

Examples of CES' Consultancy and Evaluation Work

Charities Evaluation Services offers a range of consultancy services on evaluation and quality.

One of CES' explicit objectives is to play a bridging role between funder and funded organisations. As well as carrying out external evaluations of projects or programmes, CES has developed a variety of programmes with funders to help them develop their monitoring and evaluation policies. CES has also worked with their grant officers or grantees, particularly in how to provide evidence of outcomes.

Below is an alphabetical list. The following page contains an index by type of work. Click on the names of the organisation in the list or index for a brief paragraph describing the work.

Examples of organisations that we have worked with recently include the following: (CTRL+Click for more information)

Action for Prisoner's Families and Prison	Kidscape
Advice and Care Trust	London Borough of Camden
Arthritis Care	London Borough of Greenwich
Barclaycard	London Councils
BBC Children in Need	London Housing Foundation
Capacitybuilders	Measuring Social Value programme
Citizenship Foundation	Mind
The City Bridge Trust and Trust for London	National Osteoporosis Society Helpline
Clinks	National Performance Programme
Comic Relief	P3
Connexions	Parents for Inclusion
Contact a Family	Peterborough City Council
Coram	Princess Royal Trust for Carers
Council of Ethnic Minority Voluntary Organisations (CEMVO)	Prisoners Education Trust
Crisis	Queen's Nursing Institute (QNI)
Fairbridge	Relate
Field Lane	SROI UK – SEIF Project
The Haemophilia Society	TB Alert
Hanover Foundations	Think Global (Development Education Association)
Home-Start	Thrive
Hope UK	TimeBank
The Ismaili Community	Welsh Assembly Government
	West Dunbartonshire Community and Volunteering Services

Press CTRL+Click on the name of the organisation in the table below for more information about how we helped

Type of work	Type of organisation Funders	Infrastructure Orgs	Statutory Orgs	Frontline Charities
Training	BBC Children in Need The City Bridge Trust and Trust for London Comic Relief London Housing Foundation	Capacitybuilders	London Councils London Borough of Camden	The Ismaili Community The Princess Royal Trust for Carers
External evaluation		Capacitybuilders Council of Ethnic Minority Voluntary Organisations (CEMVO)	London Borough of Camden Peterborough City Council	Citizenship Foundation Crisis Coram Development Education Association Fairbridge Field Lane The Haemophilia Society Hanover Foundations The Ismaili Community Kidscape National Osteoporosis Society Mind Parents for Inclusion Prisoners Education Trust
Monitoring and evaluation frameworks	BBC Children in Need Comic Relief			Connexions Contact a Family Coram Fairbridge Field Lane The Haemophilia Society Kidscape National Osteoporosis Society Parents for Inclusion

				Action for Prisoners' Families and Prison Advice and Care Trust Queen's Nursing Institute TB Alert Thrive TimeBank
Outcomes planning	London Housing Foundation			Arthritis Care Kidscape Queen's Nursing Institute P3
Quality system support		West Dunbartonshire Community and Volunteering Services National Performance Programme		Home-Start Mind Relate The Princess Royal Trust for Carers
Research and guidance		Clinks Measuring Social Value programme National Performance Programme	London Councils London Borough of Camden Welsh Assembly Government	Fairbridge

Action for Prisoner's Families and Prison Advice and Care Trust

Action for Prisoner's Families and Prison Advice and Care Trust (PACT) both support people affected by imprisonment, providing practical and emotional support to prisoners' children, families and to prisoners themselves. In 2003-2004 CES worked together with both organisations and a pilot group of Visitors' Centres managers to develop a quality and evaluation tool, *Recognising Quality*, for Visitors' Centres. These centres are staffed by family support workers and volunteers who can offer information and a range of support services to family members.

