

CENI to Host 'Fit for Purpose' Seminar



Following on from the success of our first two seminars, we will be hosting in conjunction with the Developing Governance Group, a seminar focusing

on the theme of being 'Fit for Purpose' and exploring Regulation, Good Governance and the Use of Quality Standards. This event takes place on Thursday 14 April 2011 at NICVA from 9.30am - 1.00pm.

The voluntary and community sector is subject to a number of requirements including the new Charities legislation and increased regulation associated with the sector's growing service delivery role. In addition, there is the on-going audit focus from funders and the need for evidence of the use of quality standards. These developments present new challenges for organisations to be fully 'fit for purpose'. This event is targeted at voluntary and community groups and funders who wish to find out more about good governance and quality improvement approaches used within the sector.

The key objectives of the seminar are:

- To deepen understanding of the current requirements and challenges faced by the sector with regard to regulation, governance and use of quality standards;
- To further inform understanding of the use of governance support tools and quality approaches within the sector and emerging capacity needs;
- To provide practical illustrations from two voluntary/community organisations representing distinctive approaches to governance and quality improvement;
- To provide the opportunity for participants to discuss the issues and share practice on the theme.

The event brings together a variety of stakeholders around this theme including speakers from the Charity Commission for Northern Ireland; Big Lottery Fund; Regulation and Quality Improvement Authority; Charities Evaluation Services; The Developing Governance Group; The CEDAR Foundation and Early Years - The Organisation For Young Children.

The seminar is funded by the Big Lottery Fund through the Building Change Trust programme.

There is no charge for the event and anyone wishing to attend should telephone CENI on 028 9024 8005 or email kerry@cenl.org. Places will be available on a first come first served basis.

FIT FOR PURPOSE
REGULATION, GOOD GOVERNANCE
AND THE USE OF QUALITY STANDARDS

PROGRAMME

09.30 am	Tea/Coffee and Registration	
10.00 am	Welcome	Paddy Sloan, CENI Board
10.05 am	Introduction	Gladys Swanton, CENI
10.15 am	Charity Regulations and Good Governance	Frances McCandless, Charity Commission for NI
10.35 am	Funder's Perspective: Good Governance in Managing Projects	Joanne McDowell, Big Lottery Fund
10.45 am	Quality Standards in Service Delivery	Regulation and Quality Improvement Authority
11.00 am	Current Developments and Learning from PQASSO Quality Mark	Sam Matthews, CES
11.20 am	Use of Quality Standards and Tools to Improve Outcomes for Users	Stephen Mathews, Cedar Foundation
11.35 am	Working Towards Good Governance Tools to Support the Sector	Developing Governance Group
11.45 pm	Good Governance and Quality in Early Years Services - the Challenges for Voluntary/Community Groups	Shirley Hawkes, Early Years - The Organisation for Young Children
12.00 pm	Panel Questions and Discussion	
12.10 pm	Round Table Discussions	
12.15 pm	Plenary and Closing Comments	
12.30 pm	Lunch and Networking	

Round table discussions will reflect on participants' use of good governance and quality improvement approaches and tools, the challenges faced by organisations and what they would like to see happen to strengthen the sector to be fully 'fit for purpose'.

Information Stands: Information on a variety of governance and quality improvement tools will be available from providers at the event.

This event is free of charge and is funded by BIG Lottery through the Building Change Trust Programme.

CENI

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Pictured at the 'Measuring Change: A New Approach' seminar are (from L-R) Kat Healy, Policy & Research Officer, CFNI; Roy McGivern, Head of Policy & Innovation, VCU; Paddy Sloan, CENI Board and National Head for BBC Children in Need in Northern Ireland; Maurice Healy, Consultant and Brendan McDonnell, Director, CENI.

Measuring Change: A New Approach

CENI recently hosted the second in its series of seminars on the theme 'Evidencing the Impact of the Voluntary and Community Sector'. The 'Measuring Change: A New Approach' seminar focused on the all important issue of outcomes and included an introduction to the 'Change Matrix' approach with presentations of two case examples. The event was well attended by over 50 delegates from across the sector and its funders.

Brendan McDonnell, CENI Director said: "The budgetary crisis has re-focused Government's emphasis on evidencing the outcomes of its funding to the voluntary and community sector. However, as CENI's recent research report 'Measuring Up' shows, evaluation practice is still primarily focused on counting activities rather than demonstrating results, which makes it difficult to show the difference that funding actually makes."

CENI in conjunction with the Community Foundation for Northern Ireland (CFNI) has

been at the forefront of developing and testing a new approach to measuring the impact of community based programmes. The Change Matrix is a robust, low cost and simple to use approach which shifts the focus of evaluation from counting activities to measuring change.

This is particularly useful where funders and policy makers need to evidence the difference their funding interventions are making to communities. The Change Matrix approach generates information that demonstrates impact at both project and programme level.

The operation of the Change Matrix emphasises the involvement of both the programme funders and the funded projects in the planning and evaluation process, facilitated by an external evaluator:

- It places the onus on programme funders to plan in advance specific outcomes they want the programme to achieve; funded projects then

have to decide which of these outcomes are of priority for them.

