



# Fulfilling their Potential North West -

## Regional Model Evaluation Report

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## ***FtP NoW – Regional Model Evaluation Report***

### **Acronyms**

FtP NoW	Fulfilling their Potential North West pilot project
NYA	National Youth Agency
TRA	The Reading Agency
FtP	Fulfilling their Potential
HbR	Hear by Right
TtR	Time to Read
RYWU	Regional Youth Work Unit
ASCEL	Association of Senior Children’s and Education Librarians
SCL NW	Society of Chief Librarians North West
MLA NW	Museums Libraries and Archives North West

## **1 Introduction**

### ***1.1 Executive summary***

*“Local flexibility within a regional initiative with regionally-shared outcomes.”*

*“FtP has acted as a real catalyst for Knowsley Libraries’ work with young people without which we would probably be where we were this time 18 months ago.”*

The Fulfilling their Potential North West pilot project (FtP NoW) was intended to transform library services for young people in the region. This report evaluates its success in the first year, as a regional model.

This report is one of a portfolio of 3 evaluation reports relating to FtP NoW. These reports aim to evaluate the success of:

- the projects undertaken by all participating authorities;
- the training and development activities undertaken by all participating authorities;
- the regional model on which FtP NoW is structured.

FtP NoW was funded by contributions from the 21 participating authorities, topped up by a contribution from MLA North West. Partners drawn from The Reading Agency, ASCEL, Time to Read, NW RYWU, NYA, and SCL worked together as a Board to ensure the FtP NoW work was positioned within the region as a strategic transformation initiative focused on young people. Contacts from some authorities worked with the project manager as a Steering Group, to make day-to-day decisions. The provision of a named contact in each authority streamlined communications and encouraged local flexibility.

An extensive regional staff training programme was designed and delivered, involving 128 staff. Authorities developed their own internal training plans, and a further 312 staff were trained locally. Project planning sessions encouraged more cross-authority learning and interaction, and sharpened the planning for a service development project run in each authority. These projects involved more than 1000 young people.

Nearly all the objectives and desired outcomes of the project have been met. Preparation of advocacy materials will be completed in autumn 2007, as part of a further phase of the project.

Although the project has had a significant regional impact, this is limited by the short timescale. However, SCL NW members have agreed to continue with work into years two and three.

Overall, FtP Now has proved a successful model for the transformation of library services to young people, and could usefully be considered for adoption by other regions.

Recommendations to help guide the development of Years 2 and 3 of FtP NoW are as follows:

- The Board's membership needs to broaden to incorporate the active involvement of young people.
- Support is given to maintain and extend the regional network for library staff working with young people in Years 2 and 3 of FtP NoW. We recommend this is achieved through a combination of training and development activities, online communication and other networking opportunities.
- Consideration is given to the potential for mainstreaming and extending some of the projects initiated in Year 1 of FtP NoW. In particular, support should be given to those projects which have the potential to be extended across several authorities, as this is likely to encourage cross-authority working and sub-regional collaboration. A further development could be closer co-operation with the Time to Read network; this would not only assist in reaching older young people, but could serve to extend internal communication within authorities.
- FtP NoW continues to have a close affiliation with the MLA North West Strategic Adviser on Children and Young People, as this will be mutually beneficial in terms of external advocacy.
- Extending training opportunities to youth workers would be beneficial in the development of partnerships at authority level.

Recommendations for other regions, implementing FtP at a regional level, are as follows:

- The Project Board / Steering Group / local contacts model has proved its worth and is recommended, possibly with regional variations, to other regions.
- The use of the Fulfilling the Potential Improvement Framework provides a clear focus for each authority, and can show local strengths and areas for improvement.
- The importance of partnerships with NYA and the RYWU cannot be over-emphasized; these brought knowledge, experience and valuable contacts which would otherwise have been difficult to access.
- The emphasis on staff training and development provides significant benefits, in terms of increased levels of skills and confidence, opportunities to learn from others' best practice, and in giving a basis for cascading training, and should be adopted.