The National Offender Management System (NOMS) has recently developed new national minimum standards for services to visitors which will form the basis of all future contracts for provision of Visitors' Centre services, increasing the relevance and value of *Recognising Quality*. In 2011 CES were asked review and revise the tool so that it aligned to level 1 of PQASSO 3rd edition. *Recognising Quality* can be found on the Action for Prisoners' Families website:

http://www.prisonersfamilies.org.uk/uploadedFiles/2010_Publications_And_Resources/RQ_bklet_2011lo-res.pdf

Arthritis Care

Arthritis Care exists to support people with arthritis. It is the UK's largest charity working with and for all people who have arthritis.

In 2004, Arthritis Care approached CES when planning a new campaigning programme, which would call on the support of their diverse volunteers. CES helped Arthritis Care to clarify the outcomes for the campaign and ensure all campaigning work was focused on these outcomes. As a result, Arthritis Care became better able to report to its funder on the range of outcomes achieved; these included greater opportunities for people with arthritis to be involved in local campaigns, get their views heard and voice their needs. It also raised awareness amongst service providers and policymakers.

Barclaycard

In 2006-2008, CES evaluated Barclaycard's Horizons programme, a three-year £3 million community programme supporting lone parents in making the transition out of debt and poverty. The programme was delivered through four voluntary sector delivery partners across a number of sites across England and Wales.

CES worked with the delivery partners to improve internal monitoring, and carried out an interim evaluation, feeding back into the programme delivery. A final evaluation after three years included extensive follow-up interviews with lone parents to assess the outcomes of different approaches. Barclaycard was able to use the evaluation to make decisions about the continued funding of the programme.

BBC Children in Need

CES started working with BBC CiN in 1994 to support its work *'to positively change the lives of disadvantaged children and young people in the UK'*. CES was asked to help BBC CiN's funded organisations develop their self-evaluation skills.

CES helped BBC CiN with designing an evaluation policy and implementation framework. Since 1994, CES has been running courses across the nine English regions as well as Northern Ireland, Scotland and Wales, training grant recipients in self-evaluation. This training has helped BBC CiN get better information on what its funded organisations achieve and the difference its funding has made.

Capacitybuilders

Capacitybuilders was a non-departmental public body funded by the Cabinet Office (until March 2011) to make sure that charities, voluntary groups and social enterprises across England had access to high-quality advice and support.

Capacitybuilders' Regional Networks Fund invested £1,700,000 in 17 regional BME and non-specialist regional networks in 2009-2011. CES carried out a baseline study and evaluation of the extent to which the Fund had increased the 'voice' and policy influence of regional networks. The evaluation assessed how far policy influence outcomes had been achieved, and the extent to which regional networks had also developed their leadership, income diversity and efficiency. CES also produced six learning papers which focused on how regional networks had been able to use their enhanced influence and capacity to reposition themselves to meet the changes in regional structures following the May 2010 general election.

CES had previously been funded by Capacitybuilders in 2008, under the 'Improving Reach' programme, and worked with the Refugee Council to develop two publications; establish an active user network of Refugee Community Organisations and deliver an extensive programme of free training courses. In 2009, CES developed and delivered training for Capacitybuilders grant holders.

Citizenship Foundation

The Young Citizen's Passport provides a guide to the law for young people. In 2005, CES evaluated how far the aims of the Passport had been achieved. The team responsible for the Passport participated directly in the evaluation, developing their monitoring and evaluation skills.

The City Bridge Trust and Trust for London

The City Bridge Trust and Trust for London (formerly the City Parochial Foundation) jointly fund CES to increase access to our training in quality and evaluation. Since 2000, the trusts have subsidised staff from the organisations they fund to attend courses on

monitoring and evaluation, quality, collecting data, analysing data and demonstrating outcomes. CES has also delivered bespoke training to City Bridge Trust grants officers.

Recently CES has extended this work by developing and delivering bespoke training courses to Trust for London grant recipients on outcome-focused monitoring and evaluation. We have also researched and developed two new courses on 'Evaluating the effectiveness of campaigning and policy work' and 'Evaluating to Influence Change – make your findings useful.'

