

Helping you do better what you do best

Annual review 2007

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Our mission

Charities Evaluation Services exists to increase the effectiveness of the voluntary and community sector by developing its use of evaluation and quality systems.

Our values

We believe in:

- the power of self-evaluation and quality systems to make organisations stronger
- using evaluation and quality systems to help organisations learn, as well as be accountable
- promoting practical and affordable ways to demonstrate effectiveness and quality
- working in ways which respect diversity and are accessible to all
- working with the different interests of stakeholders
- sharing knowledge
- learning from those with whom we work.

With thanks to our funders

We would like to thank our funders for their support and encouragement:

Big Lottery Fund

Capacitybuilders

The City Bridge Trust

The City Parochial Foundation

The Office of the Third Sector

The Wates Foundation

Annual Review acknowledgements:

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Welcome



Welcome to the CES 2007 annual review! We're delighted to have this opportunity to tell you about our work helping other third sector organisations achieve as much as they can towards their own missions.

Looking back on the last year, we once again increased our impact on the third sector. We especially enjoyed celebrating the 10th Anniversary of PQASSO and the launch of our new PQASSO Quality Mark.

I've been reflecting on my three year term as CES Chair which ends in July 2008. When I took on the role we were entering a new era for third sector infrastructure, with much uncertainty. Our successes have not come to us by chance – I believe it's the result of hard work, real commitment, particularly from our staff team, and a strong strategic direction.

Our range of services and resources continues to develop. The growing number of organisations we work with, providing support or working in partnership, demonstrates our increasing reach. As we progress through 2008, developments continue apace, with the launch of the third edition of PQASSO and our new National Performance Programme.

Once again I would like to thank everyone who has contributed to our work – and for your continued support in the future, as we work to develop effective support for third sector organisations in an ever-changing environment. I know I will continue to feel proud to have been associated with CES.

Jean Barclay
CES Chair

Demonstrating effectiveness



Chief Executive, Colin Nee

Debates about accountability within the sector took a new turn at the close of the year with a well publicised proposal to set up a new regulatory body to hold voluntary organisations to account for the difference they make. While many were quick to douse the idea with cold water, the underlying plea for greater accountability for results won't be as easily dismissed. Voluntary organisations exist to make a difference and that is what motivates people to work for them and volunteer their time and money.

Few would deny that increased public investment and a concern to maintain public confidence need to be accompanied by better evidence of effectiveness.

Skills and resources

At Charities Evaluation Services we approach the same issue from a different angle, seeking to improve performance by responding to demands from the sector itself for skills training and other support to demonstrate effectiveness.

Our own research, capturing the experience of nearly 800 voluntary organisations and funders and set out on page 7, suggests that huge strides in improving performance management have been made in the last twenty years.

As well as a more pervasive acceptance of the need for self evaluation, there is ample evidence of organisations developing creative ways to gather performance information and feed this back to reinvigorate discussion and provoke analysis internally and report back externally to investors.

Increasing demands

One-third of our surveyed organisations had received no evaluation training, and two-thirds felt that accountability requirements had become more demanding, for some 'to the point where the monitoring requirements of our funders are dictating how we do all of our work.' This has considerable implications for smaller organisations wishing to compete in an increasingly competitive market place, and even larger organisations are struggling to find the resources to do this work. Many did not receive funding to cover

performance management and several felt that the need to cut their budgets to the bone in competitive tendering meant that it was difficult to include such costs.

Managing data

Many organisations do not have information systems that can be used effectively to provide information for evaluation, particularly on 'outcomes', meanwhile funders and regulators continue to under use data, often themselves limited in the systems and staff resources necessary to collate, analyse and use it.

At CES we agree that the sector needs to focus on evidence of results, both to satisfy external scrutiny and to enable organisations to learn and develop. But for us the way forward lies not in more regulation but in helping the sector develop skills, understanding and confidence.

In the following pages, we have aimed to present how CES enables third sector organisations of all stages of development to use evaluation and quality systems as solid platforms for effective service delivery and campaigning.

Our services in 2007

practical tools for change

The voluntary and community agencies we work with set high standards for themselves. They aim to be high achieving, high quality organisations providing real benefit to the individuals and communities they exist to serve.

