needs	All organisations in the area	Strongly agree Agree Disagree Strongly disagree Don't know Not applicable	Asked as part of an annual evaluation
17	Please rate this statement: <ORGANISATION NAME> provides services and support that are appropriate for my organisation	All organisations in the area	Strongly agree Agree Disagree Strongly disagree Don't know Not applicable	Asked as part of an annual evaluation

End of Paper