As the funded charities use the training to improve their own practice in monitoring and evaluation, the Trusts are able to have a better picture of how their money makes a difference. This informs their grant-making strategy, as they can take a more thematic look at their grant-making to consider the difference that it has made across the organisations they support. The City Bridge Trust has reported that funding the work of CES adds value to its grant-making and extends the impact of its work.

Clinks

Clinks supports, represents and campaigns for the Voluntary and Community Sector working with offenders. Clinks aims to ensure the sector, and all those with whom they work, are informed and engaged in order to transform the lives of offenders.

CES worked with Clinks and the Arts Alliance in 2010 to research and write a publication, *Demonstrating the Value of Arts in Criminal Justice*. This publication followed an earlier publication produced by CES for Clinks in its 'Volunteering Guides' series, *Demonstrating effectiveness: demonstrating the benefits of your volunteering and mentoring activities*. The publication was targeted at any voluntary sector organisation working with volunteers in the criminal justice system. Both publications can be found on the CES website www.ces-vol.org.uk/clientpublications

In 2004, CES had produced an earlier to support Clinks and the Home Office Offenders Learning and Skills Unit. The guide, *Monitoring and Evaluation Framework for Voluntary Organisations Delivering Educational Services in Prisons* was developed for use by managers in the prison service when they are managing activities in prison provided by voluntary organisations. The emphasis of the guide is to provide a structured approach to measuring outcomes for learners (prisoners).

Comic Relief

Comic Relief is a major charity based in the UK that raises money for projects in the UK and abroad. CES has worked with Comic Relief since 2010 to develop data collection tools specific to its new grant management system, to help its grant recipients to directly evidence their work. This also helps Comic Relief to monitor the effectiveness of its grants.

We also provide support through start-up training meetings to each organisation receiving a grant from Comic Relief, to enable them to better monitor and evaluate their work.

Connexions

Connexions is a service for 13-19 year olds, living in England and wanting advice on getting to where they want to be in life. It also provides support up to the age of 25 for young people who have learning difficulties or disabilities. In 2003, CES helped the organisation to look at how outcomes for particular services to young people could be measured, and how this could be related to the requirements of government policy.

Contact a Family

Contact a Family provides support, advice and information for families with disabled children, no matter what their condition or disability. In 2003, CES carried out an evaluation of their helpline, and in 2004-2007 CES did an external evaluation of its three-year Families and Paediatricians Together project. The evaluator worked with project staff to develop a monitoring and evaluation framework and tools for the project. We produced an interim and final evaluation report, but also supported the project in its annual reporting to its funder and in feeding back learning into project management.

Coram

Coram is the UK's first ever children's charity. It helps children facing loss to feel safe and loved, and to have access to education and opportunities.

From 2004-2006, CES helped Coram to monitor and evaluate the work of its Parents' Centre. The centre is home to a range of activities, such as drop-in sessions for parents and under-fives; a teenage parents' project; psychology clinic and music therapy. The centre also offers adult classes with a crèche for children 0-5 years. CES was briefed to monitor the outcomes across a broad range of services and provide an external evaluation of outcomes achieved by the services. The evaluation found that the benefits for parents and children included parents feeling less isolated and better able to access other services, an increase in children's confidence and parents being better able to manage their child's behaviour.

Council of Ethnic Minority Voluntary Organisations (CEMVO)

CES carried out an evaluation for the Joseph Rowntree Foundation of CEMVO's pilot capacity building programme for black and minority ethnic voluntary organisations in London. The programme ran from 2001-2004, worked with over 300 groups, and was subsequently rolled out nationally. The evaluation used a wide range of data sources and research methods, examining the approach to capacity building through the views of participants, members of the programme team and other stakeholders. The report focused on the efficiency and effectiveness of the programme, how it added value and

on the lessons to be learned for those designing and planning future capacity building activities.