Our services in 2007 were carefully tailored to respond to these aspirations:

- Training in self-evaluation and quality assurance
- Consultancy, research and external evaluations
- PQASSO, our practical quality system for small voluntary organisations – the leading quality system in use in the sector
- Capacity building programme for infrastructure organisations
- A range of publications, pitched at different levels to appeal to the newcomer and those already working on evaluation and quality
- Technical coaching
- Occasional free customised training programmes for small community organisations serving marginalised communities

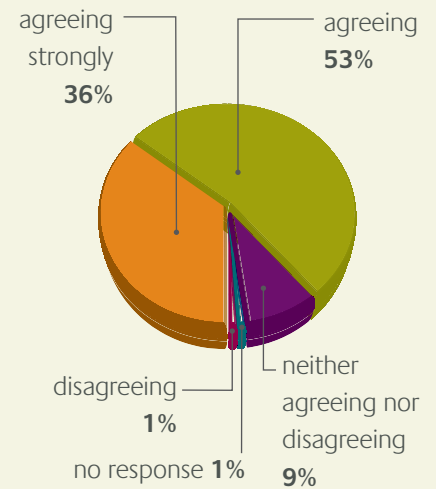
- A range of services through the ChangeUp national performance hub
- Disseminating research and good practice.

Training ... nurturing a learning environment

Training is one of our core activities. All courses are designed to enable organisations to develop key skills in an environment that nurtures learning and information sharing. During 2007, we trained 1,229 representatives from 813 organisations across the UK. A sample of 847 respondents gave us their views about the effectiveness of the CES training they had received.

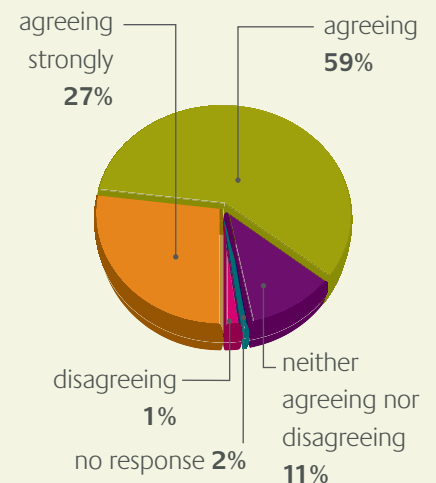
Confidence

Trainees were more confident about implementing an evaluation or quality system after training.



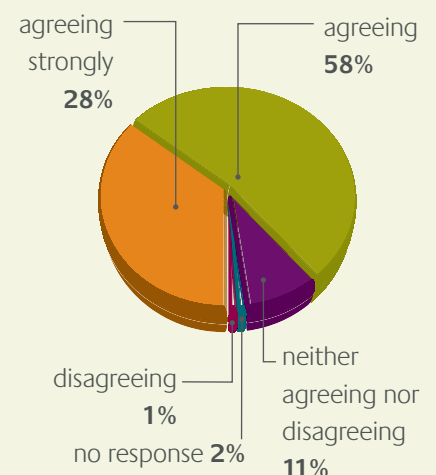
Effectiveness

Trainees felt the training would help their organisation to be more effective in meeting users' needs.



Service improvement

Trainees believed that the training would improve their services.



Our services in 2007

continued

Outcomes interviews ... assessing benefits and barriers to change

We carry out outcomes interviews with a small sample of trainees roughly six months after they have received training. This helps us to gauge whether and how our courses are making a difference.

Key findings include:

Benefits:

- 76% were already putting their learning into practice by creating new ways to improve their quality and effectiveness
- 39% felt they had already been able to make some improvement in their services as a result of the learning from the course
- 24% reported that they had been able to demonstrate their value to their stakeholders
- 13% had been able to access more funding using their learning from the training.

To quote two respondents:

"We used to make assumptions about what people might need. Now we ask what they need and use this to inform future practice."

"We congratulate you on the training. You are doing a good job for the community – please continue! This training, as time goes by, becomes more important."

Consultancy ... in-depth support to achieve lasting change

The range of the client groups served by the projects we worked with was notable: communities affected by conflict; funders of support services for lone parents; homeless families; families with disabled children; the Royal Opera House; community lawyers; community money advisers; prisoners' peer mentors; people with learning difficulties, and families affected by drug use. Most of the projects involved setting up monitoring and evaluation frameworks and/or carrying out evaluations.

PQASSO ... the sector leader

PQASSO, CES' practical quality assurance system is the leading quality system created by and for the voluntary and community sector. Independent data suggest that it is the most widely used quality system within the sector.

