A Review by BEMIS

Of Engagement by Public Sector Agencies in Scotland

With Ethnic Minority Communities

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ACKNOWLEDGEMENTS

EXECUTIVE SUMMARY

1. In November 2006 BEMIS undertook a review of engagement by local authorities, health boards, and police forces with ethnic minority communities in Scotland.   Forty-one completed postal questionnaires were received from thirty-three public sector agencies (twenty five local authorities, six police forces, and two rural health boards). The findings are in line with a previous review by the CRE in Scotland in December 2003. BEMIS focused on five 'indicators of engagement': community profiling; involvement of service users; provision of support; monitoring/evaluation in place; and improvements identified.

2. **Key findings**

    Overview
    - There is evidence of good practice by a third of public sector agencies in terms of strategic planning frameworks. Good practice is found in rural as well as urban authorities.
    - In general the police forces have established transparent frameworks for monitoring, evaluating and reviewing progress.
    - There is a broader variation among Local Authorities, and within different departments within the same local authority knowledge and quality of engagement varies considerably.

    Community profiling
    - 60% of agencies collect data on service users. However rural agencies are more likely to be reluctant to collect this data.
    - There is a demand for robust data on size and trends of migrant workers in rural communities.

    Involvement of service users and provision of support
    - All six police forces, one health board, but only 44% of local authorities identify examples of service user involvement.
    - The support provided reflects departmental priorities and targets combined with promotional campaigns.

    Monitoring and evaluation
    - Although 60% of agencies have systems in place this is very much 'work in progress' among local authorities.
    - Investment by a minority of agencies in developing monitoring and evaluation tools, reporting frameworks, and training staff, is found to contribute to identifying improvement measures.

    Improvements identified
    - 54% are beginning to examine ways of refining their approach and programmes, but for most this is still 'work in progress' awaiting the results of their monitoring and evaluation.
    - Local Authorities prioritise the need to further mainstream race equality work and to develop council-wide engagement strategies with political and managerial commitment at a corporate level - something that appears to be currently lacking.

3. In order to support this work there is a call for additional central government funding for:-
    - partnership working between the statutory and voluntary sectors
    - building community capacity and supporting BME volunteers
    - employment of designated workers particularly in rural areas.

    Other measures proposed are:
    - the simplification of the range of inspectorate bodies scrutinising delivery
    - guidance on the new CEHR to come into being in October 2007
    - training provided on impact assessment tools
    - ongoing capacity-building support for small projects by BEMIS and other intermediary organisations

    Advice and support is particularly needed on:
    - engaging the self-employed BME community
    - engaging migrant workers

Conclusions and Recommendations

4. Agencies committed to involving service users in the review of services at all levels, and in tackling community needs and concerns, are still in the minority. Improvements are needed, through joint work by public sector agencies with ethnic minority communities on an individual service user basis as well as with representative structures, on the following:

    - the proactive use of outreach workers outwith office hours, and of accessible media formats to explain individual's rights to services
    - transparency in terms of well documented and publicised policy and strategy planning systems for reviewing progress
    - keeping colleagues in other departments and agencies abreast of developments and initiatives.
    - involving members of ethnic minority communities as equal partners in cross-sectoral partnerships at a local level; and users involved in the important issues to their communities by those departments most able to act.
    - investing in information collection and analysis with sensitivity to how ethnic minority communities are asked about their opinions and ideas.
    - managerial commitment at a corporate level, backed by political commitment at a local and national level, supported by dedicated funding streams.
    - cross-sectoral mainstreaming as part of community planning, and through joint projects and secondment initiatives.

5. BEMIS can facilitate and promote voluntary sector involvement in race equality work through:
    - Sharing best practice across public/voluntary sector agencies - community planning budgets might be considered for this purpose.
    - Sharing best practice within agencies at a local level – professional development training budgets might be considered for this purpose.
    - Sharing departmental best practice across local authorities with support from CoSLA and relevant professional associations.