CES prepared a research findings paper for the Joseph Rowntree Foundations. The findings and the full report can be downloaded at:

<http://www.jrf.org.uk/publications/capacity-building-lessons-pilot-programme-with-black-and-minority-ethnic-voluntary-and->

Crisis

In 2009, CES carried out an evaluation of Crisis Skylight Newcastle, a learning and activity centre where homeless and non-homeless people take part in practical and creative courses together. The evaluation had two purposes: to collect information on outcomes for centre members and to bring together learning from the set up of CSN as a new project. This evaluation can be downloaded from the CES website at: www.ces-vol.org.uk/downloads/crisisreportjune09-424-432.pdf

CES had previously done a programmatic evaluation for Crisis of their ReachOut programme, which funded outreach workers throughout the UK to work with homeless people with mental health problems. The evaluation focused on the outcomes and impact of the programme.

Fairbridge

Fairbridge helps disadvantaged young people across the country to develop personal and social skills so they can move into education, training or employment. CES started working with Fairbridge in 1998, conducting a three-year research programme to rigorously investigate the effectiveness of its work and its impact on the lives of the people they support. CES found interest among policy and practice leaders in the report, which established that their work had a significant effect on personal and social skills.

CES worked with Fairbridge again from 2008-2010, this time to evaluate their Pathfinder Project, in which Fairbridge received funding to increase the capacity of their 11 English teams. CES helped Fairbridge refine and improve their monitoring systems for this work, and undertook an external evaluation of the project.

Field Lane

Field Lane provides a unique combination of care, accommodation and support to older people and those living with dementia, adults with learning disabilities and vulnerable families and children. CES were asked to evaluate Andrew Provan House – its residential service for families who are homeless, and to ensure that its ongoing monitoring system was sound.

Andrew Provan House provides high-quality self-contained units for families experiencing homelessness in the Royal Borough of Kensington and Chelsea area.

CES worked with Field Lane between 2006 and 2008. The evaluation helped them to develop more flexible and user-led services at Andrew Provan House, and significantly increased staff confidence in the work they do.

The Haemophilia Society

The Haemophilia Society provides information and support for all people affected by bleeding disorders as well as representing their interests. CES started working with the Society in 2008 on monitoring and evaluation, and carried out an evaluation of their work in 2010-2011. The evaluation included data from their internal monitoring data, a survey with members and interviews with key stakeholders.

Hanover Foundations

Hanover Foundations' mission is to deliver transformational professional performance coaching and training programmes with young people to improve their life chances. From 2009 to 2010, CES evaluated Hanover Foundation's Level 2 Award in Mentoring for Young Learners, piloted in two London colleges. The evaluation used both quantitative and qualitative methods, focusing on key learning and development outcomes and the added value of the coaching component of the programme. The evaluation found that the programme had increased communication skills, with evidence of a new respect for effective listening, using questioning techniques and hearing another perspective without interjecting. Hanover Foundations was able to use CES' evaluation to interest funders in supporting a larger and longer programme. The report is available on www.ces-vol.org.uk/downloads/hanoverfoundationsreport-792-800.pdf

Home-Start

Home-Start is the UK's leading volunteer family support charity. Across the UK and with British Forces in Germany and Cyprus, more than 15,700 family support volunteers visit families at home each week, helping parents to cope with difficulties like isolation, bereavement, multiple births, illness and disability.

Home-Start is a national organisation working with 334 affiliated schemes throughout the UK. In 2004, CES worked with Home Start to develop an integrated self-assessment and review process for use by Home-Start national and its schemes. The self-assessment framework provided a set of quality standards, and the comprehensive review process supports continuous improvement within schemes and enables Home-Start national to assess compliance against essential membership criteria. Once the quality system was in place, CES worked with Home-Start to develop a comprehensive training programme to embed the self-assessment process.

