

# Setting up for success

The benefits of an evidence base  
and evaluation

**MOPAC Evidence & Insight**

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# 1. What is evidence?



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# Why we need an evidence base?

Evidence ≠ guarantee of success  
**Evidence = confidence**

## Key types of evidence for project delivery



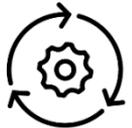
### **Evidence of need**

How do we know the service is needed?



### **Evidence of demand**

How do we know/ensure people will use the service?



### **Evidence of implementation**

Is the project delivered successfully?



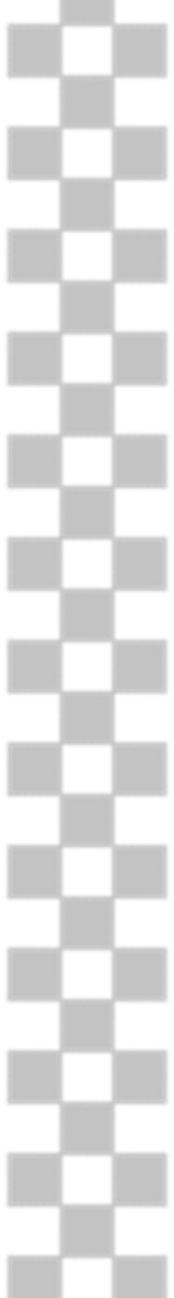
### **Evidence of impact**

What works, for whom, and under what conditions?



### **Evidence of economic success**

Is the service value for money?

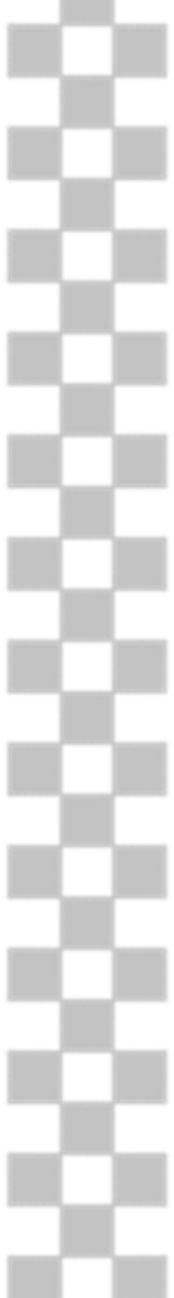


# What does evidence-based really mean?

“Using the **best available** evidence to inform decisions about practices and policies”

(College of Policing)

Quality of evidence	Description	Sources
<b>High</b>	Further research is very unlikely to change our confidence in the estimate of effect.	<ul style="list-style-type: none"><li>• Several high quality studies with consistent results.</li><li>• In special cases: one large, high-quality multi-centre trial.</li></ul>
<b>Moderate</b>	Further research is likely to have an important impact on our confidence in the estimate of effect and may change the estimate.	<ul style="list-style-type: none"><li>• One high-quality study.</li><li>• Sever studies with some limitations.</li></ul>
<b>Low</b>	Further research is very likely to have an important impact on our confidence in the estimate of effect and is likely to change the estimate.	<ul style="list-style-type: none"><li>• One or more studies with severe limitations.</li></ul>
<b>Very low</b>	Any estimate of effect is very uncertain.	<ul style="list-style-type: none"><li>• Expert opinion.</li><li>• No direct research evidence.</li><li>• One or more studies with very severe limitations.</li></ul>



## 2. Applying evidence-based approach to our work



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# Begin with your Theory of Change

**Theory of Change:** why a desired change is expected to happen in a particular context.

Should be based on current evidence.

Should inform all aspects of the service.

## Final Goal

The broader social change you are hoping to achieve as a result of the service.

What impact are we hoping to achieve? What activities are required in order to achieve this?

## Intermediate Outcomes

The outcomes that will feed into the final goal

## Activities

The activities that the service will deliver in order to achieve it's agreed outcomes.

# Creating your logic model

A logic model describes the theory, assumptions and evidence underlying the rationale and assists in embedding the evaluation within policy.

