

**Answer Cancer
Research and
Evaluation
Workstream
Delivery Offer**

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I. Introduction

The Evaluation and Research workstream forms part of the Quality and Innovation Hub (Q & I Hub) within Answer Cancer. The purpose of this Hub is to create a culture of innovation across the programme. This includes the work of all four programme partners and with Cancer Champions and stakeholders across community networks.

The Q & I Hub is a community focused resource that will support asset-based approaches across the programme and networks, with an emphasis on coproduction and the explicit remit of developing capacity across Voluntary and Community Sector Organisations (VCSOs) to inform and lead their own quality and innovation. Central to this work is the research and evaluation workstream. The research and evaluation workstream will work *with* communities and stakeholders in developing practical and enhanced evaluative tools, methods and processes, which will build on and add value to the existing KPIs that evaluate the effectiveness of the programme.

Answer Cancer, the Greater Manchester Cancer Screening Engagement Programme, has been designed as a social movement. This presents some very specific opportunities and challenges in terms of evaluation and research. This is because social movements, by their very nature are complex, involving many organisations and individuals working in different ways to collectively achieve a common overarching goal.

Within health there are two types of social movement, those which are organic and driven by the public and those like Answer Cancer, which are institutionally created and driven. The goal is for it to become sustainable beyond the life institutional intervention.

In the case of Answer Cancer, the common goal is to increase screening numbers, raise awareness of signs / symptoms of cancer and ultimately leading to earlier diagnosis, behaviour change to reduce the risk of cancer and better outcomes for people with cancer.

Therefore, due to the complex and multifaceted nature of social movements and, specifically, the importance and value of demonstrating impact and outcomes of such movements, the research and evaluation workstream is a crucial component of Answer Cancer.

The power of research and evaluation for the voluntary sector is wide ranging and covers foci and rationale including:

- Performance accountability to funders and service users.
- Informing strategic and delivery decisions.
- Promoting work and services to prospective funders and the wider publicⁱ.

Furthermore, the potential of coproduced and democratically orientated research and evaluation offers many benefits including:

- Empowering communities.
- Illustrating nuanced impact.
- Giving prominence to the thoughts, ideas and experiences of marginalised groupsⁱⁱ.
- Developing consciousnessⁱⁱⁱ;
- Providing counter hegemonic^{iv} insights into the research process and outcomes.

Despite these advantages, coproduced and participatory research and evaluation tends to be in the minority across the research terrain. It is likely that those voluntary sector organisations with financial capacity for either 'inhouse' or contracted outsourced evaluation are of a larger size to those that do not have such capacity.

However, it is acknowledged that small voluntary sector organisations and groups excel in terms of performance, often beyond that of larger charities. This is due to the inherent flexibilities associated with smaller organisations^v. However, larger organisations, despite only representing 3% of the sector hold 81% of the sector's income (op cit).

With these factors in mind, this document will set out the core strands of the Research and Evaluation workstream, including those that add value to the existing KPIs, along with a description and timebound action plan for each of these strands.

II. Research and Evaluation Framework Overview

In order to maximise the effectiveness of Answer Cancer, research and evaluation needs to sit at the very heart of how the programme and the partner organisations operate.

It will only be possible to successfully measure the impact of this social movement if all work areas feed information consistently and in a timely manner into the Q & I Hub. Therefore, standardised metrics and methods of measurement will be required across all partners, with an effective means for this data and other information to be fed into the workstream.

The benefits of this will be felt across all partners and stakeholders of the programme. These include:

- Promoting a culture of continuous improvement.
- Understanding if we are targeting the right people in the right way: and if not, this will help to inform what changes need to be made.
- Creating information that can be fed out to communication channels to promote the work of Answer Cancer to funders, stakeholder and more widely to the people of Greater Manchester. These will include quantitative data, but also more qualitative means, capturing the transformational impacts of the movement, including social value.
- Promoting best practice to VCOS and other community groups, helping them to better target their resources and increasing the potential impacts of their valuable work.
- Potential expansion of the programme, including attracting interest from academic researchers, further spreading the impacts and exposure of what we are uniquely creating in Greater Manchester to other areas of the UK and further afield.