During the year, we worked hard to promote the system, increasing the cumulative total for PQASSO sales since the system was created to 11,000 copies to almost 5,000 purchasers.

We trained more licensed PQASSO mentors, ending the year with an expanded national network. The mentors come from a variety of backgrounds but most are employed by helper agencies such as Councils for Voluntary Service or are freelance consultants.

We also carried out some quick research to look at use of PQASSO overseas. Official PQASSO adaptations are being used successfully in Hungary and, particularly, Croatia. PQASSO has been used successfully in Uganda, Japan, India and Bangladesh.

Finally, we made important progress in charting the future direction for PQASSO, producing a draft of the new 3rd edition as well launching the externally assessed PQASSO Quality Mark.

Publications and web support ...

Over 1,000 copies of CES publications were sold or provided free of charge during the year, but our website emerged as a vital tool for making information widely available. The site was accessed by over 64,000 unique users generating over 1.6 million page 'hits'. A number of our publications are available as free downloads on the website, and these were accessed nearly 18,000 times.

Case study

Refugee Community Organisations

Research by CES and the Evelyn Oldfield Unit in 2002 highlighted the critical role of local refugee community organisations in enabling statutory public services to adapt to the complex needs of asylum communities and establish integration strategies. However, we also highlighted poor investment and lack of capacity - particularly with organisational development, accountability and evaluation.

In 2007, CES and the Refugee Council were funded by Capacitybuilders to provide a package of support services to refugee organisations across England.

We sought to:

- leave a lasting legacy beyond the life of the project
- forge partnerships and enhance communication between refugee organisations and mainstream sources of capacity building
- develop and deliver a bespoke two-day training course entitled Making Your Services More Effective. Courses were delivered to 79 refugee organisations.

Participants strongly praised the training:

“The course was wonderful.”

“I learnt very useful and important information which I can use to make our services better.”

“I feel that I am now in a better position to make successful fundraising applications.”

“I have a better understanding of monitoring and evaluation and I feel confident to feedback to my organisation.”

User feedback was exceptional:

100% of respondents felt that:

- they would help their organisation to be more effective in meeting users' needs, and
- they had improved their understanding and confidence in using evaluation

98% thought that:

- they would help improve the quality of their organisation's service delivery, and
- they were better equipped to demonstrate their effectiveness to funders.

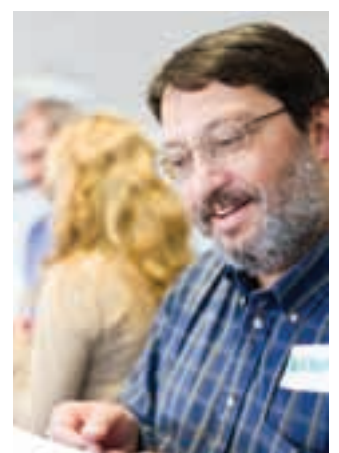
97% were more aware of the resources available from non-specialist and mainstream agencies

We produced a Plain English-approved guide to reinforce the content of the training course and a good practice guide providing a practical approach to working with and supporting refugee organisations. Both have been designed as free web downloads to maximise accessibility.

Outcomes:

We interviewed a sample of organisations following training; all organisations had disseminated the learning to others and were making changes within their organisations. Confidence had also improved and introducing a monitoring and evaluation approach was deemed to be less daunting following the training.

“It was brilliant. We need more training from CES and the Refugee Council for people from our community.”



Taking stock and looking forward

researching monitoring and evaluation in the sector

With support from the City Bridge Trust and the Performance Hub, in 2007 we carried out a major research study into monitoring and evaluation practice in the voluntary and community sector.

The pace of change and increased focus on performance suggested that we take stock of monitoring and evaluation and place this within the context of funders' expectations and requirements.

We had over 680 responses from voluntary organisations and 89 responses from statutory, corporate and charitable funders. We carried out over 60 interviews.

Climate change

We found a very different monitoring and evaluation landscape from that described by Mog Ball's research, 20 years ago. That report highlighted a poor development of voluntary sector monitoring and evaluation and a very limited amount of support available. Although there remain large numbers of organisations for whom monitoring and evaluation remains mystifying, the picture now is of a more widespread and growing understanding of monitoring and evaluation, its implications and requirements.