- Steps should be taken from the outset to monitor participation of BME and young people from socially excluded groups or communities within the sector.
- Specific support and encouragement is given by the project manager to enable library services involved to reach young people from the top end of the age spectrum (i.e. 16-19).
- Data referring to participation by young people (including, for example, accredited outcomes) might contribute to local authority reports on statutory duties on positive activities. How such data would be gathered could be considered from the outset of any regional project.

## ***1.2 Aims and objectives for the region***

The overarching aim of FtP NoW is to transform the library services provided for young people in the North West region, radically increasing and improving the engagement of this group with all that libraries have to offer. The national FtP Improvement Framework and associated resources provides the structure for delivering a regional project of this kind

Specific objectives for the region, as stated in the original proposal (4th January 2006) were to:

- raise standards across the region for young people's library services
- improve outcomes for young people, with access to improved library services for their information, learning and recreational needs
- increase opportunities for advocacy of the potential of public libraries' work with young people, including data and case studies
- deliver on a range of F4F and wider government agendas, including community engagement, positive activities for young people and workforce development
- develop a cost-effective model of piloting a key area of F4F, which can be shared with other regions
- develop an existing platform to develop future funding bids focussed on sustaining improvements to young people's access to library services.

In addition, more specific objectives were to:

- develop a regional network which library staff working with young people could link into
- enable library staff to connect more effectively with other agencies
- the North West as the leading region for its work with young people
- gather data, case studies and stories to share with regional and local agencies
- demonstrate how libraries in the North West can deliver on Every Child Matters and Youth Matters.

## ***1.3 Desired regional outcomes***

At the outset of FtP NoW, interviews with all main partners were used to ascertain the desired outcomes of the project. Regional and broader outcomes are detailed in section 3.1.

## ***1.4 Evaluation methods***

At an early stage in the project, interviews with all main partners were used to ascertain the desired outcomes. An evaluation plan was drawn up, outlining the methods to be used for evaluating whether each of these outcomes had been achieved.

A number of these outcomes were dependent on the training courses delivered as part of the project, and a Training Courses evaluation report has already been prepared and submitted to the Board.

The desired outcomes were grouped as follows:

- outcomes for young people
- outcomes for library authorities and staff
- outcomes for libraries / MLA in the North West region
- broader outcomes.

The last two groups are considered in this report.

This evaluation has been prepared using:

- an examination of the individual project reports;
- questionnaires completed by most of the main authority contacts;
- structured information supplied by members of the steering group (4 responses);
- capture of spontaneous comments from library staff, steering group members, and Board members;
- a questionnaire submitted to Board members and completed either with written answers or in a telephone interview with the FtP NoW Project Manager (4 responses).

The Board questionnaire is included in this report as Appendix 2.

### ***1.5 This document***

This document evaluates the regional aspects of the project overall, in terms of:

- regional activities;
- management structure;
- partnerships;
- impact of service development projects;
- regional impact.

It does not evaluate the outcomes identified as being specific to the local projects; these issues are addressed in a separate document.

## 2 Regional activities

Regional activities, involving representatives from more than one authority and/or partner, have included:

- Board meetings
- Steering group meetings
- training courses
- project planning sessions.

### 2.1 List of partners

Regional partners in the project were:

<b>Agency</b>	<b>Abbrev.</b>	<b>Represented on Board by</b>	<b>Represented on Steering Group by</b>
The Reading Agency	TRA	Ciara Eastell Brenda Read-Brown	Brenda Read-Brown
National Youth Agency	NYA	Jon Boagey	Zelda Heney
Society of Chief Librarians North West	SCL NW	Martin Gaw	
Regional Youth Work Unit	NW RYWU	Liz Harding	
Association of Senior Children's and Education Librarians	ASCEL	Nicky Parker	Jean Wolstenholme
Museums Libraries and Archives North West	MLA	Peter Garden	
Time to Read	TtR	Jane Mathieson	

## 2.2 Management structure and evaluation

### 2.2.1 Structure

The project was managed overall by The Reading Agency. The two bodies overseeing strategic and co-ordination activities, respectively, were the Project Board, chaired by SCL, and the Steering Group, chaired by TRA.