- Projects are facilitated to estimate the baseline position for their project against the programme outcomes and then, at set intervals, estimate how far they have moved from the baseline (backed up with documented evidence).
- This way both funders and projects are clear about what they are setting out to achieve and have the means to track and measure changes produced at key intervals.
- Quantitative data generated from the process can be analysed to assess individual project performance or aggregated to show overall programme impact
- Qualitative data also generated, can be analysed to explain why these changes occur and so help to improve or replicate interventions.

continued overleaf

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**INVESTORS
IN PEOPLE**

The Change Matrix was first developed for the Communities in Transition programme operated by CFNI. It has since been applied to the DSD Areas at Risk programme and Age NI Fit for Purpose Programme. It is also currently being tested with the Big Lottery Fund's Live & Learn and Safe & Well Programmes.

has provided an important opportunity for CENI to present the Change Matrix as a new approach to measuring change and to invite feedback from both funders and funded organisations. The response has been positive and we look forward to further consultation with the sector to examine the potential for applying the approach to the funding process."

Commenting on the event Brendan continued: *"I am delighted with the interest in today's seminar which follows on the back of our first very successful seminar focussing on how to make reporting more effective. Today*

Speaking at the event were, Catherine Taggart, CENI Board and Belfast City Council; Mike Morrissey, CENI Consultant, Kat Healy, CFNI, Maurice Healy, and Brendan McDonnell, CENI Director.

¹This process is facilitated by an external evaluator using a rigorous methodology known as Nominal Group Technique (NGT). NGT uses a panel of key project participants who are facilitated to extract and triangulate key sources of evidence.

Measuring Change with the Big Lottery Fund

CENI has recently been commissioned by the Big Lottery Fund to carry out research to develop a tool for baselining the outcomes of its 'Safe and Well' and 'Live and Learn' funding programmes.

BIG
LOTTERY
FUND

The research, which builds on the 'Change Matrix' approach referred to in the lead article, involves:

- Developing a framework of programme-level outcomes which funded projects can identify with, and against which they can locate their own activities and outcomes;
- Developing and applying a simple measurement technique to baseline and measure change for individual projects against these programme-level outcomes.

At this stage, we have developed a draft outcomes framework which sets out the kinds of changes which the programmes are trying to bring about across four themes - people, place, organisations and relationships. This was developed with the full participation of the policy and programme staff within the Big Lottery Fund.

The methodology for measuring change across these themes involves a scoring exercise undertaken with an 'expert panel' made up of key stakeholders within individual projects. This produces both quantitative and qualitative data that can be analysed to show impact at individual project and overall programme level.

Over the first quarter of 2011, we will be piloting both the framework and the methodology for measuring change with a sample of 'Safe and Well' and 'Live and Learn' projects. Following a report and full review of the pilot exercise it is intended that the process would be rolled out across other projects funded under the two programmes.



Annual Report 09/10 Now Available



CENI's annual report 09/10 was launched at our AGM held on 8 December 2010.

In the current financial climate investment in the voluntary and community sector is continuing to contract, organisations are increasingly expected to deliver more with less and are under pressure to demonstrate their value. The past year has seen CENI continue to meet the challenges of providing monitoring and evaluation support in this new environment. Our priorities have been influencing policy and practice in evaluation and developing support provision.

Our annual report provides a useful overview of our achievements to date and plans for the future. Copies are available from contacting CENI or can be downloaded from www.ceni.org

CENI Contributes to Healthy Living Centre Conference



Conference speakers (from L-R): Nicola McIlldoon, Deputy Director, CENI; Linda Armitage, Health Strategy Manager, East Belfast Partnership; Seamus Mullen, Head of Health and Social Wellbeing Improvement, Public Health Agency; Danny Power, Chairperson, HLC Regional Alliance; Maurice Meehan, Health and Social Wellbeing Improvement Manager, Public Health Agency; Dr Eddie Rooney, Chief Executive, Public Health Agency and Jenny Irvine, Project Manager, ARC Healthy Living Centre.

CENI recently contributed to a major conference organised by the Healthy Living Centre Regional Alliance.

The event, 'Tackling Health Inequalities in Disadvantaged Communities', was held at the Waterfront Hall on 9 November 2010, and aimed to demonstrate how Healthy Living Centres are tackling health inequalities through a community development approach. It was attended by delegates from the Healthy Living Centres (HLCs) throughout Northern Ireland as well as representatives from a broad spectrum of statutory bodies and other organisations.

The conference provided an opportunity for CENI to present the findings of its evaluation of the Eastern-area Healthy Living Centre programme, undertaken on behalf of the Public Health Agency / Investing for Health.

This evaluation, which was conducted over a three-year period, reported in early autumn 2010, and Nicola McIlldoon, CENI's Deputy Director and lead consultant on the exercise, outlined its key conclusions. In particular, she highlighted some of the significant

achievements of the Eastern HLCs, including:

- Their contribution to promoting the inclusion of marginalised groups of people in mainstream health and social care provision;
- Their role in developing practice to support mainstream health and social care providers;
- Their contribution to social capital in terms of developing relationships across a number of levels.

The presentation also referenced some of the challenges facing the Healthy Living Centres, particularly in terms of sustainability within the current economic climate, and highlighted a number of recommendations for consideration by a range of key stakeholders.

For further information about the evaluation of the Eastern-area Healthy Living Centre, please contact Nicola McIlldoon, Deputy Director, CENI.

Age NI Fit for Purpose Programme

CENI is currently working with Age NI to carry out an interim evaluation of their 'Fit for Purpose' modernisation programme. This is a unique and challenging project, which seeks to rationalise and improve the support infrastructure for older people at sub regional level across NI.

This provided an opportunity for CENI to apply the change matrix approach within a community of interest i.e. older people rather than a specific geographic area. This has worked well providing Age NI with an interim assessment of how the project is working to effect change around three key themes, i.e. building relationships, developing organisational capacity and supporting people.