This work with Home-Start complemented earlier work to develop monitoring and evaluation practice and systems across the UK-wide schemes.

Hope UK

From 2006-2009, CES worked with project staff to provide evaluation support to their Parenting/Children at Risk project. This involved developing an evaluation framework and monitoring tools, supporting staff in their annual reporting, and writing a final evaluation report.

The Ismaili Community

The Ismaili Community runs a range of social and religious education and formation programmes all over the country (and internationally), mainly for members of the faith. Within the Community, the Ismaili Tariqah and Religious Education Boards (ITREBs) have responsibility for providing for the religious education and formation of members of the community.

ITREB (UK) wished to start self-evaluating their work in a more structured manner, to ensure that they could continue to provide the best services possible. They commissioned CES to work with them from 2004-2005, to pilot evaluations in four of their social and religious education and formation programmes. The participants received training and technical coaching from CES throughout the 18 month programme.

Kidscape

Kidscape works to prevent bullying among children. From 2005-2006, CES helped the organisation to define its outcomes and to monitor them systematically. CES then carried out an external outcome evaluation for Kidscape.

Following the initial project, Kidscape asked CES to return and help to design a monitoring framework and tools for a new pilot project.

London Borough of Camden

From 2003-2004, CES helped with the development of a programme to strengthen BME organisations and then evaluated the results. CES also evaluated a community development programme in Camden.

In 2010-2011 CES supported LB Camden's Outcome-Based Commissioning process by working with council commissioners and grants officers from across the Borough to strengthen their approach to outcomes. Part of this involved working intensively with three LB Camden contract or grant holding voluntary sector organisations and one internally provided service to strengthen their monitoring and evaluation tools and processes. This work has now developed into a full programme of support for the Communities and Third Sector team within the Culture and Environment Directorate as they reframe both their grants programme and their entire approach to evaluation. This work involves both training and consultancy until December 2011.

CES has also evaluated two LB Camden projects; Healthy Communities and the Castlehaven Time Bank.

CES helped the LB of Camden to measure the impact of their grants programme for local voluntary organisations. We also helped the LB of Southwark and the LB of Tower Hamlets in a similar way. This work includes relating outcomes to both the intentions of the individual organisations, and the corporate goals of the borough.

London Borough of Greenwich

In 2009, CES reviewed Greenwich Council's monitoring and evaluation framework to make sure that it met Greenwich Council's aims and objectives and was fit for purpose as the Council moved to a commissioning model. One of the considerations was to align the monitoring to the service level agreements and to ensure consistency about what was being required by different departments. Another area for the review was the quality of overall reporting by the Council on its funding programme.

CES worked with Council officers to develop the monitoring and evaluation framework, with a greater clarity about, and focus on, outcomes. Once the framework was agreed, CES provided briefing sessions for both funding officers and funded groups.

London Councils

CES trained London Councils grants officers and its funded groups in how to identify and measure outcomes. We completed a publication, *Measuring Up*, for distribution to all London Councils' funded groups on identifying and measuring outcomes and using outcomes information to develop services.

London Housing Foundation

From 2002-2007, CES offered a programme of training and technical support in outcomes, on behalf of this London trust, to people working in the single homelessness sector. This included a conference and the publication of a book, *Managing Outcomes: a Guide for Homelessness Organisations*, which can be found at the following link: www.ces-vol.org.uk/managingoutcomes

Measuring Social Value programme

CES was part of a consortium delivering information and support on the Social Return on Investment (SROI) approach on behalf of the Office of Civil Society. SROI is a framework for understanding, measuring and managing the outcomes of an organisation's activities. To find out more about SROI and CES' work in this area, visit CES' website at: www.ces-vol.org.uk/SROI .

A publication, *A Guide to Social Return on Investment*, has been produced for this programme, edited by Sally Cupitt at CES. It can be found on the SROI Network's website: www.thesroinetwork.org

Mind

Mind is the UK's leading mental health charity. In total it has a federated network of more than 180 local Mind associations.