Rôles and responsibilities of the Board were defined at the outset as follows:

- Manage the strategic direction of the project.
- Make decisions about the use of the budget.
- Provide a strategic forum for discussing and making strategic linkages to other young people's related projects in the NW, including the volunteering project and the Book Bars project.
- Deal with any issues emerging from the project, which need Board consideration, as identified by the project manager.

It was planned that the Board would meet once a quarter. Four Board meetings have taken place, with one due following the publication of the two evaluation reports.

The Steering Group included representatives from NW authorities – Warrington, St Helens, Sefton, Knowsley, Bolton, Lancashire, Manchester, Stockport and Cumbria, as well as representatives from the NYA and TRA. Rôles and responsibilities of the Steering Group were to be:

- Advise the project manager on the training and development needs of library staff in their work with young people.
- Support the project manager in making authorities across the NW aware of the project and enthusiastic about it.
- Advise the project manager on logistical issues regarding the rollout of the project (e.g. training locations, etc.)
- Act as advocates for the project

The Steering Group was to meet every two months. Seven meetings have taken place, with no more planned.

### **2.2.2 Evaluation**

Responses from the Board indicate that in their opinion the model has worked well; none gave detail of any perceived strengths or weaknesses. It was pointed out that the structure replicates that of the North West's Time to Read structure; in future the networks could perhaps be linked, because the region can support only a limited number of such partnerships. It was suggested that an additional element in the structure, if this were possible, would be to have a named youth services contact within each authority. This would almost certainly have eased the difficulties in those areas where the relationship did not run as smoothly as in others.

A summary of responses from the Board shows that this regional model:

- builds a critical mass, giving more power to advocacy, and helps build the *"collective conversation"*
- offers good value for money through cost effective delivery of training and project co-ordination
- provides a streamlined approach to evaluation
- provides a model for overall project management and co-ordination
- builds a network and shares expertise.

The Reading Agency's support and project management was considered to be *"a sterling job"*, and ensured that the project ran successfully. It was difficult to see what more could have been done: *"There's only so much hand-holding you can do."*

For other regions, TRA's key rôle was seen as facilitating: *"TRA could lead on pointing other regions towards the real benefits that are to be gained through regional working, particularly shared training, standards of service delivery, pooled resources for materials."* Ensuring lessons learned were passed on was also important. However, it should also be considered that the model might need to be varied to meet the different nature, activities and approach of different regions. The evolution of the FtP NoW Board into a more strategic NW Youth Libraries Board has

presented a useful regional model for other regions to consider and ties in well with the work of the National Youth Libraries Board.

From the project manager's point of view, the split management structure facilitated the work considerably. The Steering Group provided practical help and suggestions on matters such as the content of training courses, appropriate communications with main contacts, and the structure of evaluation questionnaires. The Board gave strong backing to requests to develop more ambitious project plans, and provided a gateway to library Chiefs, which would otherwise have been very difficult to obtain.

### **2.3 Project planning evaluation summary**

As part of the preparation for running the individual projects, four project planning sessions were held during the summer of 2006. One or two representatives attended from each authority.

These sessions enabled project workers to talk through their outline plans and refine them through suggestions and comments from other library staff. The sessions were offered on a surgery basis, so in many cases staff were working with others whom they had not previously met.

This led to increased awareness of techniques (e.g. Bolton's arts-based consultations) and best practice. For example, following one of the sessions, Blackpool's representative visited Blackburn to find out more about their spaces for young people. It also led to the distribution to all contacts of a collated set of good ideas which had emerged during the discussions.

Although no formal evaluation of the sessions was carried out, comments about the sessions were all positive: *"very helpful"; "very useful – the group was about the right size, and everybody had something to offer;" "it created space for good thinking;" "it really helped to verbalise the plans"*.

The sessions helped to develop links with other authorities and share best practice: *"I've got some useful tips, and it's helped to make links"; "hearing what other people are doing gives you more ideas."*

A further benefit was as an incentive to action: *"it's useful just to make us get on with things"*.

And the session helped to increase confidence; as one delegate put it, *"it makes you realize you're not as crap as you think you are"*.