**A REVIEW BY BEMIS OF ENGAGEMENT IN SCOTLAND
BY PUBLIC SECTOR AGENCIES
WITH ETHNIC MINORITY COMMUNITIES**

1.   Background

1.1   BEMIS in November 2006 undertook a review of engagement with ethnic minority communities by a range of public sector agencies in Scotland. Within the context of The Race Relations (Amendment) Act 2000 the aim of the review was: "to assess experience in rising to the challenge of engaging with ethnic minority communities (new and more established) in planning, reviewing and delivering services."

1.2   The Race Relations (Amendment) Act 2000 has shifted the race equality agenda for the public sector by introducing a statutory general duty to eliminate racial discrimination and to promote equal opportunities and good race relations. The Scottish Parliament in March 2002 then approved new specific duties, designed to help public authorities to better meet these general duties. In particular the focus was on making real improvements to racial equality or race relations such as in educational performance of different groups, their health, relations within the workplace or within local communities. By November 2002 public authorities were required to publish their race equality schemes (RES) and educational authorities their race equality policy (REP).

The review by the CRE in Scotland in December 2003 found that "while one third of Scotland's public bodies are leading the way with focused action, just under a third have given weak 'off-the peg' responses to the new duties; and a final group have good foundations in place and, in time, will focus on outcomes." The top third stood out in terms of showing that the race equality duty works and giving a sense of moving things on, creating a sense of good practice that others will be able to follow. Positive practice was not confined to the large urban authorities but was also found in some of the smaller and rural authorities. However on the down side 22% of public authorities had not identified outcomes they were working to achieve and this increased to over 50% in education authorities; there was little attention to promoting good race relations, there was considerable variation of progress in implementing the Employment Duty, few focused on furthering race equality in procurement, and partnership working was not being fully exploited.

1.3   The CRE in Scotland is now calling for MSP's to support the parliamentary motion (S2M-5429) which proposes a more strategic approach to promoting race equality in Scotland by strengthening the Scottish Executive's commitment to developing a race equality strategy and action plan.

> *"Racial inequalities affect everybody in Scotland, regardless of their ethnic background. For example, the barriers that prevent people from ethnic minority backgrounds from accessing or progressing in the labour market do not simply affect the individuals concerned; they also result in less revenue to pay for our public services and to stimulate economic growth. The inequalities that result in*

> *people feeling excluded from Scotland's political and civic society can result in tensions which impact on everyone in society. Yet, progress towards an equal and integrated Scotland remains slow and patchy... if the (Scottish Executive's) strategy and action plan is to bring about substantial change it must set out a completely new approach to race equality, which is led from the very top...it must: include measurable, outcome-focused, departmental targets; put in place an infrastructure and resources that will encourage sustained progress towards race equality and integration; include provisions for monitoring progress in implementing the strategy and action plan; and be accompanied by leadership."*

1.4   The review by BEMIS is therefore timely in that it looks at engagement by public sector agencies with ethnic minority communities three years after the previous study by the CRE in Scotland.   It also allows comparison with a separate study of engagement by Councils for Voluntary Service.

2.   Evidence reviewed

2.1   This small scale study is based on a postal questionnaire sent to 104 key local authority departments, 14 health boards, and 8 police forces. 41 completed questionnaires were received from 33 public sector agencies - 33 local authority respondents from 25 local authorities (18 responses from corporate departments and a further 15 from service department); 6 police forces, and 2 health boards.

2.2   The review focused on five areas:
   a)   community profiling
   b)   involvement of service users
   c)   support provided
   d)   monitoring and evaluation mechanisms
   e)   improvements identified

It also requested feedback on measures to support engagement by public sector agencies. Respondents were asked to assess their agencies on these dimensions on a four-point scale, and then to provide examples of actions taken. Some also provided reports as evidence, or web links to their race equality schemes (RES) and race equality policies (REP). However no systematic audit of these documents was carried out.

The range of examples given of engagement with ethnic minority communities was assessed, and this highlighted the agencies and areas within Scotland where there appears to be best practice in terms of agencies mainstreaming action plans, and acting on a partnership basis with other agencies, including ethnic minority voluntary sector organisations. The result is a snapshot of the focus and content of race equality programmes of work and of actions taken by public sector agencies across Scotland.