Information is now widely accessible through free or low-cost publications and website resources. We found CES' simple and practical models and guidance widely disseminated and reproduced. There is also a growing body of soft-outcome monitoring tools specific to sub-sectors, in-house development of tools, and some creative information collection methods. From our literature review, we placed on CES' website a guide to over one hundred sector-specific tools and other resources on monitoring and evaluation.

Higher expectations

This demand for information, new skills, tools and support is largely driven by reporting requirements. Two-thirds of third sector survey respondents said that funders' requirements had become more demanding. Many organisations welcomed more developed monitoring and evaluation systems as bringing organisational benefits. Eighty one percent of our sample reported changing how things were done, and just over half reported that they had changed services or products as a result of monitoring and evaluation.

'All clients now have an individual outcomes profile and are tracked through the organisation. The organisation has defined core outcomes and all funding and new projects are designed with measurable and achievable outcomes.'

However, organisations found the inconsistency and complexity of reporting requirements frustrating, with three-quarters of our sample saying that different information was required by different funders.

Meeting the needs of the sector

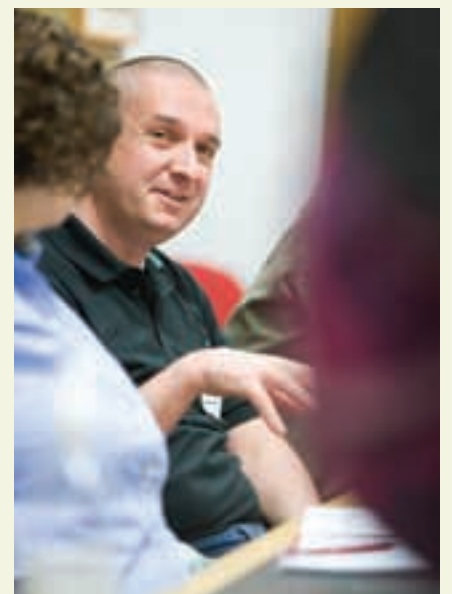
There have been a number of initiatives to help organisations demonstrate outcomes and impact, but many are still struggling. One-third of organisations in our sample had received no training in monitoring and evaluation, and much of the training remains introductory. Despite increased support, IT capacity and resources more generally are lagging behind the higher expectations of funders and the demands for evidence of effectiveness.

Some third sector organisations have invested in IT to meet increased levels of reporting. A number of commercial software providers have noted the need for integrated systems, and some software packages are developing a facility to monitor and report on outcomes. Organisations using them reported important efficiencies and quality improvements in their information management, but many organisations lack the money or, as important, the time resources to explore IT solutions.

The time and resource implications of diverse reporting requirements, as well as the need to develop technical capacity to report on outcomes, need to be taken into account by funders. Yet 30 percent of our survey sample received no funding for monitoring and evaluation.

Realistic financial support for monitoring and evaluation is important. But strategic support should also be strengthened, so that funders work together with specialist agencies, such as CES, to disseminate good practice and develop technical skills and the use of technology. There will continue to be a need for basic training, support and information, but more is required on methods of collecting information, information management and analysis, and on IT. More fundamental is the need for a closer match between information required by funders and an organisation's need for learning and development, so that the time and effort invested in monitoring and evaluation brings real benefit to third sector organisations and their users.

‘The whole direction of the project has changed over the past four years, as we have monitored and evaluated our work more effectively.’



Helping the helpers

our work with support networks

CES believes in the value of ‘cascading’ information by working with and through established infrastructure such as councils for voluntary service and specialist support networks. That’s why we provide training and support to people who will share what they learn with others.

Since 2000, CES has worked with over 700 ‘intermediaries’ in this way. We estimate that every person we support in this way goes on to support another 10 organisations.

National Outcomes Programme

Under the programme, CES recruits and provides intensive training and support to ‘outcomes champions’ based within both local and specialist support networks. Each champion goes on to cascade the training and support to frontline organisations to help them in monitoring the outcomes of their work.

We have been particularly pleased to see a growing diversity within our pool of champions that includes faith organisations, carers, mentoring and befriending groups, disability and homeless agencies, community music, social enterprise and those offering services to elderly people.

Through continuing to build on the network of outcomes champions we hope to provide a sustainable legacy of expertise within sector support networks.

‘Taking on an outcomes approach has really helped us become sustainable - if you know what you want to achieve - you can plan for the future’

PQASSO mentors

The PQASSO mentor programme is a nationwide network of development workers, consultants and other professionals who are licensed by CES to train and support voluntary and community organisations in implementing PQASSO.

