if | Volunteering for wellbeing

Inspiring Futures:
Volunteering for Wellbeing

Final Report
2013 – 2016

Social Return on Investment

A Heritage Lottery Fund Project delivered by IWM North and Manchester Museum 2013 - 2016

In partnership with
Museum of Science and Industry,
People's History Museum,
National Trust: Dunham Massey,
Manchester City Galleries,
Ordsall Hall,
Manchester Jewish Museum,
Whitworth Art Gallery,
National Football Museum

IWM North

IWM North has established itself as a key cultural player in the North. The museum is a learning experience where imaginative exhibitions, programmes and projects are combined to promote public understanding of the causes, course and consequence of war and conflict involving the UK and Commonwealth since 1900.

Manchester Museum

Manchester Museum is dedicated to inspiring visitors of all ages to learn about the natural world and human cultures, past and present. Tracing its roots as far back as 1821, the museum has grown to become one of the UK's great regional museums and its largest university museum.

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Introduction by lead partners

IWM North part of Imperial War Museums and Manchester Museum have worked in partnership since 2006. In March 2013 we were successful in a new application to the Heritage Lottery Fund (HLF) to develop and deliver *Inspiring Futures: Volunteering for Wellbeing (if)*. This unique project was delivered across ten heritage venues to collectively achieve improvement, consistency and quality in volunteering practice as a key route to transforming wellbeing.

We set ourselves ambitious goals in terms of evaluation. We wanted to measure the impact and value of this project and, evidence the effectiveness of socially responsible volunteering practices for improving wellbeing and reducing social and economic isolation, to do this we chose to work with Envoy Partnerships to carry out a longitudinal study following a Social Return on Investment methodology.

Through evaluation and identifying our stakeholder outcomes we have developed *if* into a leading example of a project that has been committed to learning and evidencing whether its activities had a sustainable impact, and a social return over time.

In addition to this report the project has also developed a website that provides further information, films, case studies, evaluation reports and a good practice guide which draws on extensive experience of setting up and delivering socially engaged volunteer programmes.
www.volunteeringforwellbeing.org.uk

We are delighted to present this evaluation report which reveals that over the past three years, significant evidence has been collected to demonstrate that museums and galleries can be highly effective settings for addressing social needs and supporting essential services to unlock improvements in public health and wellbeing.

Danielle Garcia
Volunteer Programme Manager
IWM North

Andrea Winn
Curator of Community Exhibitions
Manchester Museum

About Social Return on Investment

SROI is a form of evaluation that enables a better understanding of an organisation's impact on people, the economy and the environment. It helps assess whether a project is good value for money and can help decision makers decide where to invest to maximise their impact. SROI's development in the UK has been funded by the Cabinet Office and the Scottish Government (through the SROI Project). It is aligned with the principles of HM Treasury Green Book, increasingly used to measure value-for-money and is part of the guidance produced by the National Audit Office.

The project commissioned Social Return on Investment (SROI) consultants, Envoy Partnership to find out exactly how the programme contributed to individual socio-economic wellbeing.

Envoy Partnership is an advisor in evidence-based research and evaluation, specialising in measuring and demonstrating the value of social, economic and environmental impacts. Envoy works together with Gaby Porter, a Manchester-based heritage and interpretation expert, supporting the development of engaging and sustainable heritage around the country; and, Atiha Chaudry, a Deputy-Lieutenant of Greater Manchester, founder of Equal Access Consulting, and a local voluntary sector advocate across community development, BME networks, and public health.

+ENVOY
Partnership

"Has the course changed my life? Yes, and more. It has actually given me back my life, a life seemingly lost to lack of hope and depression. I am the real Me again"
if VOLUNTEER

Executive Summary

From October 2013 – December 2016 IWM North and Manchester Museum delivered a volunteering, training and placement programme across 10 heritage venues in Greater Manchester. The project, Inspiring Futures: Volunteering for Wellbeing or *if* for short, can be viewed as an exemplar in partnership working to tackle wellbeing inequalities.

The project led to improved quality of life and life satisfaction amongst people who were from disadvantaged backgrounds. This report demonstrates that museums and galleries can:

- be highly effective settings for supporting local services to improve peoples' wellbeing

- improve pathways to meaningful life opportunities in the community

"We used our unique galleries, collections and staff expertise as the main sources of training, inspiration and learning."
if TEAM

The *if* model has been unique in providing both a stimulating and reflective environment in tackling social isolation and wellbeing inequalities. It helps people from disadvantaged or vulnerable backgrounds to believe in themselves. This project increases confidence and self-worth and most importantly it helps people realise their full potential to take that next step in supporting their own wellbeing.

For at least 75% of participants, it has helped transform their lives or positively change their perception of their own abilities and skills.

The project trained and supported 231 participants from Greater Manchester into volunteering positions within museums. There was a specific aim to focus on recruitment of young people aged 18-25, older people aged 50+ and armed forces veterans.

Participant recruitment was aimed at people who were long term unemployed or facing low-level mental wellbeing challenges and/or social isolation.

"We wanted to find out how volunteering in heritage could help people at risk of isolation, and who were struggling with unemployment, mental health or disability."
if TEAM

10 museums & galleries in Greater Manchester embarked on a three year project

231 local people recruited over three years

75% in receipt of a benefit allowance

Over 75% report a significant increase in wellbeing after a year

Almost 60% report long term sustained wellbeing improvement over 2-3 years

30% gained employment or other new opportunities for getting into work

"The if Volunteering for Wellbeing programme...builds skills and confidence in participants through working with heritage materials, addressing the critical issue of social isolation through a supported programme of volunteering experience and personal development. There is a clear opportunity for a region recently in receipt of a £6bn public health budget to take note of the very real impact these cultural heritage projects, and others like them across GM, are making."
ROYAL SOCIETY OF ARTS ARTICLE -
'NETWORKED HERITAGE - GREATER MANCHESTER:
DEVOLVING HERITAGE TO CITIZENS' NOVEMBER 2016

The evaluation has demonstrated significant improvements in participants' mental and emotional health. It has led to improvements in their creativity, aspirations, life satisfaction, social connections and reductions in stress.

