

Applying for Funding Masterclass

Greenwich
28 February 2018

Kathy Settle
Chief Executive, Libraries Taskforce

Agenda

Step 1: Don't start with the money

Step 2: You've defined your project. Now what?

Lunch

Step 3: Getting the money: maximising chances of success

Refreshments

Step 4: How your bids will be assessed: a bird's eye view

Step 5: You've got your money - hooray! What next?

Wrap up and next steps

Close (no later than 1630)

Step 1:
Don't start
with the money...

Cambridgeshire Libraries

Sue Wills
Library Service Manager

Structure

How we demonstrated our contribution to the Strategic Objectives of the Council, created that compelling narrative and got approval

How we won the funding we needed, including the business techniques we used.

And I will share my new income ideas

Questions

Strategic Objectives

County Council ambition

Making Cambridgeshire a great place to call home

Cambridgeshire Libraries will be positioned to deliver across this ambition into the very heart of our communities:

- ✓ leading positive local action
- ✓ developing partnerships that make a positive difference
- ✓ delivering services that meet evidenced needs
- ✓ growing and maintaining a deep knowledge and expertise about their community
- ✓ equipping our residents with the skills and opportunities they need to achieve

Cambridgeshire Libraries will provide opportunities for all tiers of local government and our partners across all sectors to play their part in achieving this shared ambition

**What can the library
service contribute**

The opportunity.....

**2,303,593
visits**

**648,340
website
visits**

**911
volunteers**

**Safe, trusted
and neutral**

**Networked
in the
community**

**423,279
members
(65% of the
population)**

**33 libraries
3 mobiles
Library@Home**

**11
community
libraries**

Compelling narrative

Design principles

- Libraries at the heart of delivering Council priorities (*'Think Libraries First'*)
 - Co-designed and delivered with communities and partners
 - Resilient, sustainable, commercially minded
-
- Member engagement – including the libraries steering group
 - Staff and public engagement
 - National policy – *Libraries Deliver: Ambition for Libraries in England 2016 - 2021*

Key challenges keeping us awake at night.....

- Increasing demand in Adult Social Care
- Increasing demand in Children's Social Care
- Increasing demand for high-harm public protection services
- Inequalities not reducing quickly enough
- Community resilience and cohesion
- Workforce and skills

..... the Library Service is well positioned to help

The offer – our immediate priorities

- **Libraries at the very heart of the Council's business** – the face to face option for services
- Libraries '**commissioned**' to deliver services that directly impact on our priorities
- Libraries that are **the go-to place for communities and our partners** – information, advice, support, transactions, access to services, opportunities to participate and connect, volunteering, activities and events
- Library services that are **co-designed at lower cost** e.g. community managed libraries, open access (self service buildings), co-location
- **More choice and flexibility** for local people: community curated stock and activities

Delivering the council's outcomes

Older people & people with disabilities live well independently

Children are helped to reach their potential

The economy prospers to the benefit of all residents

People lead a healthy lifestyle and stay healthy for longer

People are kept safe in a safe environment

Mobile service. Library@Home. Try before you buy' Assistive Technology demonstrations. Dementia friendly staff. 'Engage' clubs. Targeted stock. Volunteering opportunities. Opportunities to meet and connect.

Early years speech and language devt. Bookstart. Rhymetime. Summer Reading Challenge. Homework clubs. Free study space and internet access. Teenage volunteers. Careers information. Online learning resources. Holiday lunch clubs. Code clubs.

Resources for job hunters. Free internet. CV writing. Job Clubs. DWP referrals. Start up business support. Support for SMEs and home workers. Business & IP Centre.

Community Health Information Service. Books on Prescription. Social prescribing. Life skills. Public Health clinics in libraries. Positive promotions. Cultural activities

Trusted information and staff. Community meeting spaces. Staff trained to spot and refer. Partnerships with DCs and Police. Access / signposting to legal services, food banks, emergency and health info.

What will be different...

For Customers:

- More services under one roof
- More help and support when you need it
 - Improved access
- Exciting events in your local library
 - More choice
 - New ways to get involved

For Communities:

- Anchor service
- for place making and community resilience
- More participation and involvement
- Community meeting place in every library
 - Co-designed with local people

For our Partners:

- Co-location / integration in communities (OPE)
- Access to library reach and footfall
- Co-design of new services
 - Reduction in cost
 - Joined up services

For the Council:

- Joined up, more sustainable services
- Touchdown and meeting facilities
- commissioning opportunities

Examples

As a home worker and entrepreneur, I book work space in the library, connect with and learn from others. It stops me feeling isolated and helps me grow my business

As an older person discharged from hospital, library staff connected me to local groups which stopped me feeling lonely and helped me to stay well

I'm unemployed so I use the library to learn new skills, volunteer, get work experience, find and apply for jobs online, join a Job Club, and get money advice

We all share one computer at home so I use the computers and homework collection at the library. Books on Prescription really helped when I was feeling down.



- **Libraries transform lives**
- **Libraries transform communities**
- **Libraries are a smart investment**
- **Libraries today are less about what they have for people, and more about what they do for and with people**

Next steps

- H&CI Committee – February - passed
- Development of a delivery plan by April 2018 – linked to reducing the demand pressures
- Investment to support the change – but has to be paid back – includes Marketing Officer for 1 year

**Then I am going to tell you
how we won the funding
we needed, including the
business techniques we
used**

Commissioning & Income generation

Commissioning

- Skills & Learning: 'Falling in Love with Reading'
- Skills & Learning: Digital Skills
- Visa checking
- Health contract - Libraries as assistive technology demonstrator sites
- Health: Health Information Service

Success brings
success so more bids
in the pipeline...