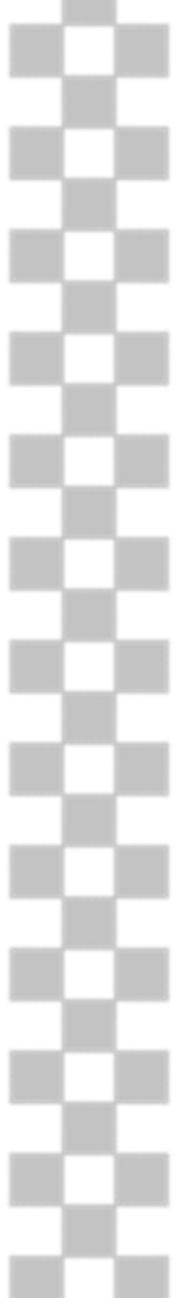
Inputs	Activities	Outputs	Outcomes	Impact
<p>Resources dedicated to or consumed by the project</p>	<p>What the project does with the inputs to fulfil its mission</p> <ul style="list-style-type: none"> <li>➤ Monitored by the outputs</li> <li>➤ Directly linked to the outcomes</li> </ul>	<p>The direct products of program activities</p> <p><b>Service:</b></p> <ul style="list-style-type: none"> <li>➤ Types</li> <li>➤ Levels</li> <li>➤ Targets</li> </ul>	<p>The benefits to the participants</p> <ul style="list-style-type: none"> <li>➤ These must be linked to the activities and the evidence</li> <li>➤ Outcomes must be measureable within the timescale</li> </ul>	<p>The long term consequence of the project</p> <ul style="list-style-type: none"> <li>➤ Mission statement</li> <li>➤ Theory of change</li> </ul> <p>The project outcomes should feed into this goal</p>



**Planned work**

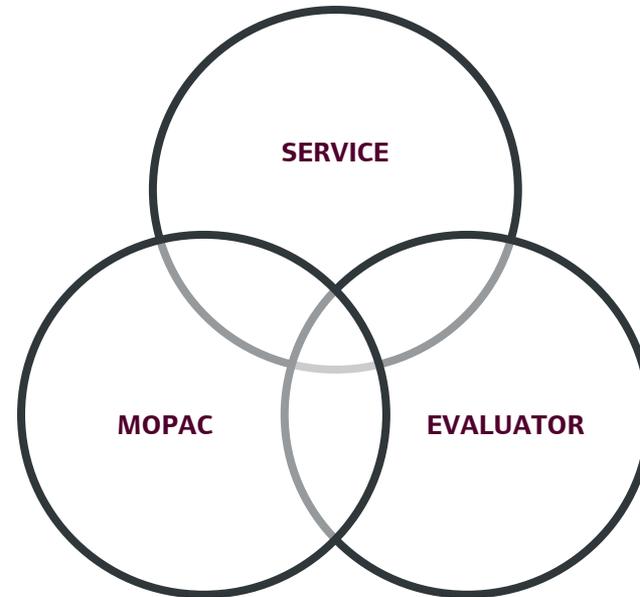


**Intended results**



# Benefits of logic modelling

- The logic model adds clarity to the conversation
- Should empower policy/ stakeholders to set direction and question assumptions
- Ensures the project's motivations stay true
- The model should steer implementation and set out clear outcomes for measuring impact
- Helps in setting a robust and cognitive data capture to allow evaluation



# 3. Evaluation methods



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# Looking beyond a logic model

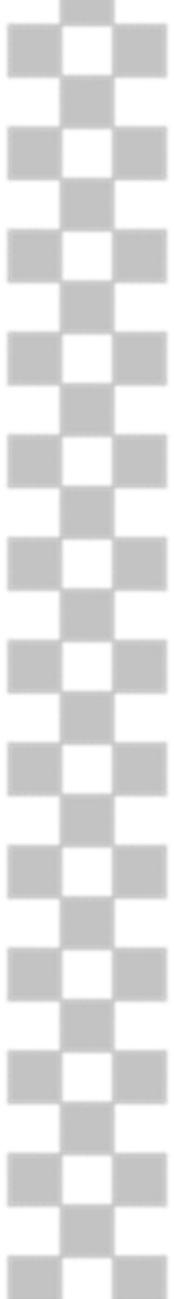
A good, evidence based logic model is a great first step.

**Successful implementation is the next step.**

***“Without data, you're just  
another person with an opinion.”***

~ W. Edwards Deming

- Tools and processes need to be documented so they can be reviewed.
- Performance and impact data should be rigorously collected and regularly reviewed.
- Working closely with your research lead will help you to identify problems quickly and solve them before they escalate.



# Methods of evaluation

3 basic types of project evaluation:



**Impact evaluation** – aims to establish if the project achieved its objectives and if those outcomes were a result of the project.



**Process evaluation** – can be used to evaluate the implementation and delivery of a project to provide feedback on a wide range of issues.



**Economic evaluation** – attempts to establish if the project is worth the money it costs and typically involves Value for Money (VfM) analysis.

Type of evaluation used will depend on what questions you want to be answered, service design and access to data.