The programme has also led to increased levels of volunteering and citizenship, changed attitudes to museums and heritage settings, and attitudes to participating in volunteering projects. Additionally, over 30% of participants have been inspired to secure entry to further education, or to gain paid employment. In this area *if* compares well with many other "in to work" projects, even though employment is not the core focus of *if*. For example, the previous government's "Work Programme" job conversion target was 11.9%. Currently, the new "Work and Health" programme (DWP) considers an ambitious 30-40% conversion target.

The tracking of participants' outcomes in the long term shows that, on average, participants benefit for three years. In total, we estimate that the project has generated social and economic value of approximately £2 million across the three years, once the impact of other partners has been considered. £557,200 was invested over the three years of the project. This means that approximately £3.50 of social and economic return is created for £1 invested.

£1

if | Volunteering for wellbeing

£1 50 £1 £1

"This evaluation tells us that for every £1 invested, this programme generates £3.50 in social and economic value."

A small portion of the value created is for local care services, housing providers, and central government. Value was also created for the partner venues, who gained well-trained volunteers and increases in operational capacity. This has led to improvements in access to the collections for visitors. In total, Manchester venues have gained an estimated additional 30,000 hours of volunteering to date; this includes the hours volunteered by participants who continue volunteering with the museums after completing their placements. (47% of the hours were volunteered in this way, c. 110 in total.)

The *if* model can present innovative and joined-up solutions to tackling local health and wellbeing challenges. Such a project would then help alleviate resource pressures on local health and care and support services in Manchester.

The improvement in health and wellbeing among participants has led to interest from Central Manchester Clinical Commissioning Group (CCG). The CCG wants to explore the possibility of a future project where patients are referred via their GPs. This reflects how the if model can present innovative and joined-up solutions to tackling local health and wellbeing challenges. Such a project would then help alleviate resource pressures on local health and care and support services in Manchester. At the same time the project has changed perceptions about galleries and museums as assets for recuperation and improving health.

Volunteers' wellbeing was measured over a three year period, using a number of wellbeing indicators, some drawn from the National Accounts of Wellbeing and some from the Warwick Edinburgh Mental Wellbeing Scale (WEMWBS). Figure 2 on page 23 shows that, before participating in the project, participants levels of wellbeing are way below the national average. On completion of the training and placement programme and beyond participant wellbeing increases on par with the national average. It also shows improvements across the different areas of wellbeing in later years, especially around self-confidence, sense of purpose, and sense of belonging.

In summary, this evaluation shows that museums and galleries can provide effective volunteering opportunities for individuals, particularly those facing disadvantage or with poor mental health and wellbeing. It shows that volunteering in museums and galleries can improve wellbeing, health, and even lead to employment for the participants. Finally, it demonstrates that museums and galleries can be key settings for "social prescribing" practices, and can play an important role in health recovery.

Key recommendations from the evaluation include:

- Cross-sector collaboration with local Mental Health teams, Clinical Commissioning Groups, health and wellbeing boards, social care and social housing; as well as exploring formalised partnerships with government programmes, e.g. Working Well (Greater Manchester Combined Authority) and Work & Health (Department for Work and Pensions).

- A continuation of peer support, amongst venue practitioners bringing about positive change in venue practices, as well as amongst volunteers. Peer support should be designed into the core of volunteer training/ induction with a focus on mentoring; and continuation of regular best practice networking or knowledge transfer meetings amongst a growing partnership of venue co-ordinators.

- The economic benefit, especially for avoiding long-term adult social care, is potentially significant and this analysis should be further developed with other local research partners and services, including the University of Manchester.

- *if* evidence, delivery framework, and processes to be shared with i) local volunteer bodies and local commissioners, in order to promote proper planning of integrated, joined-up opportunities between Local Plan priorities and cultural (and natural) heritage assets; and also ii) National bodies affected by volunteering for wellbeing, such as NCVO (National Council for Voluntary Organisations), ACEVO (Association of Chief Executives of Voluntary Organisations), the National Alliance for Museums, Health and Wellbeing, HVG (Heritage Volunteering Group) Heritage Lottery Fund, National Trust, DCMS (Department for Culture, Media and Sport), and English Heritage.

- Venue commitment to invest in more volunteer co-ordinators and assistants as core roles to deliver superior visitor experiences, especially when connecting visitors and the venue to more diverse volunteer representation from the local community.

"This course and this place (IWM North) has saved my life. I love working and connecting with the kids too and giving them a real life experience as a real soldier, and overall this is helping me move onwards and forwards"

PAUL, *if* VOLUNTEER

"Volunteering has given me so much more confidence!

I used to dread the thought of speaking to groups of people but now I support new volunteers with object handling and speaking to visitors. This opportunity has helped me to secure a paid traineeship (through the British Museum and IWM North) which I am really excited about, without this programme I'd probably still be sat at home with no idea of what I wanted to do in the future."

MATT, *if* VOLUNTEER

REPORT

1

Evaluation, aims and objectives

This evaluation occurred over the three years of the project 2013-2016, and builds upon previous findings from the successful *In Touch* volunteer programme. Part of that evaluation highlighted the potential of heritage volunteering to change people's lives. Heritage and arts venues can be sustainable partners in generating improved wellbeing and life satisfaction for people. DCMS' analysis for Quantifying and Valuing the Wellbeing impacts of sport and culture (Fujiwara et al, 2014), estimates that culture/arts engagement can bring about life satisfaction improvements worth £1,084 per person per year. English Heritage estimates £1,646 as the wellbeing value of heritage engagement or visiting historic sites through the year.

