

*Murrays' Mills*

*Project Evaluation Report – Annexes*

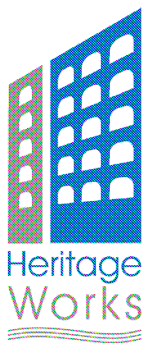
*'Delivered on time*

*Delivered to plan*

*Delivered to budget'*

*for Heritage Works (formerly Ancoats)*

*Buildings Preservation Trust*



*Prepared by Heritage & Regeneration UK Ltd*

*November 2009*

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## Annexe.1

### Letters of Introduction

## 1.1 Letters of Introduction - Heritage Works

18<sup>th</sup> May 2009

Start address here

Dear Name

### **Murray's Mills, Ancoats – Post Project Evaluation**

Heritage and Regeneration UK have recently been appointed as independent evaluators of the Murray's Mill project and its constituent elements and projects such as, '*Skills, Schools and Stories*'. Within the next few weeks you may be contacted by one of their consultants to arrange an interview, or asking you to complete a short questionnaire. The evaluation will be looking at the overall impact of the project and identifying qualitative and quantitative outputs, outcomes and achievements. It will be looking in detail at the technical development, funding and overall delivery; as well as identifying any organisational and individual benefits and 'lessons learnt' as a result of the project.

Interviews and contact will be carried out before the 17<sup>th</sup> of July. We do hope that you will be able to offer your time, thoughts, information and opinions on the project to the evaluation.

Yours sincerely

Kate E Dickson (Ms)

Trust Director

## 1.2 Letters of Introduction – Heritage and Regeneration UK

22<sup>nd</sup> June 2009

Start address here

Dear

### **Murrays' Mills, Ancoats – Post Project Evaluation**

You may have already been informed by Kate Dickson, Director of Heritage Works, that we have been appointed as independent evaluators of the Murrays' Mills project and its constituent elements and projects such as, '*Skills, Schools and Stories*'. The evaluation will be looking at the overall impact of the project and identifying qualitative and quantitative outputs, outcomes and achievements. It will be looking in detail at the technical development, funding and overall delivery; as well as identifying any organisational and individual benefits and 'lessons learnt' as a result of the project.

Please find enclosed a short questionnaire that will enable us to draw out your opinions of the project and include them in the reporting process. Please note that your answers and comments are confidential and you will not be identified in our final report; other than in an aggregate way (i.e. graphs and annexe list of respondent organisations). Relevant comments will not identify individuals or organisations unless you are happy for them to be used.

Your opinion is essential to this evaluation process and in a small percentage of cases we may wish to contact you for further information relating to your responses. If you are content for this to happen then please tick the box on question xx.

A pre-paid envelope is enclosed for your convenience. Please return your completed questionnaire by the 19<sup>th</sup> of July 2009.

If you have any queries or would like to receive this questionnaire by e-mail, please contact me or my colleague Andrew Wood on 01974 821570 or by e-mail at [geraldine.delaney@btconnect.com](mailto:geraldine.delaney@btconnect.com). We look forward to receiving your response.

Yours sincerely

Geraldine Delaney

Heritage & Regeneration UK Ltd

### 1.3 Letters of Introduction – Topic guide for meetings - Heritage and Regeneration UK

Start address here

Dear

#### **Murrays' Mills, Ancoats – Post Project Evaluation**

Further to our recent conversation. As discussed, we have been appointed by Heritage Works as independent evaluators of the Murrays' Mill project and its constituent elements and projects such as, '*Skills, Schools and Stories*'. The evaluation will be looking at the overall impact of the project and identifying qualitative and quantitative outputs, outcomes and achievements. It will be looking in detail at the technical development, funding and overall delivery; as well as identifying any organisational and individual benefits and 'lessons learnt' as a result of the project.

Please find enclosed a short *Topic Guide* to outline the areas we may discuss when we meet/speak on date..... Please note that your answers and comments are confidential and you will not be identified in our final report; other than in an aggregate way(i.e. graphs and annexe list of respondent organisations).Relevant comments will not identify individuals or organisations unless you are happy for them to be used.

If you have any queries at all, please do contact me or my colleague Andrew Wood on 01974 821570 or by e-mail at [geraldine.delaney@btconnect.com](mailto:geraldine.delaney@btconnect.com). I look forward to speaking to you again.