In 2001, Mind introduced a quality assurance system, tailor-made for the organisation. In 2004, once it was up and running, CES was asked to evaluate how far it was achieving what was hoped for. Recommendations included improving the guidance documents and creating a working group to oversee developments of the system.

National Osteoporosis Society Helpline

In 2006, CES undertook a user evaluation for this helpline, focusing on outcomes for users and user satisfaction with the service. CES also wrote an evaluation strategy for the helpline, to enable them to evaluate their work in the future.

National Performance Programme

The National Performance Programme was a Capacitybuilders grant-funded programme, led by CES, to strengthen the work done by local and specialist infrastructure organisations (also known as 'support providers' or 'second-tier organisations'). In 2009, the programme commissioned CES consultants to undertake a piece of research investigating how infrastructure organisations demonstrate the difference they make. The report explores the use of monitoring and evaluation tools in the sector; theoretical and practical difficulties with demonstrating difference and suggestions from respondents on what would help infrastructure organisations better demonstrate the difference they make. The report, *Demonstrating the Difference*, can be downloaded from the CES website at: www.ces-vol.org.uk/demonstratingthedifference

In 2009, CES consultants carried out research for the National Performance Programme into the use of health checks by infrastructure organisations in their capacity-building work, reviewing the different purposes and designs of 18 tools, good practice in using them, and their benefits. The research found that many were geared in practice towards small, new and developing organisations requiring more light-touch, user-friendly models than earlier tools, many found to be no longer in use. The report, *How are you Doing?* and an online matrix of face-to-face health checks can be found on the CES website: www.ces-vol.org.uk/hayd

P3

Formerly the Good Shepherd Trust, P3 is a large charity that offers a range of services to socially excluded people in the Midlands. CES worked with P3 over two years to help them develop a bespoke outcomes monitoring system throughout their organisation.

Parents for Inclusion

Parents for Inclusion supports parents to help their disabled children to be included in the local school and community. CES worked with Parents for Inclusion from 2006-2008

to provide an independent evaluation and support to enable staff to monitor and evaluate their work themselves, on a continuing basis.

Peterborough City Council

Peterborough City Council set up, ahead of most councils, a common assessment system to be used by all agencies looking after children. In 2005, CES evaluated the initial stage of introducing this system, in which various professionals were trained to use a common Family Assessment Form, and to start to put it into practice.

The evaluation showed that the implementation of the Family Assessment Framework had been successful. Recommendations included making improvements to the guidance on using the assessment and developing the training programme to expand its reach.

Princess Royal Trust for Carers

The Princess Royal Trust for Carers is the largest provider of comprehensive carers support services in the UK. The Trust had been using PQASSO as a self-assessment tool for a number of years before deciding in 2009 to fully implement PQASSO as an independently assessed quality system, working across its range of national services.

CES worked with the Trust to develop bespoke additional standards for use across its network. Our consultants gave technical expertise and guidance to integrate the Trust's new standards with those already in place.

As a result, the Trust now has new Quality Standards for Carers' Services which are subject to separate independent assessment by the Trust. Every Carers' Centre in the network will be expected to achieve level 1, in order to be awarded The Princess Royal Trust for Carers Quality Mark. More established centres can then decide to move on to level 2.

The Quality Mark has given the Trust evidence of their commitment to quality, both to staff and to external stakeholders, with external accreditation bringing consistency to the quality measurement of their national portfolio of services.

Prisoners Education Trust

Prisoners Education Trust helps prisoners to take educational courses while in custody, and as part of this develops prisoner mentors. The Trust asked CES to help them develop a monitoring framework and to provide an independent evaluation of the new Youth Education Peer Monitoring Project.

Queen's Nursing Institute (QNI)

The QNI supported a programme in which health visitors create and run innovative responses to local health needs. CES helped the QNI to set up a structured system for

monitoring and evaluating the results, with a special emphasis on outcomes. CES also evaluated the outcomes.