For the *if* evaluation, HLF, IWM North and Manchester Museum wanted to evidence the effectiveness of socially responsible volunteering practices in Manchester's heritage sector, for improving wellbeing and reducing social and economic isolation. They wanted to understand if there had been wellbeing benefits to the volunteers who took part, and how the programme shaped their journey. The evaluation has sought to find out exactly how the programme contributed to individual socio-economic wellbeing for participants, and to quantify potential value to the wider economy that resulted from these outcomes. In addition, IWM North and Manchester Museum aimed to better understand the effect on partner venues from creating and participating in a consistent community of best practice, support and knowledge transfer.

This evaluation process drew on a combination of Social Return On Investment (SROI), National Accounts of Wellbeing research (New Economics Foundation), and Quality Adjusted Life Year (QALY) values used by national health bodies. This blended approach was also trialed and recommended within the Greater Manchester Community Budgets pilot (New Economy Manchester working paper, 2011). SROI is a process to help translate the measurement of social values into economic language. It is a stakeholder-informed cost-benefit analysis that uses a broader understanding of value for money. It helps assign values to social, environmental and economic outcomes, as indicators of performance beyond the balance sheet.

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SOCIAL RETURN ON INVESTMENT

Seven principles of SROI

The evaluation research tasks followed the seven key principles of conducting a Social Return on Investment analysis, which are taken from the Cabinet Office Guide to SROI (2009).

1. **Involve stakeholders:**
   Inform what gets measured and how this is measured and valued by involving stakeholders. The evaluation of *if* engaged with a broad range of groups to inform what mattered most to them, including volunteers, venue co-ordinators and managers, referral agencies, statutory services, families of volunteers and visitors.

2. **Understand what changes:**
   Articulate how change is created and evaluate this through evidence gathered, recognising positive and negative changes as well as those that are intended and unintended. For example, we developed an impact map and theory of change with the input of different stakeholders to determine how and why change came about for them. This helped to map out the steps that were requisite to change being achieved; and identify where change was not occurring.

3. **Value the things that matter:**
   Use financial proxies in order that the value of the outcomes can be recognised. Many outcomes are not traded in markets and thus their value is not recognised. The approach in this evaluation drew on a combination of primary research on the rate of outcomes being achieved, secondary research, government benefits and statutory service unit costs, wellbeing QALYs (Quality Adjusted Life Years), and direct and indirect valuation techniques, to reflect how the broad range of stakeholders stated their specific outcomes were of value.

4. **Only include what is material:**
   Determine what information and evidence must be included in the accounts to give a true and fair picture, such that stakeholders can draw reasonable conclusions about impact. For example, we have excluded groups that don't both have a significant influence on, and are not impacted by *if* activities, such as teaching institutions and award bodies. We also omitted measuring stakeholder outcomes that are too indirectly influenced e.g. the heritage sector more broadly.

5. **Do not over-claim: Only claim the value that organisations are responsible for creating.** In this instance, we took steps to identify how much attribution stakeholders credited to the project, and accounted for displacement factors and counter-factual ("deadweight") analysis of what would likely happen without *if*.

6. **Be transparent:**
   Demonstrate the basis on which the analysis may be considered accurate and honest, and show that it will be reported to and discussed with stakeholders. In this case, we have described where our data may be sensitive to key assumptions, and more importantly that there is variability in the progress and destination of *if* participants i.e. some individual acute cases don't always result in long-term change.

7. **Verify the result:**
   Ensure appropriate independent verification. In the case of this report, the outcomes identified are being circulated to alumni and a range of statutory services, referrer partners, awards bodies, local clinical commissioning groups and the Social Value UK membership network.

SROI process steps

Concurrent to the seven principles of SROI, the SROI evaluation methodology included the following steps:

Steps 1 to 3 of this SROI aimed to capture the logic that underpinned the process of change for material stakeholders. Once this was identified and tested, it was easier to identify appropriate indicators with stakeholders, to demonstrate the magnitude of change or impact they experienced, (and thus the broader social value generated). The analysis process then focused on the measurement of these stakeholder-informed outcomes as well as outputs, and assessing how the inputs, activities and outputs from those activities resulted in short term and long term outcomes for key stakeholders (see Chart 1 below). This outcomes mapping approach is also known as a Theory of Change process.

1. ESTABLISHING SCOPE AND IDENTIFYING STAKEHOLDERS
2. MAPPING OUTCOMES
3. EVIDENCING OUTCOMES & GIVING THEM A VALUE
4. ESTABLISHING IMPACT
5. CALCULATING THE SROI
6. REPORTING, USING AND EMBEDDING

Chart 1: SROI analysis process (theory of change)

INPUTS > ACTIVITIES > OUTPUTS > INTERIM OUTCOMES > FINAL OUTCOMES

In SROI, 'Impact' is a measure of the difference that a project, organisation or programme has made. In our analysis, impact is measured for different stakeholders' outcomes, compared with the likely level of that outcome in the absence of the project (known as counter-factual or deadweight). We also take into account the contribution of other factors (known as attribution), and any displacement (where an outcome comes at the expense of another outcome, for example if some people get jobs at the expense of other people). It is similar to the concept of 'additionality' discussed by the HM Treasury *Green Book*.

Understanding and evidencing social outcomes is increasingly important in commissioning practices and in project funding decisions. SROI puts primary evidence of social and economic change for material stakeholders at the heart of its analysis. This approach was referenced in the National Audit Office's guidance on *Value for money and TSOs* (Third Sector Organisations) within the *Successful Commissioning Toolkit.*

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Through an extensive stakeholder engagement plan the following groups were identified as material stakeholders. In our view, material stakeholders can be characterised both by experiencing high magnitude of impact from the project's activities, and also having a significant degree of influence on the project:

- **Volunteers**
- **Visitors**
- **Venues**
- **Local statutory and non-statutory support services e.g. health units, employment charities**
- **Volunteers' relatives**

Primary outcomes data collected from volunteers, relatives and local service/referral partners, helped to demonstrate the benefit period of impact i.e. how long the outcomes were sustained for after the project. Key indicators and progression of participants were tracked during a longitudinal study, which also revealed drop off rates for any longer-term impact i.e. the rate at which the strength of impact and attribution may have waned over time. Proven proxy values and financial indicators were then linked to the rates of change or impact levels across the stakeholder outcomes. A full list of values is referenced in the Appendices.