3. Key findings

Overview

3.1 There is evidence of good practice by upwards of a third of public sector agencies across Scotland in terms of strategic planning frameworks geared to meeting the duty "to eliminate unlawful discrimination and promote equality of opportunity and good race relations between people of different racial groups." An assessment of evidence given of good practice across all indicators of engagement identified seven local authorities and three police forces in particular.

3.2 In general the police forces across Scotland provided evidence of consistency in terms of established and transparent frameworks with clear systems for monitoring, evaluating and review. There was a broader variation among Local Authorities, and within different departments within local authorities the level of informed knowledge and quality of engagement varied considerably. There was in some cases evidence that, where one service department was leading effectively on this area of work, staff in other departments or at a corporate level might be less informed because they were less involved.

3.3 Good practice is found in rural as well as urban authorities. Despite only seven responses from rural local authorities two of the seven highlighted as providing examples of best practice across the board were rural authorities.

High score on all indicators of engagement			
	Predominantly rural	Predominantly urban	Mixed rural/urban
Local Authorities	2	5	
Police Forces			3

3.4 Unfortunately given that only two health boards responded it is difficult to make any assessment of standards of engagement by health boards across Scotland. Both these health boards serve primarily rural populations and both provide evidence of partnership working across public sector agencies in rural communities.

Community Profiling
Indicator: Area profile of ethnic minority population; list of voluntary sector organisations; list of ethnic minority community venues; workforce profile; profile of service users

3.5 10 local authorities and 3 police forces have access to all five types of community profile data. Current profiles of service users by ethnicity are good indicators of use of profile data for monitoring engagement of service users. 20 reported collecting data on service users by ethnicity - 15 local authorities of which 4 are rural authorities.

Local Authorities	15 (60%)
Police Forces	4 (66%)
Health Boards	1 (50%)

3.6 Having access to this type of information however does not necessarily result in a broader range of engagement with ethnic minority communities than agencies with access to less detailed profile data. However it does suggest that access to good quality information can contribute to targeting of initiatives. Agencies in rural Scotland are disadvantaged by restrictions on release of census data at a local level, but there may also be a reluctance to collect such information for reasons of confidentiality. A current concern particularly in rural areas is the need to accurately estimate the size and trends in the migrant worker population from Eastern Europe.

Involvement of service users
Indicator: Use of a variety of means to effectively engage ethnic minority communities

3.7 The assessment of evidence of good practice in relation to involvement of service users identified 18 agencies - 11 local authorities, all the police forces, and one health board.

High score on involvement of users			
	Predominantly rural	Predominantly urban	Mixed rural/urban
Local Authorities	2	9	
Police Forces			6
Health Boards	1		

3.8 The following are the main ways in which users are involved :
   o partnership groups with established ways of consulting with ethnic minority voluntary sector intermediary organisations – advisory group to formal committee/officer group
   o consultative events and approach – open/information days; one to one surgeries in religious centres; citizens panels; drop-in sessions; major annual local authority or city-wide conferences e.g. Barriers and Bridges community conference in E.Renfrewshire.
   o research and structured information collection – feasibility studies, focus groups, boosted samples
   o appointment of dedicated officers – outreach/liaison/ interpreters or officers with specific brief e.g. community wardens (Grampian Police); establishment of specialist units - asylum seekers liaison unit (Strathclyde Police); secondees to ethnic minority organisations - Grampian Racial Equality Council (Grampian Police); specific initiatives or projects e.g. safer business project (Central Scotland Police).

3.9 Creativity in approaches marked these agencies. For example Lothian and Boarders Police carry out a survey as part of the annual Mela. Fife Constabulary holds surgeries in the local mosque. NHS Highland uses participatory appraisal tools in their work. Police forces consult on particular issues of concern to local communities e.g. child and family protection (Fife Constabulary), safety of Muslim women (Strathclyde Police). While local authorities target particular groups such as youth and pupils councils (S.Lanarkshire). Guidance for staff

helps to mainstream this expertise e.g. City of Edinburgh Council produces guidelines for its staff on how to undertake consultations.