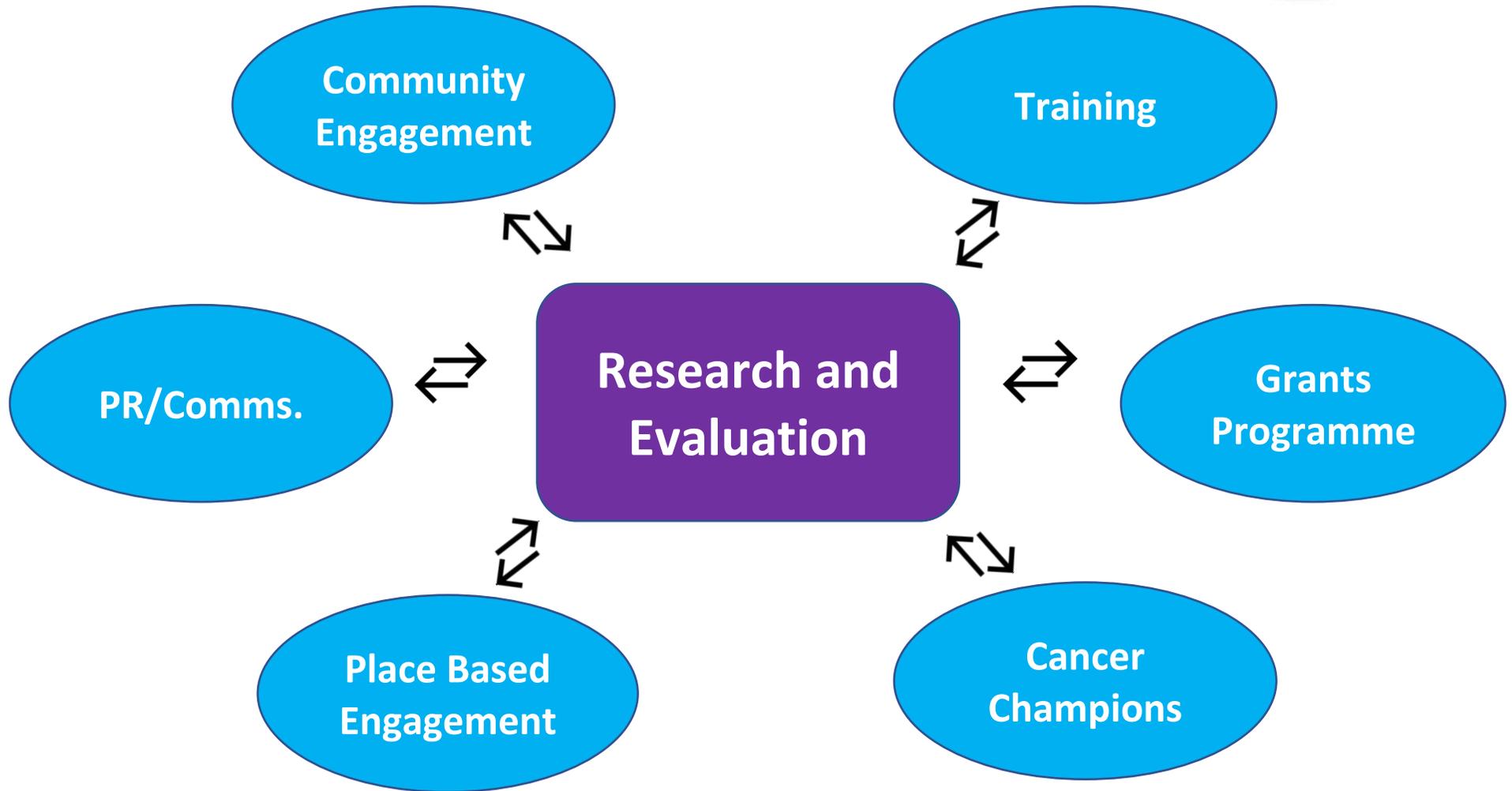
While information is consistently fed into the Q & I Hub, the information provided will help inform the decision makers of the partners and facilitate co-production with stakeholders and wider communities.