# Methods of evaluation

## Process evaluation



Training satisfaction

Staff Surveys

Feedback surveys

Client experience (e.g. case studies)

## Impact evaluation



Analysis of offending

Victim cope and recover measures

Analysis of victim satisfaction

...and any other measureable outcomes

## Cost Benefit Analysis



Investment (cost)

Financial impact (benefit)



Performance monitoring

Throughput (referrals, case completion, attrition)

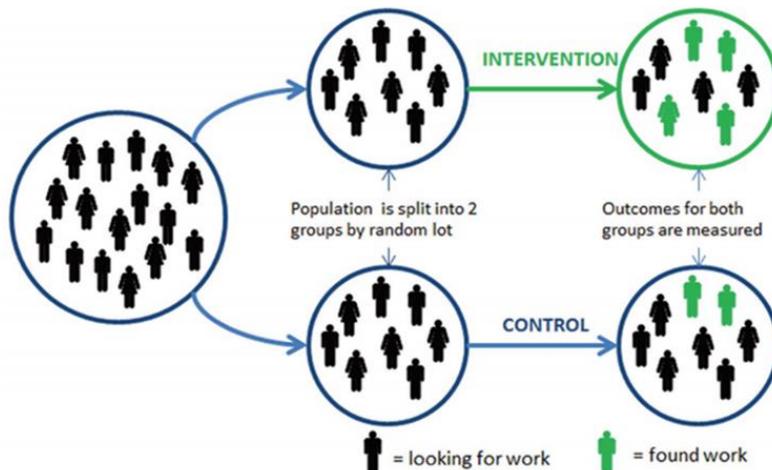
Service standards met

Client demographics

# Impact evaluation

There are three approaches to measuring impact. **The more robust approach the more confident of the findings we can be.**

Pre and post comparison	Matched Control Design	Randomised Control Trial
<b>BASIC</b>	<b>BETTER</b>	<b>BEST</b>
Basic with little robustness	A step down from RCT but can be almost equally robust	Gold standard
Measuring outcomes pre and post programme can give an indication of impact	<b>Control group</b> is created using appropriate statistical methods	Participants randomly assigned to intervention and <b>control group</b>



A need for randomisation means E&I needs to be involved in the programme design for RCT to be conducted.

Source: Cabinet Office (2012)

# 4. What have we learnt



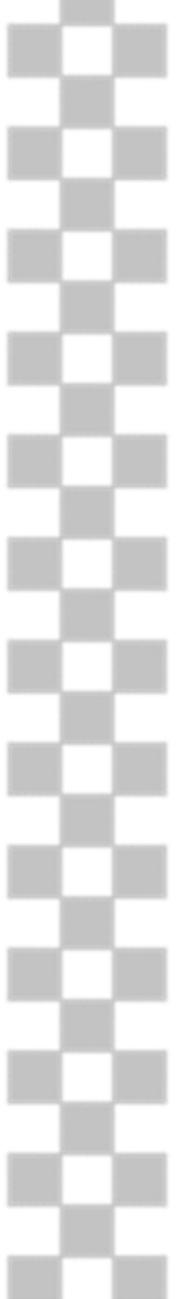
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# Key takeaways

## Key learning from this session

- Although there is no guarantee of success, evidence based approaches can give us confidence that we are making rational, defensible decisions.
- Process learning and evidence should underpin every stage of the project. Early identification of a risk makes it possible to mitigate it before it escalates.
- Impact evaluation can tell you if something worked. Even if it did not, it is better to know and learn from it.
- Collaborative approaches benefit everyone – policy makers, analysts, stakeholders but most importantly the public.



# Looking forward

## Research Strategy for MOPAC

- **Evaluation Toolkit** is now available. It is an interactive tool with the aim of supporting policy makers to create evidence based policy. It presents an interactive, pragmatic, insider perspective to the entire evaluation journey.

**A step by step guide to evaluation decision making**

Research and evaluation are core aspects of effective policy making - and this has become more and more important given the pressures of austerity and the need to know with more certainty 'what works', 'why something works', or 'whether it is value for money or not'. Topics such as these can be technical and complex - although a solid understanding is essential in order to ensure evidence based practice and decision making.

The aim of this toolkit is to support police makers in creating evidence based policy. This is not the only toolkit that attempts to do this - although it is the only toolkit that presents an interactive, pragmatic, insider perspective to the entire evaluation journey. We hope you find it a useful tool.

Please view the below questions - each will lead you through a series of questions to better understand the specific circumstances of the request, before presenting you with potential research options at your disposal as well as indicative costs.

At any point you see the home sign  pressing it will bring you back to this page!

*If you have any questions then please contact: [paul.dawson@mopac.london.gov.uk](mailto:paul.dawson@mopac.london.gov.uk) or [evidenceandinsight@mopac.london.gov.uk](mailto:evidenceandinsight@mopac.london.gov.uk)*

I want to know ...