Income Generation

- **Co-location and delivery of more public services** under one roof, giving people more reasons to visit and use their library. More government services will begin to become available through local libraries such as social care initiatives and online visa applications.
- **Introduction of a £1 hourly charge for computers:** The first half hour will be free for everyone. Children up to 18 years of age will be able to continue using computers free of charge. Additional websites for government and council services (including universal credit, child benefit, etc.) will remain free to access. This will be reviewed again in September 2018.
- **Increase of prices and occupancy levels of the libraries' meeting rooms and spaces to hire,** to assist with upkeep of the library. Different rates for different types of organisations will be available.
- **Library Extra scheme:** people who wish to financially support their library can sign up for this scheme and access some value-added membership benefits, for example premium member receptions.
- **Introduction of a wider and more varied range of regular events,** including author talks or art events, that charge an entrance fee.
- **Increasing library charges and fees by 2.2%,** bringing it in line with inflation
- **Donation boxes**
- **Philanthropy**

Income ideas on my drawing board...

- Advertising, acknowledgements and underwriting
 - Newsletters
 - Websites
 - Podcasts and other internet streaming technologies
 - Program rebroadcasts and cable streaming
 - Calendars and publications
 - Carousel screens (digital signage)
- Art show sales
- Athletic competitions
- Author sales
- Books and materials
 - Book and resource places
 - Book sales - community
 - Book sales - third party
- Cell tower leasing
- Charging stations
- Crowdfunding
- Equipment rental
- Event and programme sponsorship
- Facility or room rental
- 50-50 raffles
- Gift shop sales
- Matching grants and donation challenges
- Medical services partnerships
- Meeting services
- Naming rights
 - building
 - collection areas
 - Materials
 - Rooms
 - Own a day
- Passports
- Publishing
- Receipts
- Recycling
- Software application development
- Sponsorships
 - Collection areas
 - Furniture
 - Materials
 - Rooms
- Third party products and services
- Tutoring
- Vending machines
- Vendor shows

**Business techniques we
used**

Show
your
creative
side



Strategic Review for Income Generation

- Discuss what you want to keep
- Discuss what you want to grow
- Discuss what you want to stop
- Discuss what you want to start
- Consider the barriers?
- What are the opportunities?
- Consider what you could charge *and understand difference between cost and price*
- Consider Trading account

**To help you do
that...**

Customer/Service Matrix

Customer/Event Matrix

[illegible]

STRATEGIC REVIEW

CLIENTS AND CUSTOMERS

		current	potential
SERVICES	current	increase or decrease	development or refinement
	new	development or replacement	diversification or divestment

STRATEGIC REVIEW

COMMUNITY GROUPS

current

potential

**S
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decrease

development
or
refinement

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development
or
replacement

diversification
or
divestment

Values and Behaviours

- We focus on the **Customer**
- We consider **Value for money** and ways to reduce costs
- We aim for **Service excellence and innovation**
- We take **Pride** in everything we do
- We take **Responsibility** for our actions
- **CAN WE PROVE THESE TO STAFF AND CUSTOMERS?**