Also, as a commitment to innovative evaluation and learning, developmental opportunities were offered within the evaluation process – both with participants, in the cohort sessions, and in regular meetings with the *if* team to explore findings and make recommendations, so there was an inclusive and iterative spiral of learning. Several *if* volunteers were also given toolkits, coaching and the opportunity to co-present and co-facilitate some elements of the evaluation team's engagement workshops with new volunteer cohorts.

In summary, the main evaluation research focused overall on identifying stakeholder outcomes, and then measuring the magnitude of change achieved from those outcomes. Our approach included the following:

- quantification of Social Return on Investment (SROI)
- measurement of wellbeing change
- quantitative data and annual surveys of a broad sample of the learner volunteers to record change at different points in their journey
- workshop stakeholder group engagement
- observed participant behaviour on site
- qualitative in-depth one-to-one interviews
- ongoing tracking of selected case studies

The overall engagement and data collection plan is illustrated below for reference.

Table 1. Evaluation engagement and data collection summary – Across all years 2013-2016, unless stated

Qualitative research & stakeholder engagement
Depth interviews with 10 venues' key co-ordinators or managers
Depth interviews with 4 referrers and critical friends in the community
Depth interviews with 3 relevant strategic stakeholders e.g. local authority, housing providers, health agencies
In-depth interviews with 40 volunteers across all training venues
Group consultations with 105 Volunteers across all training venues in Week 1 and Week 10 training
Observed participant behaviour at 5 venues (Years 2 and 3)
Providing 3 volunteers with support and opportunities to develop their facilitation skills (Years 1 and 2)
Quantitative survey from 6 venues (Years 1 and 2)
Quantitative survey with 60 learner volunteers
Quantitative longitudinal survey with 40 alumni (Years 2 and 3)
Surveys with 20 visitor groups, c.45 individual visitors (Years 2 and 3)
Qualitative interviews with 3 non-participating venues (Years 1 and 2)

"For a long time before I started on the programme, I would often doubt myself, didn't have enough self-confidence to stand up for myself, and was unsure about everything. I felt like I was missing something, I also felt less able to speak and interact. I had some significant wellbeing issues, I was depressed, isolated and felt alone.

As a result of doing this, I now trust my own abilities, I'm more mature now, can make my own decisions with less fear. My mum and sister have noticed the change, I'm more assured, and they're less worried - less baby-ing me, so less pressure on them.

The programme is transformational, to the point where I've gone forward to do a Masters in Humanities with Art History at Open University"

if VOLUNTEER

"I became unemployed due to illness – diagnosed with bi-polar. The Community Psychiatric Nurse recommended I try to get a place on the *if* project. I had high anxiety and developed very low confidence and low self-belief, so my aim was to build a bit of confidence, and that's happened to a medium extent, still small steps with my anxiety. But I certainly feel happier, I had a bit more structure and something in the week to look forward to. Feel like I'm achieving something when I'm at the museum."

CATHY*, *if* VOLUNTEER, MANCHESTER MUSEUM

"I'm over 50, and was previously disenchanted with my working life. But on *if*, it's a lovely feeling. A little bit of access can be make a big difference to feeling a sense of purpose. I need work; but my experience of work is dull. I want and need to show inspiration, and I feel better now about myself. Am in a better place than where I was before. Definitely *if* has been an eye opener. Training didn't feel like training! I felt I was in a relaxing space, a pleasant place. I didn't feel I was learning in the traditional sense, even though I was getting more exposed to museums, the course made me more open to what museums want. People gelled, and were friendly.

The things I perceive changed, I feel more relaxed, more connection, less adrift, more optimistic. *if* is EXCITING! and gives me a feeling of more energy. I feel more purpose, direction, haven't "had hold" of anything before. It's of great worth, in "hand on a life raft" terms. I wasn't depressed and didn't have major mental health issues before (yet)... But now feel I was involved in something special. I feel phoenix-like, reawakened – more hopeful. I have a better sense of hope."

JUDY, *if* VOLUNTEER, MANCHESTER MUSEUM

*Name changed for privacy purposes

2

How *if* worked - process inputs

The overarching *if* model is summarised in chart 2 below. Key phases of activity are shown on the left. For a description of key project activities that can be reviewed as an Impact Map, please see Appendices or visit the projects website www.volunteeringforwellbeing.org.uk

Chart 2. Key phases of the *if* process

RECRUITMENT	75 INDIVIDUALS PER YEAR		
TRAINING VENUES	**IWM NORTH** 30 Volunteers per year	**MUSEUM OF SCIENCE & INDUSTRY** 15 Volunteers per year	**MANCHESTER MUSEUM** 30 Volunteers per year
PLACEMENT PARTNERS	National Trust Dunham Massey · Ordsall Hall	People's History Museum · Whitworth Art Gallery	Manchester Jewish Museum · Manchester City Galleries
PROGRESSION ROUTES	Continue to volunteer · Employment	Education · Referral onto another project	Apprenticeship · Find new volunteer opportunity

A volunteer illustrates some of the main benefits they gained from training on the *if* model

Selection and recruitment

The project was promoted through carefully selected referrers and partner community sector organisations, including community health support services, Job Centre Plus, local volunteering referrers, and organisations supporting old and young people. It was also advertised on social media. A 'taster session' open day presentation was provided at a training venue with project co-ordinators and existing volunteers; followed a few days later by one-to-one interviews with each potential participant. This facilitated a more in-depth personal understanding of each individual's current situation and potential motivations for taking part, hopes, concerns and objectives.