During 2007, 53 new mentors were licensed by CES, increasing the total to 131. The geographical spread of mentors also widened with a noticeable increase in Northern Ireland, Scotland and Wales.

The success of the PQASSO mentor programme illustrates the way CES is increasingly taking on the role of cascading its knowledge to the frontline through other infrastructure organisations.

ChangeUp national performance support

From 2005 to 2008, CES and the National Council for Voluntary Organisations jointly led the Performance Hub, a major capacity building programme working with third sector agencies across England. The lead partners worked together with NAVCA, the National Association for Voluntary and Community Action, to develop and deliver a range of high quality services.

The Hub’s portfolio of performance support

We trained over 400 development workers from infrastructure agencies on strategic planning, quality, monitoring and evaluation and benchmarking, equipping course participants with tools to provide support to the frontline agencies they work with.

The Hub created new information resources, including an informative website which received an average of 12,000 visits per month. We brought peers together so they could share their knowledge and experience

through online and face-to-face networking events. And the Hub commissioned research so that the sector had more and better evidence about what works in performance.

New national support service

In December 2007, following a competitive tender CES took on the leadership of the new project. We have an ambitious strategy for the next 3 years, and we will work with existing infrastructure agencies (both local and national) to increase and improve the performance management support available to the frontline.

This new service is called the National Performance Programme. We'll continue our popular cascade training programme, the online e-community, and begin new work on environmental sustainability, tailored work with BME support organisations, and guidance on how to communicate 'impact'.

CES' partners for this venture are the New Economics Foundation, the Association for Chief Executives of Voluntary Organisations, New Philanthropy Capital and Voice4Change England. In the coming months, we'll work closely with organisations at local, regional and national levels to ensure that our work complements and builds on the range of existing activity.

If you'd like to receive further information about this programme, please email your name and organisation to **performance.management@ces-vol.org.uk** with 'subscribe' in the subject line.



10 years of PQASSO ...

PQASSO

In 2007 CES held a birthday party to celebrate ten years of PQASSO and simultaneously launch the new PQASSO Quality Mark.

PQASSO is CES' practical quality assurance system for small organisations. It is the leading 'off the shelf' quality assurance system used by the voluntary and community sector, with 11,000 copies distributed. Its popularity is often attributed to its simple, user-friendly format and flexibility which allows organisations to work at their own pace in managing continuous quality improvement.

Until the mid-1990s, quality assurance had made little headway in the voluntary and community sector.

The first edition of PQASSO was developed by CES in 1997. Over the next ten years the voluntary and community sector saw interest in quality assurance grow rapidly, and research showed PQASSO to be the most popular approach to quality assurance in use by the sector.

Following a national consultation programme, CES is set to release the 3rd edition of PQASSO in the summer of 2008. The 3rd edition will address the many changes which have been facing the sector since 2000.

It will:

- include a sharper focus on the importance of outcomes
- have more emphasis on the importance of planning and marketing of services
- provide better support for working in partnership
- highlight the increased role of the sector in public service delivery
- give greater prominence to the sector's 'voice' role.

... and a major new service, the PQASSO Quality Mark

The need for voluntary and community organisations to demonstrate convincingly their capacity and quality to their users, local commissioners and funders has become increasingly important.

CES has responded to this by creating an externally assessed Quality Mark for PQASSO. It is an optional service which builds on the self-assessment organisations have already undertaken to implement PQASSO.

The external assessment will be carried out by peer reviewers – members of the voluntary and community sector who are specially trained and supported by CES to carry out reviews of organisations against the PQASSO standards. This ensures that the learning from the process stays within the sector.

For PQASSO users, achieving the PQASSO Quality Mark indicates that they have achieved a recognised standard of quality. The benefits to organisations include:

- use of the PQASSO Quality Mark logo to demonstrate their achievement has been externally verified
- potential for greater recognition and credibility from funders, users and other stakeholders
- helps to motivate staff and volunteers and celebrates achieving a recognised quality standard
- promotion of organisational learning through the assessment process.

The three-year development stage of the PQASSO Quality Mark service which commenced in 2007 is funded by the Big Lottery Fund BASIS programme. The service has been developed through extensive consultation with PQASSO users and the sector at large.