Thank you

Sue Wills

Cambridgeshire Library Service
Manager

sue.wills@cambridgeshire.gov.uk

Barking and Dagenham

Zoinul Abidin
Head of Universal Services

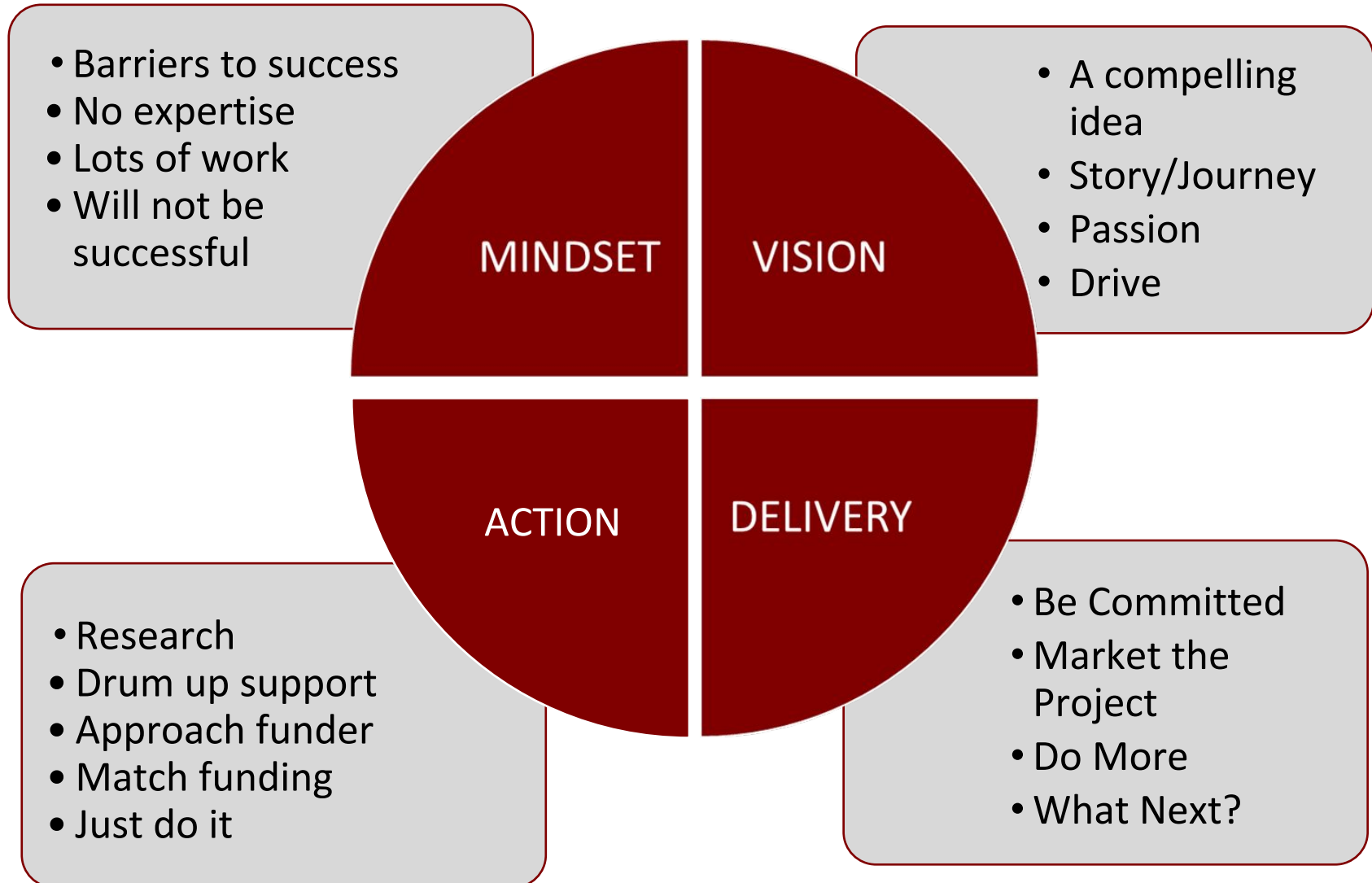


Zoinul Abidin

**Head of Universal
Services**

Zoinul.abidin@lbdd.gov.uk

Applying for Funding



Practical Exercise 1: Developing your project

Feedback:
What did you learn
from exercise 1?

Step 2:

You've defined your project. Now what?

Step 2: You've defined your project, now what?

Dave Ahlquist, Locality



Locality is the national network of ambitious and enterprising community-led organisations, working together to help neighbourhoods thrive

locality.org.uk



@localitynews



What help is out there with bid writing?

Range of sources to access help and support:

- Local CVS
- Local authority
- Websites for evidence base - observatories
- Web searches



Funding Source examples

- Boroughs
- Community Foundations
 - London Community Foundation
 - East End Community Foundation
- London Councils - via partners
- Mayor/ London Assembly
- Trust for London
- City Bridge
- Livery Companies

Focused Funding

London Councils Grants

[Homelessness](#) (8)

[Sexual and Domestic Violence](#) (11)

[Tackling Poverty through Employment
\(European Social Fund match funded\)](#)

[Support to the voluntary and
community sector](#) (6)

Trust for London

Good Homes and Neighbourhoods

Better Work

Decent Living Standards

Shared Wealth

Pathways to Settlement

Stronger Voices Connected Communities

[City Bridge Trust](#)

[English for Speakers of Other
Languages](#)

[Improving Londoners' Mental
Health](#)

[Improving London's
Environment](#)

[Making London More Inclusive](#)

[Making London Safer](#)

[Older Londoners](#)

[Reducing Poverty](#)

[Resettlement and](#)

[Rehabilitation of Offenders](#)

[Strengthening London's](#)

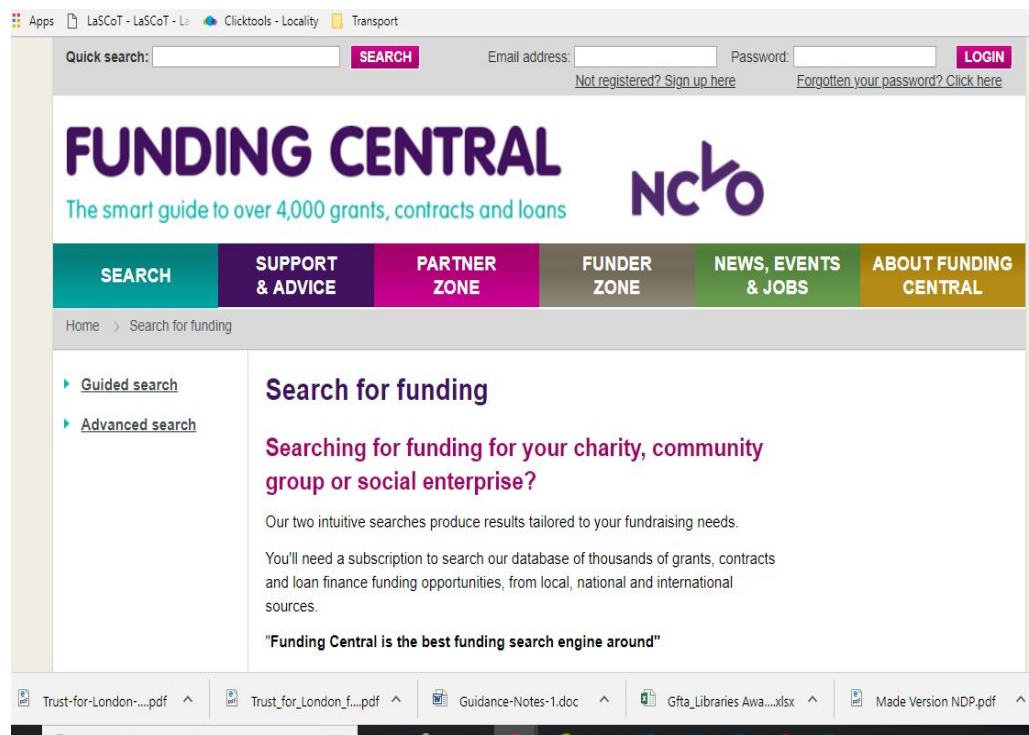
[Voluntary Sector](#)