Most participants were chosen on the basis of who would benefit most from the programme. They were also assessed on their availability to attend for the duration of the programme. Many who attended were long term unemployed, or registered disabled, or retired, and/or were socially isolated looking to do something new and meaningful with their time.

Whilst some volunteers had attended previous courses and projects in the past, for some being selected carried significant meaning - especially those who felt they would usually be excluded from these types of opportunities, or would not have felt capable of gaining a place on a similar course before.

Training

Successful applicants were then required to attend an accredited ten-week training course, six hours per week at one of the main training museum venues - in this case either IWM North, Manchester Museum or Museum of Science and Industry. The course was initially developed and delivered by The Manchester College from 2013-2014, but due to financial pressures the College had to undertake a reorganisation, which led to some cuts in their provision and change in terms. This resulted in the *if* project being unable to continue the partnership. Therefore, the *if* project team worked hard to develop the training content in-house, to be accredited through an awarding body, ASDAN. The training provided in-depth interactive learning, experiential group work and technical content. The learning tutors used the rich resources of the museums to deliver a tailored training package. For a course breakdown please visit the project website's good practice guide **volunteeringforwellbeing.org.uk/good-practice-guide/ supporting-documents**

Part way through the training, participants gained "on gallery" practice and personal presentation practice, and individuals were 'buddied' up with an existing volunteer. The training also included the transition from being in a learning group, to building their own practice and confidence as a more autonomous volunteer. The building of interaction skills, technical capability and confidence seemed to be even more important for individuals who may became anxious when "going it alone". It was often evident that after the first couple of weeks of volunteering and induction, any initial concerns about their placements soon dissipated.

All volunteers were compensated for travel time costs e.g. travelling on public transport to training venue.

Table 2. Top-rated aspects of training from the viewpoint of volunteers is summarised below.

Top rated training aspects per volunteers	Volunteer comments as to why
Touring and being quizzed about the venue	Highly engaging to see how to apply learning and practice
Behind the scenes group exploration	Felt privileged, important to be granted insight also, highly stimulating
Volunteer buddying	Gave confidence and good guidance, helped improve resilience
Improving presentation skills in front of people	Improved self-belief and could see the results
Object handling	Stimulating and engaging, made the learning and knowledge more tangible and real

Placement

At the end of the training course, participants could volunteer for a further six weeks at their host venue (IWM North, Museum of Science and Industry or Manchester Museum) or move on to a placement at one of the heritage partner venues:

- **Manchester City Galleries (Manchester Art Gallery, Gallery of Costume)**
- **Manchester Jewish Museum**
- **Ordsall Hall**
- **People's History Museum**
- **Whitworth Art Gallery**
- **National Trust Dunham Massey**
- **National Football Museum (Year Three only)**

Volunteers completing their training had an opportunity to convey their preferred choice of location and role, though in some cases it was not possible to allocate based on preference, as allocations needed to match the needs of the partner venues. It was rare for a volunteer to be very disappointed in their placement choice, although we observed that in such cases the project team supported the individual as much as possible to cope with this.

Nearly all Volunteer placements comprised of direct personal interaction with visitors, and providing knowledge about the collections and venue to visitors. Roles included either one or more of the following:

- **Object handling and presentation tables**
- **Front of house information or visitor welcoming**
- **Family learning**
- **Administration or marketing support**

"I can see life in a different way now, I don't want to stay home, lonely and depressed any more. I want to get out there and get a job so that I can become more independent financially and enjoy more quality time with my daughter"
if VOLUNTEER

Knowledge transfer between the community of Manchester partner venues

The *if* project also aimed to generate and share learning across partner venues, especially around:

- best practice in recruitment from non-technical or disadvantaged backgrounds
- managing volunteer wellbeing and positive functioning in venues
- feeding back the impacts of volunteering on individuals with higher needs
- reflecting on what could improve in current implementation of their volunteering model e.g. creating a more diverse volunteer force, or gaining broader internal buy-in for volunteer recruitment

This has required (and will continue to require) discipline and engagement across existing local platforms, such as the Cultural Volunteer Co-ordinators Forum (CVCF) and the Heritage Volunteering Group. It will also require commitment to communication between partner venues. The lead venues also visited partner venues more often on a face-to-face basis, to foster a community of good practice, and reinforce learning processes. The project has also developed a good practice guide which is hosted on the project website: **volunteeringforwellbeing.org.uk/good-practice-guide**

Exit and transition

On completion of their six-week placement, project staff support individuals to move on and progress, where possible, in addition to providing a work reference. Gaining a reference was of great importance to the participants — in some cases it was their first ever reference. The *if* team conducted short interviews throughout the placement, at the beginning, middle and end. Within these conversations, participants were supported in establishing and working towards short-term and long-term goals after the placement was completed. The *if* team signposted participants to find:

- Further learning
- New volunteering opportunities — At the end of the programme volunteers could continue to volunteer at their chosen venue, or were offered further volunteering opportunities across the city
- Employment — c. 20% of alumni have secured jobs in both the cultural and non-cultural sectors

However, if the project were to be replicated, our recommendation would be for another formal follow-up to be arranged at around 6 to 8 months, post-placement, for the option of providing alumni who feel they are yet to progress with referrals onto other pathways, activities or support services.

"During and after the programme participants' confidence and mental wellbeing improved significantly."
if TEAM

Why if worked - factors behind the participant experience

The research showed that a range of factors in the design of the programme led to its effectiveness. The process of change is represented in the Theory of Change overleaf. Described further below are key reasons as to why the project succeeded in having a significant impact on participant wellbeing:

- Fostering a sense of connection, enrichment, and contribution to other people and their stories, appeared to be a major differentiator of heritage volunteering. Participants developed a strong connectedness to human experience and human events. This led to improvements in self-awareness, sense of belonging, imagination, ability to narrate and relate better to others - thus improving social relationships, and mental and emotional capital.