It can be concluded that these sessions were a valuable element of the regional activities.

## **2.4 Partnership evaluation**

FtP NoW was planned from the outset as a partnership project, at all levels; individual authority projects, Steering Group and Board all have a focus on partnerships.

At Board level, it was clear that all the partners shared aims for the project, and welcomed the opportunity to work together. The involvement of SCL and ASCEL *“were vital in reaching the right people and gaining ‘permission’ for the project to run.”* The Youth Services *“were the key partner for extending the outreach of the project.”* The presence of Peter Garden, representing MLA NW, *“has been vital for joint advocacy and outreach.”*

For individual partners, the benefits were mixed. An unexpected outcome is that individual partners have developed relationships; FtP NoW has *“raised the possibility of spin-off projects / work.”* It is reported also that *“The project has been a catalyst for the organisation and planning of more focussed NW ASCEL meetings, a pattern that all members are keen to continue.”*

It was unfortunate that the partnership with TtR was not fully developed within the project. If TtR had been involved in the project from its earliest stages, the expertise in establishing a regional network could have been more fully used. Various options are now under consideration, including a closer partnership with TtR, which could facilitate attempts in later phases of the project to engage with teenagers aged 16+.

It seems that the right partners were involved at Board level, however. The smallish size of the group meant that it could stay focussed. However, there has been no active representation from young people from the Board in the first year. We recommend that, as FtP NoW moves into its second year, active attempts are made to recruit young people onto the Board.

At Steering Group level, the partnership aspect was less well developed. Time is always at a premium for youth service staff, and despite several attempts, it proved impossible to recruit a participation worker to the Group, probably because there was not clear constituency from which a representative could be drawn.

The partnership aspect of the authority projects has been considered in detail in the Projects Evaluation Report; in most cases, there was a considerable strengthening of partnerships, but some areas ran into difficulties. Of significant importance, though, was the involvement of the youth services, particularly the RYWU, in the training courses. Knowledge of the youth services’ approach gave delegates new ideas and approaches, which would not otherwise have been available to them. Board partners were also an extremely useful source of contacts, for both the project manager and the individual authorities.

Although the partnership working was, overall, seen as highly successful, improvements could be made. More clarity over the rôle of Time to Read would have been beneficial, as would a realistic staff commitment from hard-pressed youth services.

## 3 Projects

### 3.1 Evaluation against desired regional outcomes

Partners involved in FtP NoW detailed their desired outcomes for the region at the outset of the project. This section attempts to assess the extent to which these outcomes have been achieved. Note that evaluation of outcomes affecting specifically young people, library staff and individual authorities are addressed in a separate report.

#### For libraries / MLA in the North West region

**(a) Library staff to work with others across the region with whom they would normally have no contact**

**(b) Mutual inspiration for each other; acting as catalysts for change**

*Through the FtP training our staff have met with colleagues from other authorities. This would not have happened without this training. The exchange of views, comments and ideas from such training cannot be overestimated. – Rochdale.*

Seventeen authorities responded on this outcome. No projects have been run as a collaboration between authorities; this would have been almost impossible to organise within the limited timescale. Staff from different authorities have worked together on courses and on the project planning sessions, and there has been some contact outside of these events. However, all the reports emphasized the importance of the cross-authority contact made during training, as part of FtP NoW. Some typical comments -

from Cheshire: *This has been the best thing about FtP NoW for those of us who have had the opportunity.*

from Stockport: *Other library staff, who do not normally have much opportunity for such (interaction) have stated that one of the most useful elements of the FtP NoW training days was the networking with regional colleagues. The most encouraging thing we have gained from this is that we now know we are not alone – that colleagues in most other authorities are facing the same challenges and problems as we are. It has been very useful to talk about this and to hear examples of good practice and success stories.*

Board members recognised that this interaction had been of value, and expressed the hope that it would lead to a continuing network, and that further links could be developed between different types of specialist staff, i.e. young people's librarians and "adult" librarians; in many authorities these roles are distinct and separate.