Support
Indicator: Successful provision of range of support to ethnic minority communities to better engage in services

3.10 The assessment of evidence of good practice in relation to support provided identified 18 agencies - 12 local authorities, 5 police forces, and one health board.

High score on involvement of users			
	Predominantly rural	Predominantly urban	Mixed rural/urban
Local Authorities	2	10	
Police Forces			5
Health Boards	1		

3.11 The following are the main ways in which users are supported:
- designated funding for events, services, premises, sports initiatives (Strathclyde Police, Fife Constabulary)
- interpreting services - language line (Stirling, S.Lanarkshire)); bilingual outreach workers in schools; ESOL for adults in establishments (City of Edinburgh)
- promotional campaigns - attacking hate crime e.g. Frae Fife; ME FM radio (Grampian Police)
- advice services; guidance and information leaflets; information DVD on housing services (N.Ayrshire)
- targeted training e.g. environmental health (N.Ayrshire), health and safety (Stirling); shadowing on the job training (City of Edinburgh)

3.12 Agencies target the type of support provided. The Police forces focus on safety initiatives and crime prevention measures such as CCTV, joint IT initiatives with victim support, third party reporting; use of family liaison officers/lay advisers. Education services focus on ESOL and ways of improving liaison between parents, pupils and staff. Housing focuses on promoting public housing.

Monitoring and Evaluation
Indicator: Use of various methods to monitor and evaluate the effectiveness of consultation and engagement activity

3.13 The assessment of evidence of monitoring and evaluation identified 21 agencies - 15 local authorities, 5 police forces, and one health board. However when asked to rate their progress 10 of the 15 local authorities reported that they had made a start but have no results as yet. This is very much work in progress for most agencies.

High score on monitoring and evaluation			
	Rural	Urban	Mixed rural/urban
Local Authorities	3	12	
Police Forces			5
Health Boards	1		

3.14 The following are some of the methods used:
- o public attitudes surveys including external commissioned research; analysis of databases e.g. vulnerable persons; population projections/needs
- o service users and complaints statistics feed into planning systems e.g. victims of crime stats; new users surveys; employees/HR reviews
- o diversity reviews of policies; impact assessments of services within quality standards reviews
- o monitoring groups or review/citizens panels e.g. racist incidents monitoring group, social inclusion panel (E.Dunbartonshire)

3.15 Key to this work is having the right tools and reporting frameworks. Some authorities invested resources in development of these tools and in training their staff e.g. equality impact assessment toolkit (N.Ayrshire) or CERES toolkit and HMIe self-evaluation tools in schools.

Improvement
Indicator: Identification of a number of improvement measures across all areas of activity

3.16 The assessment of improvements being taken forward identified 18 agencies - 13 local authorities and 5 police forces. Most are dependent on, and were waiting for, results from the monitoring and evaluation process. This is very much work in progress for most agencies.

High score on monitoring and evaluation			
yes	Predominantly rural	Predominantly urban	Mixed rural/urban
Local Authorities	3	10	
Police Forces			5

3.17 Most reported that they were reviewing the impact of various strands of their programmes in order to refine the approaches taken. Some of the resulting initiatives include:
- o training for equality forums; training for voluntary sector management committees
- o diversity training as part of professional development training; development of performance management systems; equality impact assessment training for senior managers
- o assessing support needs of lay advisers; review of membership of lay adviser group
- o development of database to track decision making processes
- o revising questionnaires
- o extending user involvement in reviewing impact of policies
- o development of consultation toolkits
- o including equality work in best value reviews
- o reviewing call centre protocols; development of communication support service

One of the priorities for local authorities is the need to mainstream this work and to develop a council-wide engagement strategy with political and managerial commitment at a corporate level.

Measures to support engagement

3.18   Finally respondents were asked to identify areas where further support was required. There was a call for additional central government funding e.g. for partnerships between the statutory and voluntary sectors; to build community capacity and support volunteers; to employ designated workers – bids from rural authorities are not being prioritised; as well as additional in kind support.