- Encouraging creativity amongst participants and enabling volunteers to re-connect with their creative selves, through story-telling and interpretation, and in some cases design e.g. setting up art workshop spaces/rooms, marketing design.

- Developing training that unlocked participants' communication capabilities, enabling them to bring objects to life and inspire visitors' imaginations, thus significantly enhancing visitor experience and collection interpretation.

- The setting of museums and galleries as safe, yet both stimulating and reflective, spaces: this offered the right environment and pathway to enhance mental, cognitive and emotional capital.

- Developing training components that were experiential and participatory carried out specifically in the museum or gallery environment, (not just classroom-based). In particular tours, behind the scenes exploration, volunteer buddying, object handling and presentation skills.

- The interactive and interpersonal nature of the training and placement: this supported participants to interact socially with, and make a difference to, visitors, staff and other volunteers.

- Having trainers who developed a safe and non-judgmental learning environment, and who encouraged participants to support each other and be willing to make allowances for colleagues where needed e.g. recognising people learn and achieve at a different pace and style.

- Encouraging mutual respect, openness and empathy between participants.

- Having dedicated volunteer co-ordinators and assistants who were committed to testing and improving good practices in their venue, and fostering support for wellbeing in the workplace.

- Developing a community and platform to unlock good practice, knowledge transfer and support between multiple venues - created a "cluster" effect that often brings economies of scale.

- Undertaking an effective recruitment process working with key local partner agencies who can target hard to reach individuals or those with challenging personal circumstances.

- Having project co-ordinators who led on and encouraged collaboration between partner venues.

- Having project co-ordinators committed to continuous improvement through learning and feedback, and refining the delivery model as needed.

"The good thing about being there, you're actually getting involved in teaching, giving knowledge makes me feel worthwhile... makes me feel good about myself and learn so much from other people... I didn't believe in myself, I needed to push to get on to if to get my confidence sky-rocketing...in the end we were getting up and presenting in front of people. I would never have done something like that before"
if VOLUNTEER

"I've gained more confidence, had none before, it all came from alcohol and now the confidence comes from socialising and mixing. I've got some self-esteem for the first time...... I'd been unhappy for 48 years, I've earned good money but never happiness and the joke is I'm working for nothing and found happiness. Giving something back, it just makes a difference"
if VOLUNTEER

Figure 1. *if* Theory of Change summary diagram

Funding

Selection process & College Training

Volunteer management resources

Performance monitoring

Further venue based training

Travel, time + technical & professional training

Nurturing excitement / facination

Out of comfort zone

Working with new people / buddying

Hands on learning & peer learning

Working and learning in Museum / heritage setting

Achieved selection to course

Better collections access & programming

Unlocking the power of events, stories, artefacts, interpretation

Heritage expertise, skills, interpretation & object handling skills

Interaction with staff & visitors

More community events / local people interacting

Reduced isolation, Improved awareness & attitudinal change

De-stigmatising mental wellbeing issues

VENUES

Better partnerships / shared best practice

Improved Diversity

Increased visitor donations & spend

Improved pool & quality of Staff skills / practices

Training / recruitment & savings

Improved capacity (vol hours)

Access & Interpretation of collections / object to new visitors

VOLUNTEERS

Improved Self worth / Confidence

Reduced depression

Improved sense of purpose & citizenship

Reduced isolation / More social connections / friendships

Advocacy

Improved resilience

Improved overall wellbeing / vitality / health

New opportunities & professional relationships

Connectedness to other people and local identity

Better employability / employment

FAMILIES / RELATIONS OF VOLUNTEERS

Improved relationship within family

Improved wellbeing / reduced anxiety

Improved knowledge & engagement in culture

VISITORS

Increase sense of connectedness, local visitor sense of pride / place

Improved knowledge & engagement in culture

GOVERNMENT

Reduced JSA & Higher income tax

Improved cultural heritage value / offer

Reduced care need

Public health improvement

REFERRER OUTCOMES - Out of scope

COMMUNITY WELLBEING - Out of scope

KEY

| Inputs | Key Activities | Intermediate outcomes | Final outcomes |

"I was unemployed for a few months when I applied to *if* (2014) - I volunteered at IWM North — plus some time at the MSI on various activities, doing "show and tell" tables, undertook tours...and it made me feel a million times better...*if* gave me the confidence of being in the working environment again, as I'd been self-employed before... In the end it turns out it was a great opportunity to get back to the labour market...nowadays, I feel very confident and happy, and I'm really pleased to be able to get back into the job that I love... and I made new friends on *if,* had new experiences and gained more acknowledgment through certificates.

Since finishing *if* I moved to Blackpool and got two agency jobs for a limited time and both came to an end...Then in May 2016 I was successful getting my current job with the Blackpool Illuminations. It's a superb and brilliant feeling to finally get my life back, it's the perfect job for my skills and experience when I used to be self-employed...plus I also volunteer regularly with the Living Spitfire display team at Fylde Coast Aviation museum...I'd give 100% of the credit to *if* - it was excellent and I would always recommend it to others. Without it I would have probably ended up continually on the steps of job centres"

③

What was achieved - Longitudinal outcomes

SROI is an intensive and complex evaluation process, drawing together a qualitative evidence base that underpins quantitative evidence, based on the magnitude of change and value accrued to stakeholders. In this case, the analysis shows significant improvements in participants' mental and emotional wellbeing, in addition to improvements in skills, educational attainment and employability.