The Steering Group saw contact with other staff as one of the key features of the project: *"I would say that the benefit of the project to the region as a whole has mainly been in the making and/or strengthening of contacts between different authorities and the sharing of best practice. Very active networks and partnerships do already exist (e.g. ASCEL North West and Time to Read) and many of the representatives may be part of these, but these tend to have their own focus and so can be somewhat exclusive of each other. This project has in effect created a new network which in some ways bridges those pre-existing."* This effect was, however, *"probably more (pronounced) for certain authorities than others depending on a number of factors (type of project, location of service etc)."*

**(b) A demonstration that by working together culturally across the NW, authorities can achieve more than they would on their own.**

This has been achieved in several ways:

- through sharing good practice: *“Learning from other authorities’ experiences, understanding what has worked and why, applying different approaches to the project as a result of networking and sharing of ideas.”*
- through the provision of high-quality training and project-planning workshops, which would otherwise have been unavailable to most of the authorities; *“shared funding was the driver”;*
- by ensuring high-level commitment and an impetus to the work: *“Commitment to the project by NW authorities has encouraged them to carry out activities which they might have considered before but not had the impetus to carry through”;* *“it (has) given planned projects deadlines to work to”;* *“it has added weight behind the case for this work in those authorities where staff may have needed to advocate its importance”;* *“without FtP there would not have been the co-ordinated burst of activity that has taken place.”*

**(c) Powerful advocacy materials and case studies to overcome prevailing negative perceptions of libraries**

The development of an advocacy booklet is planned as a final phase of the project, and so a full evaluation of this outcome cannot yet be made. However, some case studies have already been used by the FtP National Project Manager in advocating the work, in presentations and in published articles, and the North West region’s work was well-received when presented at the National FtP Conference in February 2007. A project directory, giving an outline of each project and contact details, is proving a useful tool for spreading information about what libraries can achieve in work with young people – should we include the project directory PDF as an appendix? I think it might be useful. Certainly it would be good to get it uploaded onto the TRA webpage for FtP NoW

**(d) Development of stronger two-way partnerships with other agencies**

Please see section 2.4 for an evaluation of the partnership aspects of the project.

**(e) Impact – real changes have taken place as a result of the project**

The Projects Evaluation Report has shown that real changes have taken place within authorities. Large numbers of young people have been consulted, often for the first time, and many young people have gained a new understanding of what libraries can offer them. Services to young people have been improved; staff attitudes have been changed; most importantly, most authorities are now committed to embedding their work, and making improved provision for young people an integral part of future planning. Even those authorities who have not run a project, such as Lancashire, have used FtP NoW as a springboard for the development of strategic policies to ensure that FtP is mainstreamed.

Regional changes have included:

- a new stimulus for existing networks (e.g. ASCEL);
- development of new partnership links (e.g. MLA and RYWU);
- a lasting reinforcement of *“the perceived strength of the region as one which is keen to work together”;*

- a “*regional buy-in*” that sends good messages to youth services;
- a broader awareness of libraries’ offer among youth services - FtP NoW has been “*talked about at regional advisers’ meetings, with representatives from all regions*”;

A further development has been the creation of a new network of inter-authority contacts. This has been a particularly positive development and we recommend that efforts are made, during Years 2 and 3 of FtP NoW, to maintain and extend this network.

**(f) “Happy faces!”**

The response of young people involved in the authority projects has been overwhelmingly positive; the fact that so many (at least 7 groups of young people) wanted to come to the end-of-project celebration to talk about what they have been doing speaks for itself.

Staff have commented over and over again that they have been “enthused” – by the training, by contacts with staff from other authorities, and contact with young people involved in the projects.

Board and Steering Group members have enjoyed “*being involved with something that has a clear remit and impact*”, and “*being part of the decision-making process*”; participation has helped them feel “*more confident*” and “*useful in a wider context*” .

There have of course been some frustrations, nearly all in the areas of partnership with other agencies, local authority funding cuts, and staffing difficulties, but overall, FtP NoW has seen many happy faces.