A valuable output of the Q & I Hub will be the creation of a community researcher group, providing training and ongoing work with key community stakeholders, especially those working in BME communities. This will help develop local relationships and provide a valuable forum for sharing best practice in multiple formats that can be used by the comms team to spread consistent messaging about the excellent work being done at community, supported by Answer Cancer.

The diagram on the following page illustrates the relationship between core work areas, showing the interconnectedness needed to enable the Q & I Hub and the movement achieve their outcomes.



ANSWER CANCER



III. Research and Evaluation Summary

The six core areas of work for the Q & I Hub are represented in the diagram below. These are:

1. Supporting Performance Monitoring and Evaluation
2. Community Participatory Research
3. Community of Practice
4. Bespoke Support
5. Knowledge Hub and Academic Partnerships
6. Dissemination and Communication



1. Evaluation

The first core function of the Q & I Hub is to support evaluation of the programme and performance monitoring.

The Q & I Hub will collect quantitative data, which will be supplemented by qualitative data in order to demonstrate a more nuanced picture. All data gathered will be in line with the established KPIs. Central to the ability to do this will be agreed consistency of data collection across the partners, including standardisation where appropriate. This will include areas such as participant registration forms, monitoring and evaluation of training. We will also need to establish an effective way of collecting data in an efficient and timely manner.

Quantitative data will be supplemented with qualitative data. Examples of qualitative approaches to gathering data could include written case studies, video and audio interviews and photography. These methods will help to provide a fuller picture and portray a more accurate story about what is happening. This will be important not only for reporting to commissioners and stakeholders, but also for communicating more widely the impacts of Answer Cancer, particularly in demonstrating the social values of the programme. A full evaluation framework and plan has been produced to address the detail of evaluation methodology and approach.

To summarise, key areas of evaluation and performance monitoring are:

- Collection of quantitative data and reporting at agreed timescales the progress being made against KPIs for the project.

- Ensuring consistency of data collection between programme partners.
- Collection of qualitative information about the work of the programme partners.
- Collection of qualitative data demonstrating the social value of the work of the programme (across all partners).
- Creating effective channels for communicating information between partners.
- Development and delivery of an evaluation plan

2. Community Participatory Research and Community of Practice

These two streams of work are closely interlinked and so are described in conjunction with each other. The Q & I Hub will work to upskill and develop greater research and evaluation *knowhow* within VCSOs and community groups. There are several strands that will enable this work. These will include community researcher training, multimedia resources (written and audio-visual) and the establishment of a community researcher group, which will meet regularly to share best practice and create a community of practice.

We will invite people from VCSOs and community groups to training events and from this people who express interest will be invited to join the group. Training will be in areas useful for groups to help them measure their impact, target their operational and research resources more effectively; and share more widely the impact of the work they are doing. It may also incorporate other elements, such as help finding data and writing effective bids for funding – drawing additional capital resource into their work.

In addition, training will incorporate ethics, risk assessment, data protection, management and security, confidentiality, anonymity, informed consent, representation of data and analysis. These are all fundamental components of conducting ethical and lawful research and evaluation.

The group will do exploratory and educational work at a deeper level than the initial training, with outcomes co-produced with members of the group. This will help raise the bar of research and evaluation at community level and help to develop deeper connections between groups working in similar areas and with shared goals. This will add value in terms of quality and breadth of work done by groups as well as creating a sustainable culture of best practice for community research.