Having identified the most meaningful outcomes for stakeholders, and how the *if* project creates these outcomes, the next steps in the methodology are to measure the quantity of outcomes, and to understand how valuable these are to stakeholders.

if volunteers' wellbeing was measured over a three year period. A number of indicators of wellbeing were used, and these were drawn from the National Accounts of Wellbeing research and the Warwick Edinburgh Mental Wellbeing Scale (WEMWBS). These are shown below in figure 2

Participants start with levels of wellbeing that are below the national average, and were selected for the project for this reason. We then see high improvements across the different areas of wellbeing, especially around self-confidence, sense of purpose, and sense of belonging.

Participants start with levels of wellbeing that are below the national average, and were selected for the project for this reason. We then see high improvements across the different areas of wellbeing, especially around self-confidence, sense of purpose, and sense of belonging.

* NB UK national average examples illustrated in Fig 2 are for rough comparison only and not fully standardised to exactly the same scale (hence a range is given), and are based on broadly equivalent indicators for Life satisfaction, Supportive Relationships, and Belonging and Trust, in Chapter 6 of National Accounts of Wellbeing (nef, 2009).

Figure 2. Change in *if* volunteer wellbeing over three years

Q: "The following statements (summarised in graph) are about your general level of Life Satisfaction and Wellbeing that may or may not have resulted from the *if*: volunteering programme. Please rate how often you feel each statement happens for you" (Attribution scored separately)

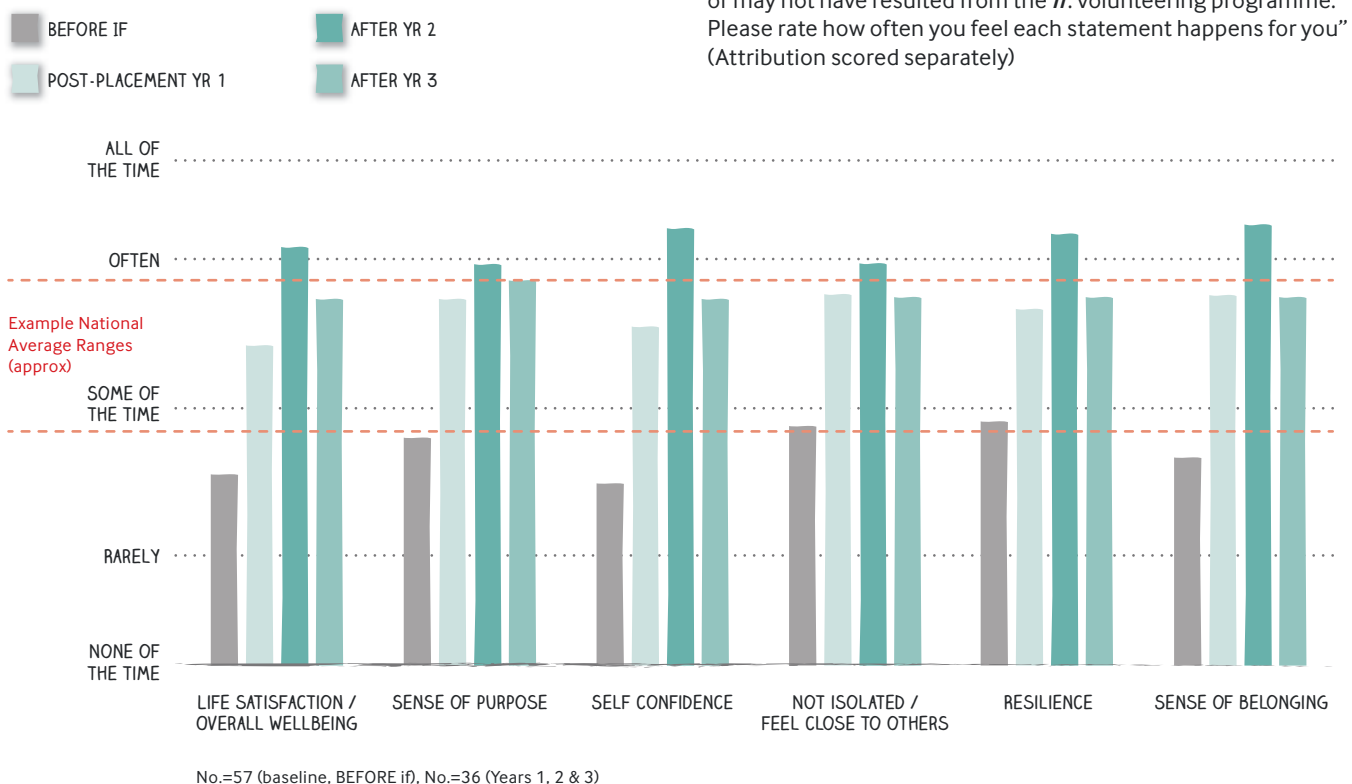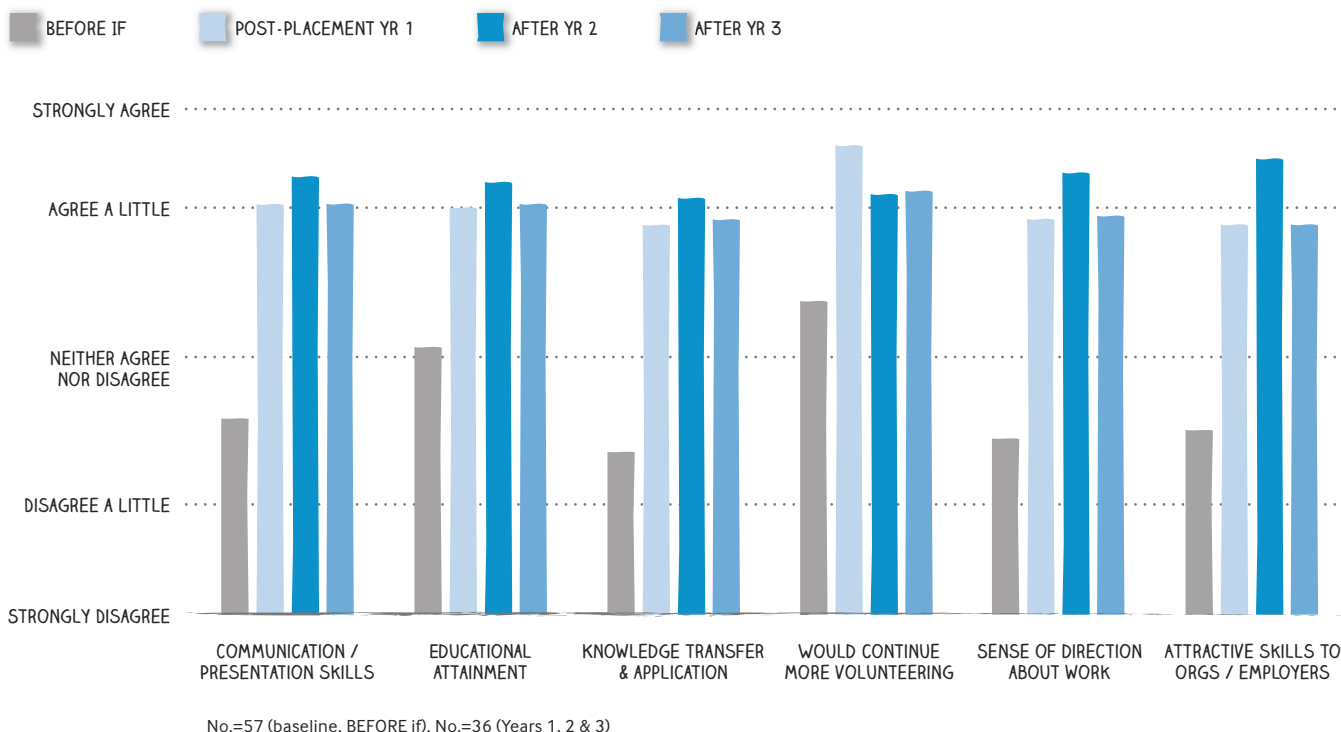No.=57 (baseline, BEFORE if), No.=36 (Years 1, 2 & 3)