[Eco-audits](#)

[London Youth Quality Mark](#)

[Awards](#)

- Range of grant opportunities open and close regularly – tens even hundreds
- How to find them?
- What are your experiences for accessing grants?



Fund Raising

- Fund raising - events activities, sponsorship, corporate social responsibility - B&Q, Coop
- Crowd funding & share offers
- Soup approach
- Others - examples from the room?
- Tell your story - create links through social media - Facebook page, find friends



Nottingham Soup

@NottsSoup

Follow

Congratulations to Carly and Martin from Zephyrs Nottingham who won tonight's funds! £195 raised for an incredible cause.

[#NottsSoup](#)



Forest Hill Library Launch Fund

[Project home](#)[Updates](#) 0[Comments](#) 0[Supporters](#) 203[Contact project](#)

Forest Hill Library is offering great rewards for backing this exceptional local hub. We need your help to maintain this community resource.

✓ **We did it!**

On 28th Nov 2016 we successfully raised **£10,310** of £6,000 target with **203** supporters in **56** days

Kensal Rise Library

We have signed our
lease!

On Mark Twain's
birthday, 30
November 2017, we
signed the lease for
the library.



Foyle Foundation Main Grants Scheme

- Grants to registered charities in the UK which have a core remit of arts or learning.
- Up to 500k - majority of grants will be in the range of £10,000 to £50,000.
- Learning - This strand is designed to support projects which assist with access to places of knowledge e.g. museums and libraries. Projects assisting those with special educational needs or learning difficulties are particularly welcomed.

Big Lottery goes regional

- Locally focussed staff getting closer to applicants/ grantees
- Easier Awards for All application
- Reaching Communities: Want smaller bids from those stuck between Awards for All & Reaching Communities
- Reaching Communities on hold till 2nd April (while changes are made)
- 10-15% drop off in ticket sales last year
- Some LA's considering their own lotteries

Grants for the Arts Libraries



- Open March 18, same amount up
- aims to inspire innovative partnerships between libraries and art organisations
- No longer library niche, same eligibility and timeframes
- Just under £100m, open to all so competitive
- public library/public library authority can apply

Heritage Lottery Fund

- Our Heritage – for any type of project related to national, regional or local heritage in the UK.
- Heritage Grants – HLF's open programme for any type of project related to the national, regional, or local heritage in the UK



Esme Fairbairn

Art with a social impact

Builds engagement with culture in areas where there is low provision.

Enable the arts sector to support a more diverse range of arts professionals towards sustainable careers.

Place - revitalising community life

Work that motivates and enables communities to use their collective ideas, skills and assets to bring about change.

Vast majority of grants under 150k up to 3 years

The Clore Duffield Foundation

- The Main Grants Programme is open to registered charities (local authority cultural organisations are also eligible to apply).
- The majority of support is directed towards the cultural sector, and in particular to cultural learning and to museum, gallery, heritage and performing arts learning spaces
- Grants from 10k to £1m mostly capital

Research documents

Locality work & case studies of
community managed libraries

<http://locality.org.uk/projects/community-libraries/>

What next?

<https://librariestaskforce.blog.gov.uk/2017/09/05/community-managed-libraries-research-what-well-do-next/>

Summary

- There are grant funding opportunities which come and go - but limited
- Fewer opportunities if run by local authority
- Need diverse sources of income
- Use the space creatively to allow other groups to apply for funding
- Nurture the entrepreneurs
- Have a pool of people with the skills you need



Where to look for Funders

Suggestions in pack as starter for 10

We're focusing on 'other funders' but don't overlook Arts Council England - possibly first port of call

European Regional Development Fund (ERDF) and European Social Fund (ESF) - engage with LA Economic Development Teams and Local Enterprise Partnerships

www.fundingcentral.org.uk - guide to 4,000+ grants, contracts, loans

www.fundraising.co.uk - fundraising news, ideas and inspirations

www.dsc.org.uk - good site for ideas and resources

Can be long haul searching for funders. Ask others for advice - might save you lots of time!

Practical Exercise 2: Where are you going to look for support?

Feedback:
What did you learn
from exercise 2?