Key areas of Community Participatory Research include:

- Training events and multimedia resources for the delivery of community researcher training.
- Establishment of a community researcher group that meets regularly to develop their skills and share best practice.
- Co-production of outcomes that best measure the work done by community groups and VCSOs.

Key areas of Community of Practice include:

- Developing a sustainable culture of research and evaluation within VCSOs and other community groups.
- Co-production with VCSOs and other community groups of mainly qualitative methods of research to tell the story of their work more effectively and more widely. This will create more content that could also be shared by comms for Answer Cancer.

3. Bespoke Support

Through the Q & I Hub, Answer Cancer is able to provide bespoke support, separate to community researcher training, that will help VCSOs on a more ad hoc basis.

The Q & I Hub is headed up by an experienced academic researcher with a strong track record working in community settings. For groups who would benefit from support with a specific element of research and evaluation, dependent of capacity, the Q & I Hub will be able to assist.

This could cover many different areas relevant for groups, including monitoring and feedback forms and collection of quantitative and qualitative data. The aim will be to upskill people to be able to help themselves in these areas after help from the Q & I Hub.

If certain areas come up consistently, it may also be appropriate to develop some content that people can access when needed, such as webinars or videos.

Key areas of bespoke support include:

- Help with enquiries from VCSOs and other community groups related to research and evaluation – providing training and support as appropriate and dependent on capacity.
- Possible development of additional content if required, which may include webinars or videos to help with common areas of concern.

4. Knowledge Hub and Academic Partnerships

There is an opportunity and ambition to draw in additional resource around academic research funding to add to the knowledge base around engaging communities through health driven social movements. To support this, the Q&I Hub has added to its knowledge base in this area through recruitment of a staff member with a PhD in the social sciences and extensive contacts in this field.

The impact of social movements in health is currently under-researched and this project could provide a useful opportunity to contribute to learning in this area. Doing so could create longer term sustainability of this work and draw in new income to communities. This would provide even greater additionality as a result of the initial investment in the project.

In addition, we will also be developing greater knowledge about the work of Answer Cancer within the research community through attending and presenting at workshops and events across Greater Manchester and further afield.

Key areas of Knowledge Hub and Academic Partnerships include:

- Raising awareness of Answer Cancer at events and within the academic community.
- Scoping partnership opportunities for further academic research about and connected to Answer Cancer.

5. Dissemination and Communication

At its heart, research and evaluation in this context is about measuring and communicating impact of the project. In essence this is storytelling in the most effective forms for the diverse audiences of commissioners, stakeholder and the wider public about Answer Cancer.

Therefore, we will need to establish a close working relationship between the Q & I Hub and the communications function of the programme.

Through the previously described streams of our work, we will be creating opportunities for content that could be utilised for a multitude of platforms. This could include newsletters, online content, social media, press releases, radio and TV interviews and more.

In addition, this partnership working can help to improve the online sign up and other content for Cancer Champions.

Key areas of Dissemination and Communication include:

- Storytelling about Answer Cancer through media channels including newsletters, social media, website, press releases and other media channels.
- Collecting information about the reach of content published and promoted by Answer Cancer, in terms of impressions and engagement as appropriate. This information will help provide evidence about the impact of Answer Cancer on the general public.

IV. Research and Evaluation Action Plan

In order to deliver the offer described in this paper, the following actions are required, some of which are in conjunction with the programme partners:

	Action	Yr	When	Who
	Performance Monitoring			
1	Agree consistent format for recording data, such as registration and feedback forms	1	Nov 2019	ALL
2	Agree channels for feeding data and other information effectively between partners	1	Nov 2019	ALL
3	Finalise additional metrics to already established KPIs for measuring Answer Cancer	1	Autumn 2019	ALL
4	Work with partners on best practice for collecting multiple data to ensure consistency of approach	1	Autumn 2019	ALL
	Community Participatory Research / Community of Practice			
5	Develop community researcher training offer and multimedia resources. Pilot training before wider roll-out	1	Dec 2019	UNI
6	Establish community researcher group with programme of regular meetings	2	Feb 2020	UNI
7	Complete all community researcher training sessions	2	April 2020	UNI
	Bespoke Support			
8	Provide support as required and as capacity allows	1-2	Ongoing	UNI
	Knowledge Hub and Academic Partnerships			
9	Develop relationships and seek opportunities to speak and present about Answer Cancer	1-2	Ongoing	UNI
	Dissemination and Communication			
10	Work with communications function on communicating about the project and collecting data relating to engagement and audience impressions		Ongoing	UNI/VSN W

V. Evaluation Plan (Methodology Summary)

The table below outlines the focused evaluation actions for the programme, which is followed by an outline of the community researcher component and additional resources. A fuller description is contained within the Evaluation Methodology Plan:

	Action	Yr	Quantity	When	Who
	Direct Research and Evaluation Activity				
1.	Conduct all stakeholder interviews	2	X 20	July 2020	UNI
2.	Conduct all open demographic focus groups with Cancer Champions	2	X 4	May 2020	UNI
3.	Conduct focus group with BME Cancer Champions	2	X 1	April 2020	UNI
4.	Conduct focus group with LGBT Cancer Champions	2	X 1	April 2020	UNI
5.	Conduct all participatory, creative and co-generative sessions	2	X 3	July 2020	UNI
6.	Analyse all data outlined above (Actions 1-5)	2	Full data set	Aug. 2020	UNI
7.	Design draft data reporting tools and protocols for partner data gathering	1		Nov. 2019	UNI
8.	Gather and collate all data (to date) recorded by all partners which pertains to the individuals and groups they have worked with (e.g. training events, grants programme) through uniform reporting system (including registration, monitoring & evaluation forms)	2	Full data set to date	May 2020	UNI
9.	Analyse all data outlined above (Action 8)	2	Full data set to date	July 2020	UNI
10.	Establish a core database of VCOSOs/groups that partners are working with and a means of collecting data about their activities (data should include who they are working with, the events/engagement activities they run and who they may be running them in partnership with).	1-2	Full data set to date	Jan. 2020	UNI
11.	Establish database and recording mechanism for partners to record info about potential Cancer Champion organisations, whether they sign-up, what potential barriers may be and diversity	1		Dec. 2019	UNI
12.	Collate all qualitative data (to date) in the form of successes, learning and barrier stories from partners (all partners producing case studies through uniform reporting systems)	2	X 20	June 2020	UNI
13.	Analyse all data outlined above (Action 12)	2	X 20	Aug. 2020	UNI
14.	Collate any outstanding partner data (Actions 8-12)	2		Sept. 2020	UNI
15.	Analyse any outstanding partner data (Actions 8-13)	2		Nov. 2020	UNI
16.	Draft report	2		Jan. 2021	UNI
17.	Revise and submit complete report	2		Mar. 2021	UNI

Footnotes

ⁱⁱ Hall, M. (2014) *Evaluation logics in the third sector*. *Voluntas: International Journal of Voluntary and Nonprofit Organisations*, 25:2), pp. 307-336.

ⁱⁱ Fine, M., Torre, M.E., Boudin, K., Bowen, I., Clark, J. and Hylton, D.. (2003) *Participatory action research: From within and beyond prison bars* *Qualitative Research in Psychology: Expanding Perspectives in Methodology and Design*. 173-198.

ⁱⁱⁱ Freire, P. (1993) *Pedagogy of the City New York*. Continuum.

^{iv} Gramsci, A. (2011) *Prison Notebooks (Volumes 1, 2 & 3)* Columbia. Columbia University Press.

^v Hunter and Cox, 2016 cited in Gioacchino, G. (2019) *Supporting the essence of small and medium-sized UK charities* Knowledge, Evidence and Learning for Development Help Desk Report.