**(g) A demonstration that the project has delivered on the youth agenda – case studies reflecting not just the work of the projects but how this feeds into youth work**

The Projects Evaluation Report gives many instances of projects delivering on the youth agenda. As examples, in Cumbria, the attitude of youth services staff has changed, and they plan to bring more young people to libraries; the Cheshire youth club leaders have seen that library staff can come out of libraries and have a real impact on young people; in Blackburn with Darwen, youth workers have commented on the changed behaviour of one of the participants.

While this is not the case in every project, it is clear that in those projects with a strong emphasis on links with youth services, both services have learned a great deal from each other.

**Broader outcomes**

**(a) A tangible legacy, e.g. a document that can be used as a toolkit and/or as advocacy – evidence towards the value of a regional framework**

Please see section 3.1(c).

**(b) Evidence and best practice for libraries in other regions**

The advocacy booklet to be produced will provide this, although (see section 3.1(c)) such work has already started. It is TRA’s intention to use a number of case studies

from the region, together with practical tips and lessons learned, as material for the TRF website ([www.theirreadingfutures.org.uk](http://www.theirreadingfutures.org.uk)).

## **Summary**

Many, but not all, of the desired regional outcomes have been achieved. Those not yet achieved centre around the use of case studies and other material for advocacy and best practice, and both of these outcomes will form part of the next phase of the project.

A further benefit of FtP NoW to the region is that it has facilitated the development of new projects in the region (e.g. Book Bars and Young Voices), leveraging in additional funding. These 2 projects have levered in an additional £250,000 investment in library services for young people and will involve, over the next 3 years, 6 of the North West library services. Securing this funding as part of the wider FtP NoW structure will mean that project-based work can be more easily mainstreamed and embedded as part of the wider service improvement process initiated through FtP NoW. Without such a strategic framework, there is always a danger that projects will have only short-term impact on both the service and on the intended participants.

The Projects Evaluation Report gives evidence of the impact made by the projects.

## **3.2 Evaluation against objectives**

The findings and statements included in this report and its companion, the Projects Evaluation Report, give clear evidence that many of the objectives for the project (see section 1.2) have been met, to the limited extent possible in one year of operation. Importantly, the steps being taken by many authorities to incorporate FtP and the engagement of young people in mainstream policy means that the overarching aim of FtP NoW (to transform the library services provided for young people in the North West region, radically increasing and improving the engagement of this group with all that libraries have to offer) has a strong chance of fulfilment.

## 4 Regional assessment of impact

The projects have engaged 951 young people directly and 250 indirectly, in 175 events. 440 staff have been trained in various aspects of working with young people. All but two authorities have completed, made substantial progress with, or put in place the necessary structure for service development projects.

Young people have changed their attitudes towards libraries, and in some cases changed behaviour patterns too; in some cases the impact has been on individuals, in others on groups of young people.

Staff attitudes have changed, and staff have come to new realisations about the worth of working with young people. Staff have benefited from contacts with staff from other authorities, and have learned how to improve their relationships with other agencies. In some cases new and lasting partnerships have been formed.

At a strategic level, partnerships have been developed. Advocacy materials, while not yet available, are in the pipeline and will be developed as part of the next phase of the project. The North West project has been a topic of discussion in national youth service advisers' meetings, and the FtP National Conference, raising the profile of the region for its work with young people, and the North West Board model has been discussed as a potential regional model at the National Youth Libraries Board.

FtP NoW has achieved many of the objectives and outcomes set out in the early stages. However, it must be recognised that the numbers cited above, although large for one short project, are tiny compared with the numbers of people in the target age group living in the North West. More significant as a sign of impact, then, are the steps being taken by authorities to continue and develop the work started through FtP NoW.

For the future, it is hoped that:

- *“consultation with young people will move even further towards engagement;”*
- *“links will be made between different groups of staff. Young people soon become adults and if they have had their interest in library services hooked, then we need to make sure that we retain them once they start moving beyond the youth projects / services”;*
- *“libraries will see themselves as providers of services to communities – a change in ambition”;*
- *“work with young people will not be presented as a project. More important is a consideration of how libraries work with young people; we need to talk about the issues.”*

## **5 Overall evaluation and conclusions**

The aim of FtP NoW was to transform the library services provided for young people in the North West region, radically increasing and improving the engagement of this group with all that libraries have to offer.