We aim to establish a pool of PQASSO peer reviewers skilled in carrying out objective peer reviews. CES will recruit the peer reviewers and provide them with comprehensive training, resources and mentoring support. Peer reviews will be carried out by pairs of reviewers who will establish whether or not an organisation has reached a specified level of PQASSO.

CES will offer PQASSO Quality Mark peer reviews to PQASSO users in 2008.

Finances in 2007

summary of financial information

Trustees' statement

The summarised financial information on pages 13 and 14 has been extracted from the full audited accounts prepared in accordance with the Companies Act 1985. The accounts, on which our auditors provided an unqualified opinion, were approved by the trustees on 23 April 2008, and have been filed with the Registrar of Companies and the Charity Commission. The full accounts are available from CES' office or by download from our website; the full accounts provide a more comprehensive description of the financial affairs of the charity.

The year to 31 December 2007 was a successful one for CES, ending with net income for the year of £239,378, of which £129,184 is being carried forward as restricted funds. The remaining unrestricted surplus for the year of £110,194 has increased our 'free' reserves to £450,180, which represents 2.4 months of total expenditure (2006: 1.9 months). This brings our free reserves within the target band of 2 to 4 months' total expenditure.

Total income in 2007 was £2,502,936, an increase of 14 percent from 2006. And total expenditure in the year grew to £2,263,558 from £2,125,237 in 2006, an increase of 7 percent.

We analyse our expenditure into three main categories: charitable activities, governance of the charity, and the cost of generating funds. 'Charitable activities' includes the costs of providing evaluations, technical support and training, the main work

of the charity. In 2007 we spent £2,212,740 on charitable activities, an increase of 7 percent on 2006.

We spent £31,251 on the governance of the charity in 2007 (down from £38,130 in 2006). This category includes the costs of complying with regulations as well as managing the organisation's finances, including audit costs, and trustees' expenses.

The cost of generating funds, £19,567 in 2007 (£26,996 in 2006) includes mainly staff time spent on applying for and reporting on grants, both unrestricted grants and restricted grants for projects.

Following a change of accounting policy, we have restated the grant income figures for 2006. Full details of the new policy and the adjustments can be found in the full accounts.

CES' financial position remains strong and the charity is well placed to meet its current and future commitments. CES relies to an important extent on the continued support of the Office of the Third Sector, Capacitybuilders, the Big Lottery Fund and a number of trusts and foundations, to whom we wish to express our thanks.

Jonathan Orchard
Honorary Treasurer

23 April 2008

Independent auditors' statement to the trustees of Charities Evaluation Services

We have examined the summary financial information set out on pages 13 and 14.

Respective responsibilities of trustees and auditors

The Trustees are responsible for preparing the summary financial information.

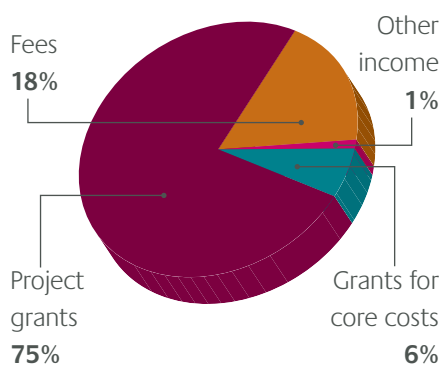
Our responsibility is to report to you our opinion on the consistency of the summary financial information within the Annual Review with the full annual accounts and Trustees' Report and for no other purpose. We also read the other information contained in the Annual Review and consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the summary financial information.

Opinion

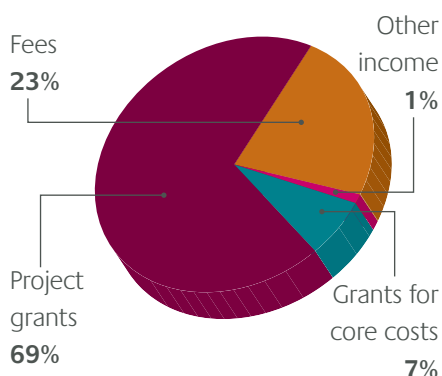
In our opinion the summary financial information is consistent with the full annual accounts and Trustees' Report of CES for the year ended 31 December 2007.