Step 3:
Getting the money:
maximising the
chances of success

Heritage Lottery Fund

Fiona Talbott
Head of Museums, Libraries and Archives



Awarding funds from

The National Lottery®

Heritage Lottery Fund – our approach to funding

28 February 2018

Fiona Talbott
Head of Museums, Libraries and Archives



Heritage Lottery Fund

£7.7 billion
awarded
since 2009



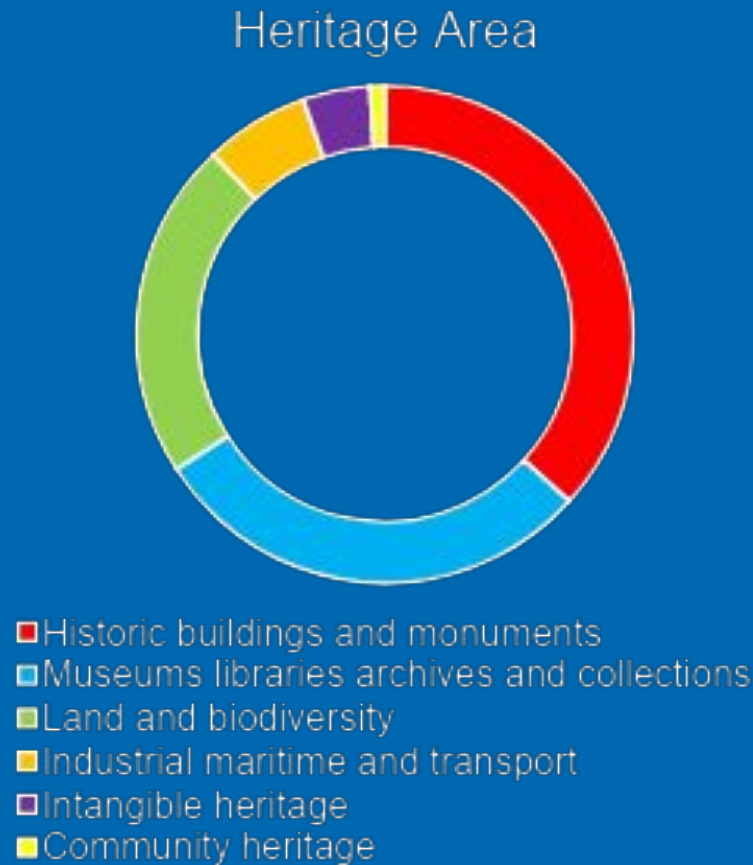
The largest
dedicated
funder of
heritage
in the UK



42,000
projects



Where the money has gone across heritage





HLF grant programmes

Sharing Heritage

- Grants of between £3,000 to £10,000 generally for community heritage
- Projects should last no longer than 12 months
- Applications take 8 weeks to assess and can be made at any time
- No fixed match-funding requirement
- Any not-for-profit group can apply

Our Heritage

- Grants of £10,000 to £100,000
- Applications typically take 8 weeks to assess and can be made at any time
- No fixed match-funding requirement but expectations differ
- Not-for-profit groups and private owners of heritage can apply

Heritage Grants

- Grants of £100,000 and over; applications from not-for-profit groups or partnerships led by a not-for-profit group
- Quarterly deadlines with bids up to £1m decided by local Committee; bids over £1m by Trustees
- Match-funding required and depends on the size of the grant request

Outcomes

As a result of our investment ...

People will have ...

- changed their attitudes and/or behaviour
- developed skills
- had an enjoyable experience
- learnt about heritage
- volunteered time



Outcomes

As a result of our investment ...

Community / society ...

- environmental impacts will be reduced
- more people and a wider range of people will have engaged with heritage
- your local area / community will be a better place to live, work or visit
- your local economy will be boosted
- your organisation will be more resilient.