A complete transformation cannot be achieved within one year, and the project is to continue for a further two years. However, overall, FtP NoW has been a successful project at authority level, involving many young people, developing the skills of staff, and changing attitudes throughout. It has met almost all of its objectives, and achieved almost all of the desired outcomes. In most cases, the individual authorities are taking steps to embed the work done, through spreading projects to other libraries, staff training programmes, and continuation of partnerships.

The project has also been successful at regional level, stimulating partnerships and cross-authority working, and providing a platform of case studies and information to be used for advocacy and for raising the profile of the North West region. Additional funding has been secured as a result of FtP NoW to take forward particular projects focused on youth volunteering (Young Voices project) and young people-led library spaces (Book Bars project).

The model itself has worked well, separating strategic from everyday decision-making, and providing a named contact in each authority, to provide local flexibility, streamline communications and reduce overall costs. The contribution of The Reading Agency's expertise and national contacts was valuable in ensuring that, as far as possible, lessons learned elsewhere were incorporated, and that the project ran smoothly and to time.

FtP NoW could profitably be used as a model for transforming library services for young people in other regions.

Please see the companion Projects Evaluation Report for an assessment of the individual authority projects.

***Brenda Read-Brown***  
***FtP NoW Project Manager***  
***June 2007***

## Appendix 1 – Budget summary

<b>Income</b>	<b>£39,800</b>
(from local authorities, MLA, ASCEL, SCL)	
 <b>Expenditure</b>	
TRA staff costs (including travel and subsistence):	
Project manager	£18500
Other	£6000
Partner staff costs	£3000
Training and materials	£5500
Advocacy materials (project directory)	£1500
End-of-project event costs	£3000
TRA management fee (5% special rate)	£2000
 <b>Total expenditure</b>	 <b>£39,500</b>

## **Appendix 2 – Board evaluation questionnaire**

### **Questionnaire / interview questions for FtP NoW Board members**

#### **Impact of FtP NoW on young people in the region**

- Several hundred young people have been directly involved in authority projects. In what ways is this significant?
- If someone said to you that these projects would have happened anyway, what would you say?
- Has the project overall approached young people in the right way? Would you have done anything differently in the approaches to and involvement of young people?

#### **Impact of FtP NoW on individual authorities**

- In what ways have staff **at all levels** changed attitudes / improved skills as a result of the project?
- How has the interaction between authorities been useful? How could more interaction have been encouraged?
- In what ways have individual authorities developed partnerships with other agencies?
- Will the project have a long-lasting effect on individual authorities?
- There appears to be a significant difference between smaller and larger authorities in the impact of the project, with more concrete achievements reached by the smaller authorities. Is this what you would have expected? Could we have done things differently to avoid this?

#### **Impact of FtP NoW on the region as a whole**

- In what ways has the region as a whole benefited from the project?
- Will these benefits persist past the end of the project?

#### **Impact of the partnerships**

- What benefits have been brought to the project by representation on the Board of SCL, ASCEL, the Youth Services, MLA, Time to Read?
- What benefits have these partnerships brought to individual authorities?
- Should other agencies have been involved? If so, which ones?
- What could have been done to improve partnerships with other agencies?

#### **FtP NoW as a model**

- What have been the strengths / weaknesses of FtP NoW as a regional model? (e.g. Board / Steering group / authority contact structure; combined funding; partnerships)
- In what ways has the project overall given value for money?
- What support have you received from TRA? How could it have been improved?
- Looking at a wider national campaign, what ideas do you have about practical support TRA could offer to other regions?

#### **The future**

- How should the authorities / region take forward what has been learned / achieved?
- How should the project be presented at the autumn event?
- How would you like partners (TRA in particular) to support you in Phase 2 developments?
- What lessons will you take forward within your wider service?

**Wider dissemination**

- What do you think are the key lessons from FtP NoW which we should share with the wider sector? (through TRA's website, etc.)

**Overall impact**

- What have you most enjoyed about being involved in FtP NoW?
- What has most disappointed you about FtP NoW?
- How will you judge the success of FtP NoW?