The following summarises these proposals:
  o funded training in impact assessment; sharing best practice e.g. consultation tools
  o better guidance and support by equalities bodies - to bring into line with new duties and legislation e.g. merging of the three equality commissions
  o inspectorates - simplifying the range of bodies scrutinising delivery
  o support from external organisations e.g. by BEMIS – capacity building for small projects

Particular areas of work where advice and support is particularly needed are:
  o engaging the self-employed
  o engaging migrant workers

4.   Conclusions and Recommendations

4.1   This review provides a snap shot of the range of work being delivered on the ground. The level of detail provided by many respondents is a good indication of commitment to engaging ethnic minority communities in the review of services at all levels, and in involving service users in identifying approaches to tackling community needs and concerns. However these agencies may still be in the minority. The following are some of the key areas where improvements are being directed and where there is scope for further joint work by public sector agencies with ethnic minority communities on an individual user basis as well as through networks and representative structures.

4.2   **Being proactive** and creative in getting the message across.   Departments that limit promotion of their plans for engagement with ethnic minority communities to publishing on their websites summaries in English of their race equality schemes (RES), or race equality policies, might consider a range of other media formats – for example DVDs using interpreters (or signers for community members with other forms of disability); specially designed leaflets explaining individual's rights to services, how to access services, and ways of having a say; using outreach workers and running one to one surgeries or open days in centres used by ethnic minorities (including shopping centres).

4.3   **Being transparent** in terms of implementation of policies and strategies. The agencies with well documented and publicised planning systems - with ongoing monitoring and evaluation and feedback loops for reviewing progress and

obstacles to be tackled - seem to be more successful in encouraging ethnic minority users to get involved in service planning. Having a network of consultation forums or structures may not be sufficient if service users cannot see how decisions are being taken forward. The closer they are involved in the important issues to their communities, by those departments most able to act, the more there appears to be progress.

4.4   **Keeping colleagues informed.** There was evidence from some local authorities (where different departments from the same agency completed a questionnaire) that they were not always good at sharing learning across departments, and in keeping colleagues abreast of developments and initiatives. One practical example is sharing the information collected on the census, users surveys, needs assessments etc.

4.5   **Cross-sectoral partnerships** between public sector agencies at a local level, and involving members of ethnic minority communities as equal partners, appear to be working best. Where one agency is well placed to lead and to invest targeted resources other agencies can benefit, both in terms of shared knowledge among their workers, and by improving ways of addressing service issues which impact on race relations. Equally members of ethnic minority communities may feel that their time is better used in that they do not have to attend endless meetings and input to endless consultations.

4.6   **Exploiting opportunities for extending contacts**. For agencies that work 9 am to 5 pm engaging with ethnic minority workers who are self-employed or in industries known to involve anti-social and long hours working practices, is a challenge. There are however examples of best practice, such as in relation to health and safety, where specialist staff have opportunities to make contact with these workers and who could also promote information on other services provided by the public sector. Similarly agencies with outreach workers have the opportunity to meet parents and families in their own homes. Sharing best practice on a cross-sectoral basis appears to work.

4.7   **Research** in the sense of designing what information is collected, and how, and reflecting on the information that is collected, is critical to race relations. The more that agencies are investing in this work the more apparent to them is the need to continually evaluate and improve on how they assess and review the needs and services provided to ethnic minority communities. Those agencies that do not invest in this work are finding that lack of good quality information is a major obstacle to their work. A key skill appears to be creativity and responsiveness to how ethnic minority communities are asked about their opinions and ideas.

4.8   **Mainstreaming.** As noted above agency-wide engagement strategies require managerial commitment at a corporate level, backed by political commitment at a local and national level, which is supported by appropriate investment in terms of dedicated funding streams.   Mainstreaming can also operate on a cross-sectoral basis as part of community planning, and through joint projects and initiatives such as support for secondments.