Proportionate approach

Sharing Heritage – one outcome for people

Our Heritage – one for heritage and one for people

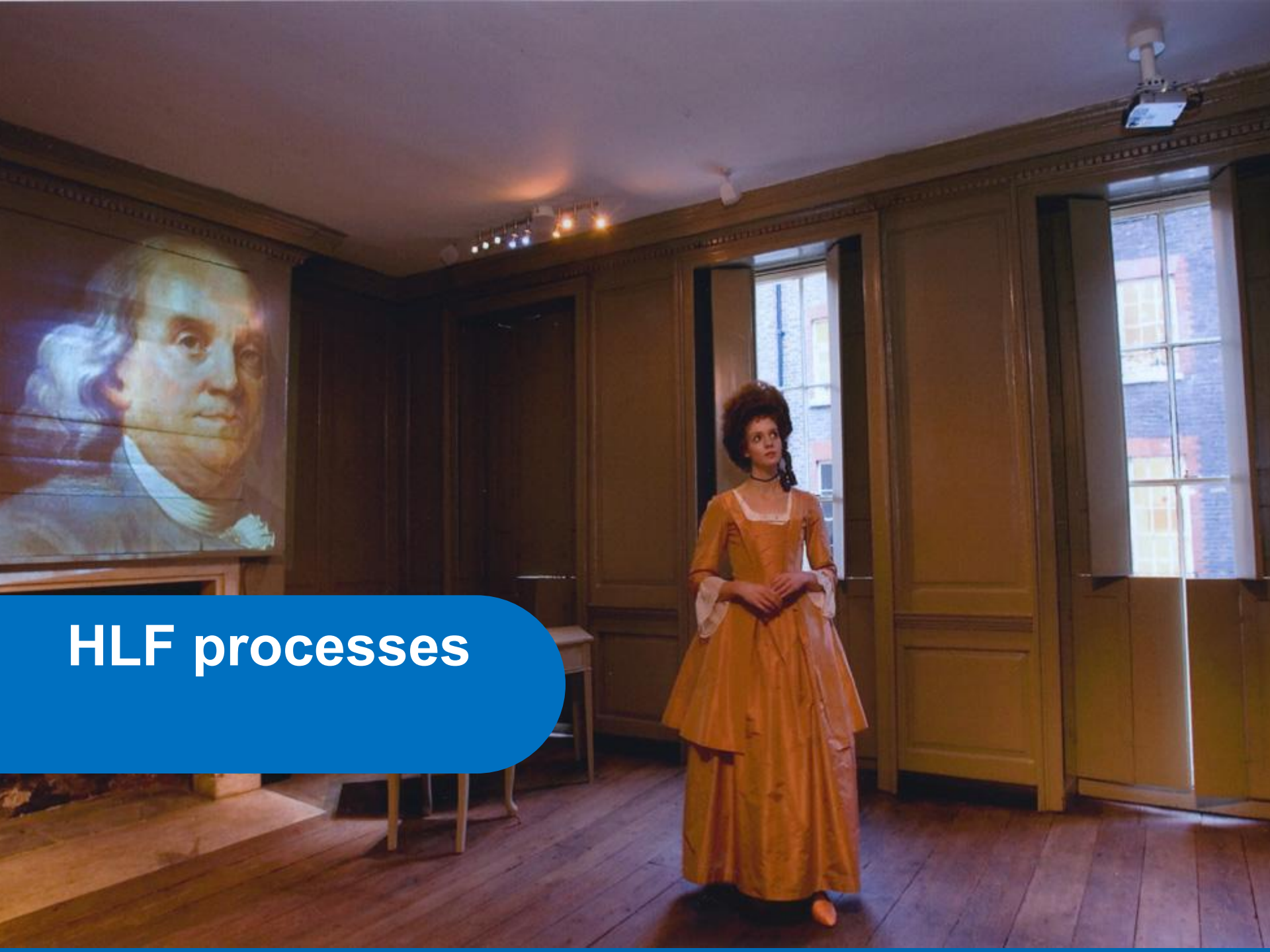
**Heritage Grants under £2m - one each for heritage
people and communities**

**Heritage Grants over £2m – a wide range of
outcomes achieved (at least two for heritage,
people, communities)**

Key Questions to Ask Yourself

- Why is this heritage important?
- Who is it important to?
- Who will benefit ?
- What difference will your project make to your heritage?
- What difference will your project make for people?
- How will you maintain the benefits in the long term?





HLF processes

Library policy

What we can and cannot fund

Project funding

Libraries in historic buildings



Project enquiry

Get advice from us before work on a bid is started.

Get feedback on a project proposal before applying.

We can give advice, especially on meeting outcomes.

Respond to all submitted project enquiry forms within **10 working days.**

Support for Heritage grants

- 1st Round [Basic Proposals]
- 3 month assessment
- Competitive round



- Development work [0-18 months]
- Capital costs review

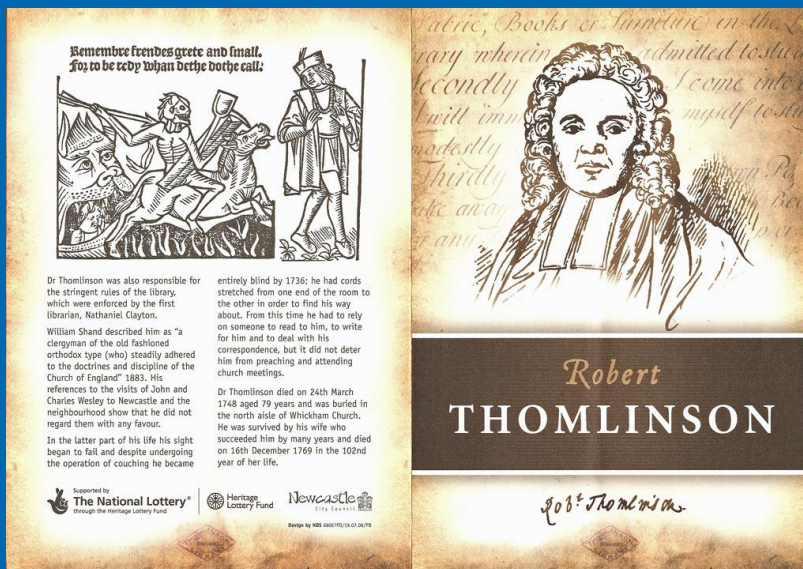


- 2nd Round [Detailed Proposals]
- 3 month assessment
- Competitive round





Capital projects



Activity projects



Library collaborations

Collections



John Murray Archive

Acquisitions



Fiona Talbott

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www.hlf.org.uk

Carnegie UK Trust

Douglas White
Head of Advocacy

Libraries Taskforce Funding Masterclass: maximising the chance of success



100 years focus on “Wellbeing”



CHANGING MINDS • CHANGING LIVES

“ Since its creation by Andrew Carnegie in 1913, the Trust has worked with many partners in the UK and Ireland to help build our modern society – promoting policy change, creating new organisations, and supporting innovative practice.