Citroen Wells
Registered Auditors,
Chartered Accountants
24 April 2008

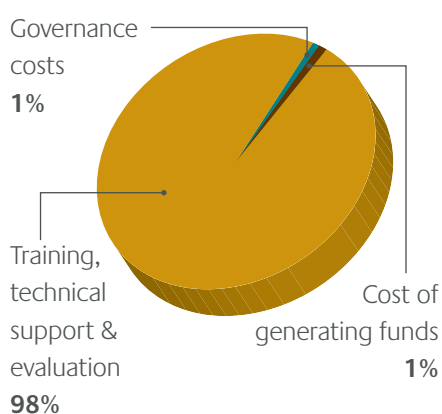
Income breakdown 2007



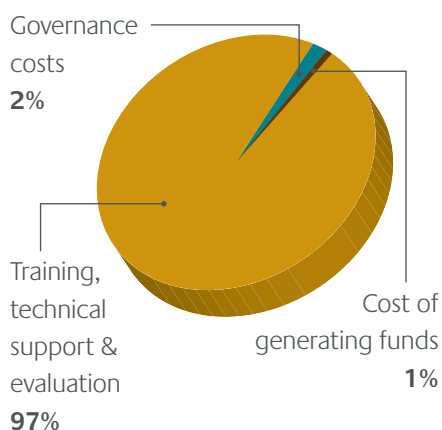
Income breakdown 2006



Expenditure breakdown 2007



Expenditure breakdown 2006



Income and Expenditure Account

Incoming resources	2007	2006 (restated)
	£	£
Grants for core costs	157,616	143,887
Grants for training, technical support and evaluations	1,869,144	1,520,615
Fees receivable for training, technical support and evaluations	442,428	502,479
Other income	33,748	25,519
Total incoming resources	2,502,936	2,192,500

Resources expended

Costs of generating funds	19,567	26,996
Costs of charitable activities - training, technical support and evaluations	2,212,740	2,060,111
Governance costs	31,251	38,130
Total resources expended	2,263,558	2,125,237

Net income for the year **239,378** **67,263**

Reconciliation of funds:

Retained surplus brought forward	507,441	419,753
Prior year adjustment	187,126	207,551

Total funds brought forward, restated **694,567** **627,304**

Net income for the year 239,378 67,263

Total funds carried forward **933,945** **694,567**

Balance Sheet

Fixed assets	435,837	445,952
Current Assets:		
Stocks	5,898	5,500
Debtors	193,320	186,161
Cash at bank and in hand	849,728	487,456
Creditors: falling due within one year	(288,412)	(161,961)
Total assets less current liability	1,196,371	963,108
Creditors: falling due after more than one year	(262,426)	(268,541)
Net Assets	933,945	694,567
Represented by:		
Restricted funds	316,310	187,126
Unrestricted funds:		
Fixed Asset Reserve	167,455	171,614
General Reserve	450,180	335,827
	933,945	694,567

Trustees, staff and associates

meet the CES team

The Board of Trustees

Chair

Jean Barclay

Vice Chair

Janice Needham

Treasurer

James Kelly – to 24 October 2007

Jonathan Orchard – from 24 October 2007

Members

Claire Caffrey (from 18 July 2007)

Dave Eldridge

Bill Feinstein (from 18 July 2007)

James Kelly

Rosalind Oakley

Nick Phillips (from 18 July 2007)

Alan Rumary (from 18 July 2007)

Udeni Salmon
(until 17 January 2007)

Corinne Seymour

Professor Helen Simons

Roger Sykes (until 18 July 2007)

The staff team

Senior Management Team

Chief Executive

Colin Nee

Director of Services

Sam Matthews

Director of Business Support

Jane Jacobson

Director of the Performance Hub

(to 31 March 2008)

Director of Performance Programme

(from 1 April 2008)

Tim Wilson

Senior Consultants

Dr Rowan Astbury

Dr Jean Ellis

Administration
and Finance Team

Assistant to the Chief Executive

Deena Chauhan

Receptionist/Finance Assistant

Zeenat Sheikh

Training Administrative Assistant

Debbie Smith (until 31 October 2007)

Jenny Norris (from 1 November 2007)

Freelance Accountant

John Googe

Performance Hub

Consultants

Helen Field (until 31 August 2007)

Ashley Gamble (from 18 July 2007)

Sue Rudkin

Executive Officer

Alice Browne (until 13 July 2007)

Nicky Coward (from 18 July 2007)

Administrator

Danny Walley (until 16 October 2007)

Evaluation and Quality Team

Senior Evaluator/Trainer

Sally Cupitt

Evaluator/Trainers

Shahanara Begum

Shehnaaz Latif

Consultant/Trainer (Quality Systems)