4.9   BEMIS, in undertaking this review, is keen to facilitate and promote voluntary sector involvement in race equality work. The following are practical ways in which this might be achieved.

o   **Sharing best practice across agencies:** The promotion of joint seminars at a local level between Local Authorities, Health Boards, Police Forces and Councils for Voluntary Service, which provide an opportunity to show-case case studies of innovatory practice in addressing specific community needs of ethnic minority communities. This might be funded through community planning budgets.

o   **Sharing best practice within agencies:** The promotion of joint workshops at a local level between departments within the same agency, to share learning and examples of best practice.   This might be funded through professional development training budgets.

o   **Sharing best practice within local authorities:**   Given the variation between local authorities, and the evidence that, for example by Education services working together at a Scottish level, their tool kits and programmes of work are well developed, there might be a value in sharing this experience with other departments at an all Scottish level through CoSLA or other Scotland wide professional associations.

4.10   This review is only scratching the surface of what is happening on the ground. It does however suggest considerable progress, though equally the need for ongoing review by the Scottish Parliament of the impact of current legislation. Such a review should include assessing levels of engagement on a cross-sectoral basis with ethnic minority communities across Scotland by public sector partners in the voluntary sector.

APPENDIX ONE

Profile of Respondents

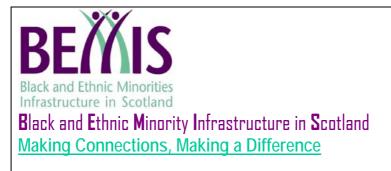|	Local Authorities	Police Services	Health Boards
(1) Total population	**32**	**8**	**14**
(2) Total returns by agencies (total respondents)	**25**	**6**	**2**
(3) Total returns by departments	**33**	**6**	**2**
(4) Predominantly urban	**7**	**2**	
(5) Predominantly rural	**7**	**1**	**2**
(6) Mixed urban & rural	**11**	**3**	**0**

Note

(1) Total population equals the number of public sector agencies invited to take part in the survey

(2) Total returns by agencies equals the number of agencies who returned a completed questionnaire

(3) Total returns by departments equals the number of departments by agencies. Local authorities completed returns in some cases for more than one department – both corporate and service departments.

(4, 5, 6) Agencies were classified in terms of whether they covered geographical areas that were either more urban than rural, vica versa, or fairly balanced between urban and rural areas.

The following are the public sector agencies who completed postal questionnaires

Central Scotland Police	City of Edinburgh Council	Glasgow City Council
Fife Constabulary	Clackmannanshire Council	Highland Council
Grampian Police	Comhairle nan Eilean Siar	Moray Council
Lothian & Borders Police	Dumfries & Galloway Council	N.Ayrshire Council
Northern Constabulary	Dundee City Council	Perth & Kinross Council
Strathclyde Police	East Ayrshire Council	Renfrewshire Council
NHS Highland	East Dunbartonshire Council	S.Lanarkshire Council
NHS Borders	East Lothian Council	Scottish Borders Council
Aberdeen City Council	East Renfrewshire Council	Stirling Council
Aberdeenshire Council	Falkirk Council	W.Dunbartonshire Council
Angus Council	Fife Council	Inverclyde Council

BEMIS
Black and Ethnic Minorities
Infrastructure in Scotland
Black and **E**thnic **M**inority **I**nfrastructure in **S**cotland
Making Connections, Making a Difference

A Review of Engagement with Ethnic Minority Communities

Introduction

This survey is being circulated to Councils for Voluntary Services, key local authority departments, health boards and police forces across a good proportion of the country.

The main aim is to assess experience in rising to the challenges within the Race Relations Act as amended and to the associated need to engage with ethnic minority communities, new and more established, in planning, reviewing and delivering services.

A parallel study is being carried out from the perspective of the voluntary sector. The results will contribute to further local discussion as to what the next steps might be in taking this agenda forward, based on successful models of current practice and the active involvement of all partners.

We ask for practical examples of what works, honest identification of barriers to progress and anticipated next steps. In all cases it would be extremely useful to have hard copies of the work that is flagged up or pointers as to where relevant material can be found e.g. authority websites.

1   Community Profile

For planners and service providers, the quality of information about the local communities and their needs is crucial to the delivery of better services. In this first section we are looking at the range of relevant information or data that might be available to you.