WHETHER I CAN TELL IF SOMETHING HAS HAD A ROBUST IMPACT?	UNDERSTANDING THE BACKGROUND OF A PROBLEM?
WHY HAS SOMETHING HAPPENED / WHAT DO PEOPLE THINK OF AN EVENT?	IS SOMETHING VALUE FOR MONEY?

Click the below notes package for a specifically designed information to support the full evaluation journey.



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For more information about the work of MOPAC Evidence & Insight please see:  
<https://www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac/data-and-research>

<https://www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac/data-and-statistics/academic-research/mopac-evaluations#acc-i-56849>

# 5. Further reading



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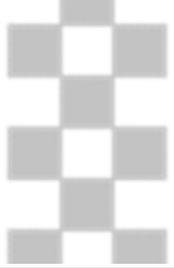
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# Appendix1 – Evidence types

Type of evidence	Question	Stage	Research approach
Evidence of need	How do we know the service is needed?	Rationale	Surveys, mapping of existing services, learning from other forces
Evidence of demand	How do we know people will use the service?	Rationale/design	Surveys, analysis of admin data, learning from previously implemented services
Evidence of quality	Has the intervention worked previously?	Rationale/design	Literature searches and engagement with other police forces
Evidence of implementation	Is the intervention delivered successfully?	Delivery (monitoring)	Process evaluation
Evidence of performance	Has the service reached the right (amount of) people?	Delivery (monitoring)	Performance analysis
Evidence of impact	What works, for whom, and under what conditions?	Pilot/programme end and interim	Impact evaluation
Evidence of economic impact	What is the value for money of the project?	Pilot/programme end	Economic evaluation (Value for Money analysis)



# Appendix 2: Example of a logic model



Inputs	Activities	Outputs	Outcomes	Impact
<ul style="list-style-type: none"> <li>• MOPAC funding</li> <li>• RS in kind contribution</li> <li>• Delivery Director &amp; Service Manager</li> <li>• 4 x Lead Practitioners</li> <li>• 32 x Trained Volunteer Practitioners</li> <li>• Data Analyst</li> <li>• Access to MPS (&amp; other agency) IT systems</li> <li>• MyRJ case management system</li> <li>• Consortium expertise</li> <li>• Core and specialist training</li> <li>• Spot purchasing partners</li> <li>• Innovation Lab Consultant</li> <li>• Scrutiny Panel</li> <li>• R:L Values Framework</li> <li>• RJ London Network</li> </ul>	<ul style="list-style-type: none"> <li>• Awareness raising campaigns</li> <li>• Ensuring the quality maintenance of an efficient case management system</li> <li>• Signposting to specialist providers/support partners</li> <li>• Service user scrutiny of the delivery of the service</li> <li>• Networking &amp; Collaborating to build the capacity, capability and quality of RJ services</li> <li>• Training &amp; development hub – Training to cover victim needs from outcomes</li> <li>• Identifying and addressing gaps in service</li> <li>• Continued research and innovation of RJ services</li> <li>• RSQM achieved by R:L</li> <li>• Compliance with the EU Victims Directive 2012/29/EU and the Code of Practice for Victims of Crime, MoJ 2015</li> </ul>	<p><b>Access</b></p> <ul style="list-style-type: none"> <li>• <b>Awareness amongst victims, support organisations, criminal justice agencies, community at large,</b> (measured by surveys).</li> <li>• <b>Equality of access</b> (Measured by MyRJ data)</li> <li>• <b>Interest in and uptake of RJ services</b> (Measured by MyRJ data)</li> </ul> <p><b>Quality</b></p> <ul style="list-style-type: none"> <li>• <b>Needs identified and addressed</b> (Measured by User Surveys)</li> <li>• <b>User satisfaction at point of exit and at 3 month</b> (Measured by User Surveys)</li> <li>• <b>Consistent case management quality</b> (measured by myRJ performance metrics)</li> </ul> <p><b>Collaboration</b></p> <ul style="list-style-type: none"> <li>• <b>Development of Network Collaboration</b> (Measured by Network Member meetings, participation and Network Member Surveys)</li> <li>• <b>Development of (multi-agency) stakeholder collaboration</b> (Measured by multi-lateral (360) assessment)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Victims more able to 'cope and recover'</b> <ul style="list-style-type: none"> <li>- Outlook and Attitudes</li> <li>- Mental and Physical Health/well-being (inc. reduction in anxiety or post-traumatic symptoms)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Putting victims at the heart of CJS and decreasing the burden on public services from the long term effects of crime</li> </ul>