Yours sincerely

Geraldine Delaney

Heritage & Regeneration UK Ltd

## Annexe.2

### Questionnaire and Topic Guides

## 2.1 Questionnaire - Heritage and Regeneration UK

### Evaluation Murrays' Mills- Heritage Works

1. Name

Address

Telephone Number

E-mail (if applicable)

Position

2. Have you heard of Heritage Works? Yes/No

3. Were you connected or involved with the Murrays' Mills project? Yes/No

If Yes - In what way?

4. Do you think that the Murrays' Mills project has made a difference to the regeneration of the Ancoats area?

4.1 If Yes- Why do you think this is?

4.2 If No- Why do you think this is?

5. What do you perceive to be the successes of the Murrays' Mills project?

6. Were you aware of the *Skills, Schools and Stories* project that ran alongside the capital works at Murrays' Mills? Yes/No

7. Were you involved in the delivery of the *Skills, Schools and Stories* Project? Yes/No



If Yes - In what way?

8. Were you aware of any of the *Skills Schools and Stories* project elements listed below:

8.1 Workshops Yes/No

8.2 Taster Days Yes/No

8.3 Mill Education Packs Yes/No

8.4 Website( see end of questionnaire) Yes/No

8.5 Other – Please state

9. What do you perceive to be the successes of the *Skills Schools and Stories* project?

10. How successful do you think that the Murrays' Mill Project (overall) has been?

10.1 Not successful at all

10.2 Quite successful

10.3 Very successful

10.4 Extremely successful

11. Do you think that there is any awareness that this high value project was completed by a local Building Preservation Trust?

12. If you or your organisation were involved in a professional capacity, what challenges did the project present?

**13. Do you feel that there are any key issues or 'learning points' that you have identified?**

**14. If your organisation was involved as a funder – Did the Project meet your expectations?**

**15. Would you like to make any other comments?**

**Please return your questionnaire in the attached pre-paid envelope by the 19<sup>th</sup> of July to:  
Freepost RSCA- EHHZ-CHHH - Heritage & Regeneration UK, Glancadwn, Llangeitho, Tregaron,  
Ceredigion SY25 6QH.**

## **2.2 Topic Guide 1 - Heritage and Regeneration UK**

**Murrays' Mills Evaluation- Heritage Works**

**Topic Guide – Interviews- Trustees/Employees ( Past /Present) 1.2**

1. Are you aware of the Murrays' Mills project (extensive capital spend on programme of restoration and repair)?
2. How were you involved?
3. What do you think were the key successes for the project?
4. If you were involved in the '*Skills, Schools and Stories*' project can you explain your involvement?
5. What, in your opinion, were the key successes of the '*Skills, Schools and Stories*'?
6. Has the Murrays' Mills project involved or facilitated any personal or professional development for you?
7. Has the project had an impact on Heritage Works (or Ancoats Buildings Preservation Trust)?
8. Do you think your experiences of this project would influence your involvement in any future projects?
9. Are there any organisational 'learning points' that you would take from this project for any future projects?
10. Would you like to raise any other comment or issues?

Thank you

**Murrays' Mills Evaluation- Heritage Works**

**Topic Guide – Organisations and Key Contacts –1.2**

1. Are you aware of the Murrays' Mills project (extensive capital spend on programme of restoration and repair)?
2. Are you aware of the *Skills, Schools and Stories* project?
3. How were you and/or your organisation involved?
4. What do you think were the key successes for the project?
5. Has the project involved or facilitated any personal or professional development for you?
6. If you worked on the project in professional capacity, did the project present any challenges or unexpected issues for you?
7. Do you think your experiences of this project would influence your involvement in any future projects?
8. Are there any organisational 'learning points' that you would take from this project for any future projects?
9. If you are a Funder – Did the project deliver what was expected?
10. Would you like to raise any other comment or issues?