Relate

Relate is a national federated charity with over 70 years' experience of supporting the nation's relationships. Relate is the country's largest provider of relationship support; every year its counsellors help 150,000 people of all ages through a national network of 77 Centres working in 600 locations, as well as by phone, online and via SMS text.

After reviewing a number of quality frameworks, in 2010, Relate approached CES to introduce PQASSO across the charity. CES also provided PQASSO training for a core group of staff which was designed to be cascaded throughout Relate.

SROI UK – SEIF Project

The £100 million Social Enterprise Investment Fund (SEIF) was established by the Department of Health (DH) to stimulate the development of social enterprise in the delivery of health and social care services, through the provision of start-up funding and long term investment.

In 2009, CES was commissioned by SROI UK to undertake three forecast SROIs, for the Department of Health's Social Enterprise Investment Fund.

TB Alert

TB Alert works to fight TB worldwide and in the UK. CES worked with TB Alert in 2010-2011 on its UK awareness-raising and network-building programme to develop monitoring frameworks and tools. CES has used a theory of change approach in the programme planning process with TB Alert. You can find out more about this approach and our work with TB Alert in the free publication *Making Connections: Using a Theory of Change to Develop Planning and Evaluation*. You can download this from www.ces-vol.org.uk/publications

Think Global (Development Education Association)

Formerly known as the Development Education Association (DEA), CES evaluated work undertaken by DEA for the Department for International Development (DFID) in 2004. This included looking at the expectations about DEA held by various stakeholders, including their members and the DFID.

CES worked with Think Global again in 2010, this time to provide training to International NGOs on monitoring and evaluating the outcomes of their work. This led to a joint publication, *Evaluating Global Learning Outcomes: A Guide to Assessing Progress in Intercultural, Environmental and Development Education Projects*. The guide brings together expertise on evaluation with real-life case examples of different approaches to evaluating global learning projects, and offers those working in this field useful guidance on how to provide good quality information to stakeholders, and to

better understand for themselves what is working well and less well. Available to purchase from www.think-global.org.uk

Thrive

CES worked with Thrive and its partners in their Integrated Learning Project, targeted at hard-to-reach adults with learning disabilities.

CES developed a monitoring and evaluation framework, and drew on internal monitoring reports and external evaluation data to provide annual evaluation reports over the life of the project.

TimeBank

TimeBank is a national volunteering charity that supports individuals and businesses to find rewarding volunteering opportunities. CES worked in 2010-2011 with two teams within TimeBank to improve their monitoring and self-evaluation planning and practice. These teams will then share their learning, acting as a pilot within the organisation to enable improved learning and practice in other teams.

Welsh Assembly Government

In 2004, CES researched and wrote guidance for the Welsh Assembly Government on how to consult with homeless people. The 40 page publication CES produced, *Consulting with Homeless People*, was key to helping Welsh housing and homelessness organisations consult with their users about service delivery, gaps in services and strategic planning.

Available in English and Welsh, this guidance can be accessed at the following link: <http://new.wales.gov.uk/desh/publications/housing/consultwithhomeless/guidee?lang=en>

West Dunbartonshire Community and Volunteering Services

CES has been working in partnership with West Dunbartonshire CVS since 2010 on a programme of 'Supporting Voluntary Action', part of the Scottish Government's plan to increase efficiency and effectiveness. The CVS wants to create a sustainable quality infrastructure for Scotland using the PQASSO quality system. CES is providing a range of training to infrastructure organisations, including PQASSO mentor training, to better support frontline organisations to implement PQASSO, and achieve the PQASSO Quality Mark. The programme aims to create an infrastructure that is able to provide a comprehensive and efficient range of support and development services to the voluntary sector, and to increase the capability of the sector to contribute to national strategies to improve people's lives in Scotland.