Eleanor Beardsley

Martin Punaks (maternity cover)

PQASSO Development Officer

Mirella Grillo

Training Coordinator

Talitha Bassett

Administrator

Debbie Smith (from 9 October 2007)

National Outcomes
Programme

Coordinator

Jane Kay

Programme Officer

Josie Turner

CES associates and freelance consultants

Our special thanks to the CES associates and independent consultants who worked with us during 2007:

Graham Baker

Neil Gardiner

Bernadette Gibson

Kath Gordon

Ceri Hutton

Sophie Laws

Sue Lukes

Elizabeth Martindale

Aileen McKenzie

Eileen Murphy

Diana Parkinson

Alison Penn

Keith Phillips

Avan Wadia



Trainer/Evaluator Shahanara Begum



CES associate Avan Wadia



CES associate Diana Parkinson

Training, technical support and consultancy

The challenges that shape our services



Close involvement with what really matters to third sector organisations is what gives CES its solid expertise.

Typical practical challenges which organisations bring to us are:

- we are not really sure what some of our users need, and how exactly we are helping them
- which quality system is right for our organisation?
- we are doing lots of monitoring – we have lots of data - but what do we do with it?
- we need stronger information about our services so that we can plan better
- outcome seems to be the thing, but we don't know where to start
- our funders want clearer information about what we are really achieving.

How we respond to your needs

Whatever the challenges your organisations is facing, our team will do their utmost to work in a participatory way to help chart the way ahead. Our training and consultancy are likely to include looking at topics such as:

- what you want to achieve, and for whom
- how you go about it
- what you and your funders really need to know
- being realistic about what can be measured, how, when and by whom
- analysing your information in a way you feel comfortable with
- getting maximum mileage out of the new information you have gathered.

Alternatively, CES can provide you with an expert, external evaluation of what you achieve and how you work. There are two big benefits from this. First, an independent scrutiny gives a firm foundation on which to base future development of the organisation. Second, having an objective, clear account of what the organisation achieves is useful with funders - both current funders and potential funders.

'I feel that you have a very good way of working with people that moves things forward very well.'

Getting the best of both worlds

Often, we provide extra value by helping you to develop a robust monitoring and evaluation system, and then using some of the new data you generate as the basis of a CES external evaluation. This gives double value, because you not only benefit from having an external evaluation, you also end up with a manageable, sustainable way of evaluating your project into the future.

'The great thing was that our work with CES was productive and helped us to ensure that we were really doing our best with our clients and that we could prove that our methods were working significantly'

Organisations find working with CES helps them get better at what they do. Better still, they usually enjoy working with CES:

'Thank you for making it all so easy!'

Our clients

We would like to close by thanking all the clients we worked with during 2007

Consultancy

BAAF
Barclaycard
BCConnections
Compass Partnership
Conflict and Change
Contact a Family
Field Lane
Friends Provident
Hope UK
London Housing Federation
Mentoring and Befriending Foundation
NAVCA
Parents for Inclusion
Princess Royal Trust for Carers
Prisoners Education Trust
Royal Opera House
Thames Reach
Thrive
Victim Support

In-house training

ARCIS
Asthma UK
Aston Mansfield
BBC Children in Need
Bromley Welcare
Child Action North West
City Bridge Trust

City Parochial Foundation
Coalition of Carers
Coalition of Carers Scotland
Community Organisations Forum
East Kent Cyrenians
Evelyn Oldfield Unit
Gloucester Rural Community Council
HAVCO
ICAS
Learning Together Cheshire and Warrington
Liverpool CVS
LOCSP
London Housing Quadrant
Manchester Refugee Support Network
National Theatre
NVSC
NW Essex CVS
Operation Black Vote
Portsmouth CCS
Project North East Group
Quakers
Religious Society of Friends
Remploy Healthy Minds
Rochdale MBC
Sandwell CVO
Sheffield Voluntary Action
Sikh Community Care

South of England Advocacy Projects
South West College and School for Young People with Little or No Sight
The National Theatre
Unity in Community
Valley and Vale Community Arts
Vitalise
Voluntary Action Stoke on Trent
Voluntary Sector Training
Watford Women's Centre
West of England School
Youthnet UK



Our thanks, too, to the many hundreds of organisations that attended our open training courses and special courses for outcomes champions and PQASSO mentors.



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Company registration number: 2510318

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