Thank you

## Annexe.3

### Typical Information and documentation requirements for Evaluation

### 3. Typical Information and documentation requirements for Evaluation

*This list is a guide. You may not have all of the information requested and it could be that some exists in paper or e-format. If you are content to offer prime documents these will be logged copied or reviewed and returned safely to you.*

*At the end of the process all copied documentation will be returned to you, or destroyed at your request.*

*Please note that Heritage & Regeneration UK Ltd adheres to the principles of Data Protection and confidentiality. We are registered with the Information Commissioners Office.*

1. Any historical evidence of how the Trust became involved in the project (this may also be developed through our conversation when meeting) or how it developed.
2. Copies of original bids or proposals for funding.
3. Any 'vision' statements regarding your operation or that pertaining to this particular project.
4. Business plan(s) that 'modelled' the project.
5. Any information of the projects development and progression (again this may also form part of our discussions).
6. Funders of the development stages - Copies of bids and requirements. (Capital and Revenue if applicable) – Offer letters, Conditions etc.
7. Funders of the main strands and 'delivery' stages.
8. Contact list for key personnel, advisors or others with overview. Who we should be talking to? Do think to include those who may be happy to talk but may also have a different perception of the project's progression or success.
9. Individual contact for Trustees or Management Committee.
10. Contacts for individuals, companies, agencies or organisations that were involved in development and delivery of project including education and training strands.
11. Copies of any monitoring (progress reports if applicable) forms provided to funders.
12. Copies of any evaluation or monitoring forms from participants.
13. Copies of any reports produced addressing the main or sub projects.
14. Any other information that you may consider relevant to the evaluation.

# Annexe.4

## Bibliography





<b>Title</b>	<b>Author/Publisher</b>
Murrays' Mills and the Cotton Mills of Ancoats (2007)	I Miller & C Wild et al
ABPT Policies & Procedures for Volunteers	Heritage Works
Action Programme to save unique architectural heritage	Manchester City Council
Ancoats Overview	New East Manchester
Ancoats Regeneration Programme – Interim Evaluation Report	URS for NWDA
Ancoats Urban Village- planning and design guide	Ian Finlay architects
Ancoats Urban Village – implementation Strategy final Report	Grimley IPA et al
Annual Report 06/07	New East Manchester
Annual Review 07/08	New East Manchester
Appendices, Volume 5	Heritage Works
Application to Your Heritage	Heritage Works
Audience Development Plan	Hargreaves Cronshaw
Balancing Heritage and Regeneration	Peter Eley Architects
Bid Brochure	Heritage Works
Business Plan, Volume 4	Heritage Works
Contract	Farrer & Co
Detailed Proposal Form	Northwest Regional Development Agency
Development Brief	Heritage Works
Education and Outreach Strategy	Brian Holmshaw
Feasibility Study	Paul Butler Associates
Funding Agreement	Farrer & Co
Funding Agreement NWDA – Ancoats BPT ( 18/07/05)	Eversheds LLP
Heritage Works Archive of 48 boxes- Reviewed Relevant Boxes and Files	Heritage Works
How To Acknowledge Your Grant	HLF
Implementation Strategy	Grimley- International Property Advisors
LEASE of premises known as Murrays' Mills at Ancoats	Cobbetts, Solicitors
Legal Agreement	Cobbetts, Solicitors
Lessons Learnt Document	Heritage Works
Looking Back on Our Achievements	Northwest Regional Development Agency
Memorandum of Association of Heritage Works BPT	Heritage Works
Murrays' Mills and St Peter's Church	Heritage Works
Murrays' Mills, Ancoats, Conservation Plan Review	Building Design Partnership
Outland Prospectus	Heritage Works
Overall costs and funding package for skills, schools and stories	Heritage Works
Progress Report 14	Heritage Works
Progress Report 22	Heritage Works
Project Summary, Volume 1	Heritage Works
Public Consultation - June 1999	Heritage Works
Reconciliation of Contracted Works Against Constructed	Gardiner Theobald
Reconciliation Report 01-'Shell Repair Contract' Issues	Heritage Works
<b>Title</b>	<b>Author/Publisher</b>
Report on the Restoration, Conversation, Partial Re-development and Subsequent Sale	Cambria
Responses to invitations to public consultation week	Heritage Works
'RESULTS' English Heritage annual report and accounts	English Heritage
Strategic Funding Proposal	Heritage Works 17
The Social Impacts of Heritage-led Regeneration(2008)	Ela Palmer Heritage
Urban Village H.L.F. Project	Paul Butler Associates
Urban Village leaflet	Heritage Works

## Annexe. 5

# Glossary of Terms

**Glossary of Terms**

ABPT – Ancoats Buildings Preservation Trust

AHF- Architectural Heritage Fund

CDM – Construction Design Management

EH- English Heritage

HW- Heritage Works

HLF Heritage Lottery Fund

NWDA- North West Development Agency

SSS- Skills Schools and Stories