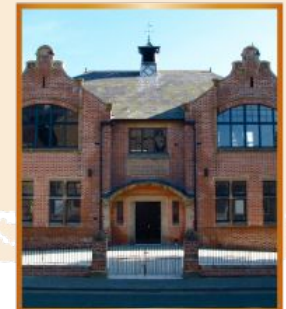
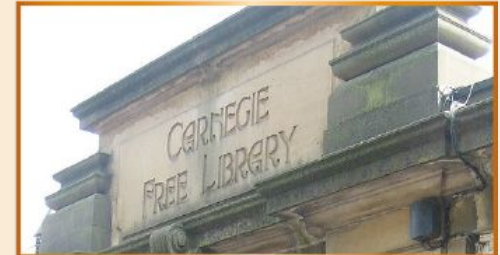
The 21st century brings new technological, cultural, economic and social changes, but the underlying purpose of the Trust – to promote the wellbeing of the people of the UK and Ireland – continues to underpin all our work.

”

600+ libraries in UK and Ireland CarnegieUK

TRUST

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Library programmes: Library Lab



CHANGING MINDS • CHANGING LIVES

Aim: supporting and developing innovation and leadership in the public library sector.

Target: staff in early and mid-management roles

Our offer: funding for an innovative project, bespoke online learning programme, an external mentor, networking events and an external evaluation



Library programmes: Library Lab

Highlights from Carnegie Library Lab Cohort 2



workshops and events held



people reached across all projects



Positive new relationship forged with local school in Bridgend



Cook2Learn attendees in North Somerset have more confidence with weights and measures



Increased knowledge of local environment and heritage in Dungiven and Limavady



raised to conserve books in Exeter



Intergenerational relationships forged in Falkirk



Prestigious partnership with Lambeth Libraries and a major London university



“Being a Carnegie Partner...I have had the opportunity to work with people and do things I otherwise wouldn't have had. This brings benefits to my project and my career more generally.”

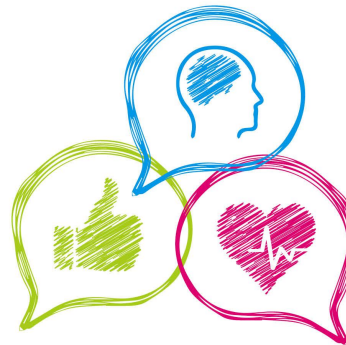
Library programmes: Engaging Libraries



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A new funding partnership between the Carnegie UK Trust and global charitable foundation Wellcome.

14 projects in Libraries across England, Wales and Scotland to engage local people in imaginative and interactive projects exploring health and wellbeing.



Engaging Libraries

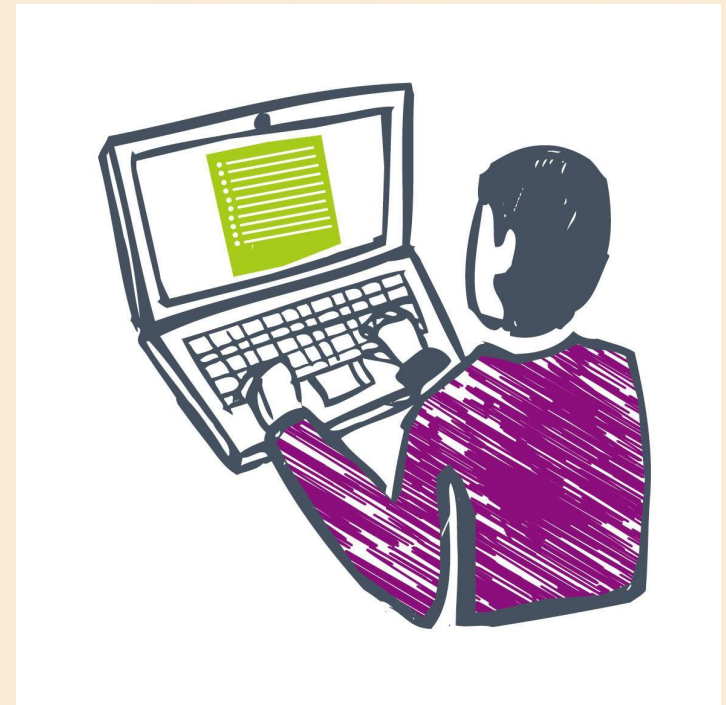
public engagement
on health and wellbeing

Maximising success: The Programme

CarnegieUK
TRUST

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- What is it trying to achieve?
- Use the criteria
- Look at examples



Maximising success: Your bid

- Strike a balance with your examples
- Re-emphasise your key strengths
- Show staff buy-in
- Outputs and outcomes



Maximising success: Be succinct



Thank you



CHANGING MINDS • CHANGING LIVES



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Feedback from conversations with Funders

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Not 'warm' to funding gaps created by Local Authorities stopping funding activities

Feedback from Funders on library applications

Have a very strong asset base and some good ideas

Have access to a diverse audience

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Generally weak in developing partnerships for applications

Be more externally focussed (break out of 'library bubble')

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Be more externally focussed (break out of 'library bubble')

Far too many applications are vastly under costed. Make sure money is enough to achieve project aims - and build in contingency

Other hints and tips

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Think about legacy and how project can become self-sustaining

If not successful first time, get feedback, amend and re-apply!