Which of the following do you have access to? Please supply copies or further details where relevant,

- An area profile including its ethnic minority population and characteristics

        ☐   YES   ☐   NO

- A list of voluntary sector organisations (including those which focus on race equality or ethnic minority community needs) that you fund

        ☐   YES   ☐   NO

- A list of ethnic minority community venues e.g. places of worship, complementary language classes, social centres etc

        ☐   YES   ☐   NO

- Current workforce profile including ethnicity of all staff

        ☐   YES   ☐   NO

- Current profile of service users by ethnicity

        ☐   YES   ☐   NO

2   Involvement

In this section, we are looking for examples of the ways used to seek out the active participation of service users and potential users and how successful they have been in reaching communities and providing learning opportunities.

Statement
We use a variety of means to effectively engage ethnic minority
        communities

Assessment Scale
Use the following scale to indicate which best reflects your situation
1. We have not yet addressed this issue ☐
2. We know what to do but are yet to start ☐
3. We have made a start but no results as yet ☐
4. We have a practice that has made a difference ☐

Evidence
Please indicate the range of different methods you have used and provide one detailed example indicting planning involvement evaluation and
        impact.
(By way of illustration only this might include outreach, open days,
Consultative events, community forum, etc)

3   Support

This section focuses on the different types of support that can help communities and authorities increase the benefit of participation.

Statement
We successfully provide a range of support to ethnic minority communities to
better engage in our services

Assessment Scale
Use the following scale to indicate which best reflects your situation

1. We have not yet addressed this issue ☐
2. We know what to do but are yet to start ☐
3. We have made a start but no results as yet ☐
4. We have a practice that has made a difference ☐

Evidence

Please indicate the range of support made available and, in more detail, one
example of support that has been evaluated. (By way of illustration only, this
might include capacity building, in-kind assistance e.g. IT support, funding e.g.
specific development posts, consultative events, sponsorship, etc.)

4   Monitoring and evaluation

Of central importance to all activity are the mechanisms used to identify progress and impact. With a view to identifying what works, this section looks to the effectiveness of different approaches.

Statement
We use various methods to monitor and evaluate the effectiveness of consultation and engagement activity

Assessment Scale
Use the following scale to indicate which best reflects your situation

1. We have not yet addressed this issue   ☐
2. We know what to do but are yet to start   ☐
3. We have made a start but no results as yet   ☐
4. We have a practice that has made a difference   ☐

Evidence
Please provide evidence of the range of methods used together with one detailed example of how this approach has assisted service improvement.
(By way of illustration only, this might include: monitoring service use, client
feedback, evaluation exercises, use of equality indicators etc)

5   Improvement

Related to the previous set of questions and based on the need to learn lessons, this section looks at what further action has been identified including the need for additional support or guidance. Please attach any further detail.

Statement
We have identified a number of improvement measures across all areas of activity

Assessment Scale
Use the following scale to indicate which best reflects your situation

1. We have not yet addressed this issue ☐
2. We know what to do but are yet to start ☐
3. We have made a start but no results as yet ☐
4. We have a practice that has made a difference ☐

Evidence
Please provide an example of an improvement measure of next step action for each of the preceding sections e.g. Involvement, Support and Monitoring and Evaluation

6   Sources of Support

In addition to what you may have identified as your own organisation's next steps, are there other measures that might be necessary to support your efforts? (By way of illustration only, these might include practical guidance and support currently missing at the moment for the sector or public authorities more generally, the role of audit and inspection, of the community and voluntary sector and of central government.)

THANK YOU FOR TAKING THE TIME TO COMPLETE THIS SURVEY
PLEASE REMEMBER TO ATTACH ANY RELEVANT SUPPORTING MATERIAL

PLEASE PROVIDE THE FOLLOWING DETAILS ABOUT YOURSELF:

NAME: _____

POSITION: _____

ORGANISATION: _____

ADDRESS: _____

                              _____

                              _____

PHONE:
EMAIL:

Please send all completed questionnaires and any attachment to:

BEMIS, Centrum Building, Third Floor, 38 Queen Street, Glasgow G1 3DX

You can use enclosed addressed envelope however a stamp is needed as we are not able to judge the weight of any included documents that you might attach.