**Doesn't matter if the
funder likes the project
or not. You need to
demonstrate that
someone will like it and
want to take part**

**Do something that
excites you.
If it doesn't excite
you, it won't excite
anyone else!**

Practical Exercise 3: Bidding for resources

Feedback:
**What did you learn
from exercise 3?**

Step 4:
How your bids will
be assessed -
a bird's eye view



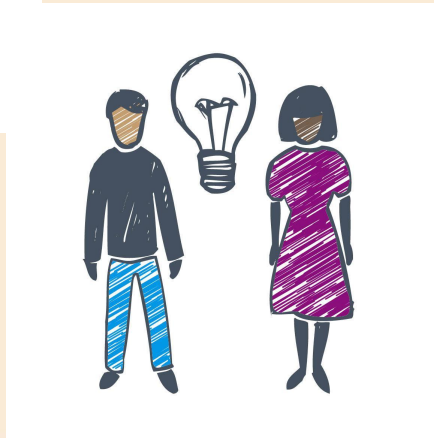
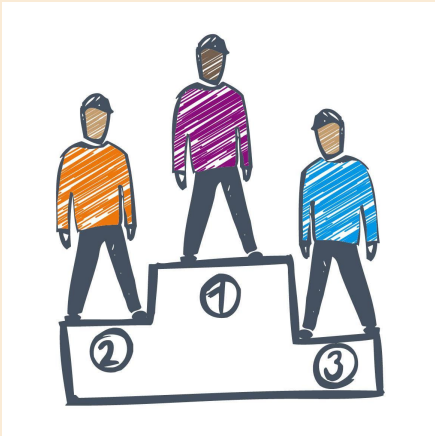
**Questions and
feedback:
What did you learn
from Step 4?**

Step 5:
You've got your
money - hooray!
What next?

Carnegie UK Trust

Douglas White, Head of Advocacy

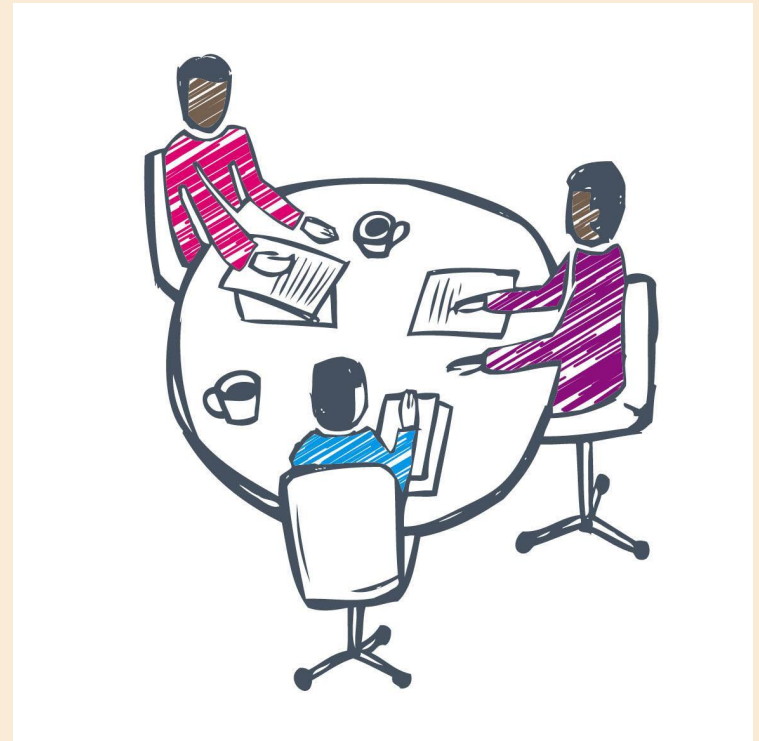
Why evaluate?



- Identify successes, challenges and how to take work forward
- To share learning and experience with policymakers, practitioners and funders

Evaluation requirements

- Self-evaluation framework
- Data monitoring
- Phone calls
- Project visits
- Interviews



Recording information for evaluation



- How to measure outcomes?
- Identify sources of evidence
 - Feedback forms to fill in after activities
 - Photos and videos

Thank you



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Delivery, reporting and evaluation

Line up rest of your organisation

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Complete the paperwork - internally and Funders

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Delivery - do what you said you'd do! But prepare to be flexible

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Communications and PR opportunities - regularly promote project / library service; consider Councillor media opps...

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Lessons identified - review regularly: what went well, what went less well, what do differently? Learn and adapt

Delivery, reporting and evaluation

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Reporting on progress - internally and to Funders; use of data

Lessons identified - review regularly: what went well, what went less well, what do differently? Learn and adapt

Evaluation - embed from the start; share widely

**Questions and
feedback:
What did you learn
from Step 5?**

Wrap up and next steps

Next steps

We'll share the notes

We'll share everyone's email address

We'll do a blog on the workshops - including all speaker slides and final copies of the template, etc - once the four workshops are over (late March)

Any questions?

Email: librariestaskforce@culture.gov.uk

GOV.UK:

<https://www.gov.uk/government/groups/libraries-taskforce>

Blog: librariestaskforce.blog.gov.uk

Twitter: @LibTaskforce