Figure 3. Change in *if* volunteer perceptions of their improved skills, knowledge transfer, employability and education attainment levels, over three years

Q: "The following questions (summarised in graph) are about your view on further Volunteering and Employability that may or may not be a result of the programme. Please rate your level of agreement with these statements" (Attribution scored separately)

BEFORE IF   POST-PLACEMENT YR 1   AFTER YR 2   AFTER YR 3

STRONGLY AGREE
AGREE A LITTLE
NEITHER AGREE NOR DISAGREE
DISAGREE A LITTLE
STRONGLY DISAGREE

COMMUNICATION / PRESENTATION SKILLS   EDUCATIONAL ATTAINMENT   KNOWLEDGE TRANSFER & APPLICATION   WOULD CONTINUE MORE VOLUNTEERING   SENSE OF DIRECTION ABOUT WORK   ATTRACTIVE SKILLS TO ORGS / EMPLOYERS

No.=57 (baseline, BEFORE if), No.=36 (Years 1, 2 & 3)

The evaluation also measured participants' perceptions over three years on whether they had learned new skills, improved knowledge transfer, and improved their overall employability because of participating in *if*. Whilst there are improvements for volunteers across indicators of skills and volunteering, it is interesting to note in Figure 3 that some of the largest changes are about developing new skills attractive to other employers, gaining a sense of direction about work, and transferring new knowledge to others - which is further reflected by positive changes to presentation and communication skills.

Volunteers become inspired by the course, and gain a real sense of direction about the type of work they then see themselves as capable of being productive in. This is supported by training content around application processes and presentation of self to others. Almost all volunteers are inspired to continue volunteering beyond the full 16-week training and placement experience, albeit for varying lengths of time.
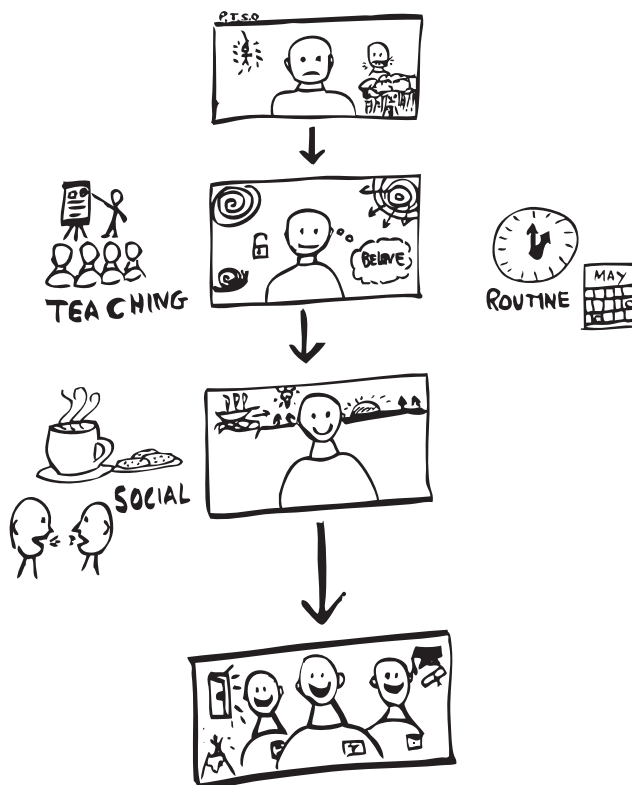
Participant's illustration of their experience on the *if* model

Figure 4. Change in *if* volunteer perceptions of heritage opportunities over three years

Q: "The following statements (summarised in graph) are about your view on Cultural Heritage Opportunities. Please rate your level of agreement with these statements" (Attribution scored separately)
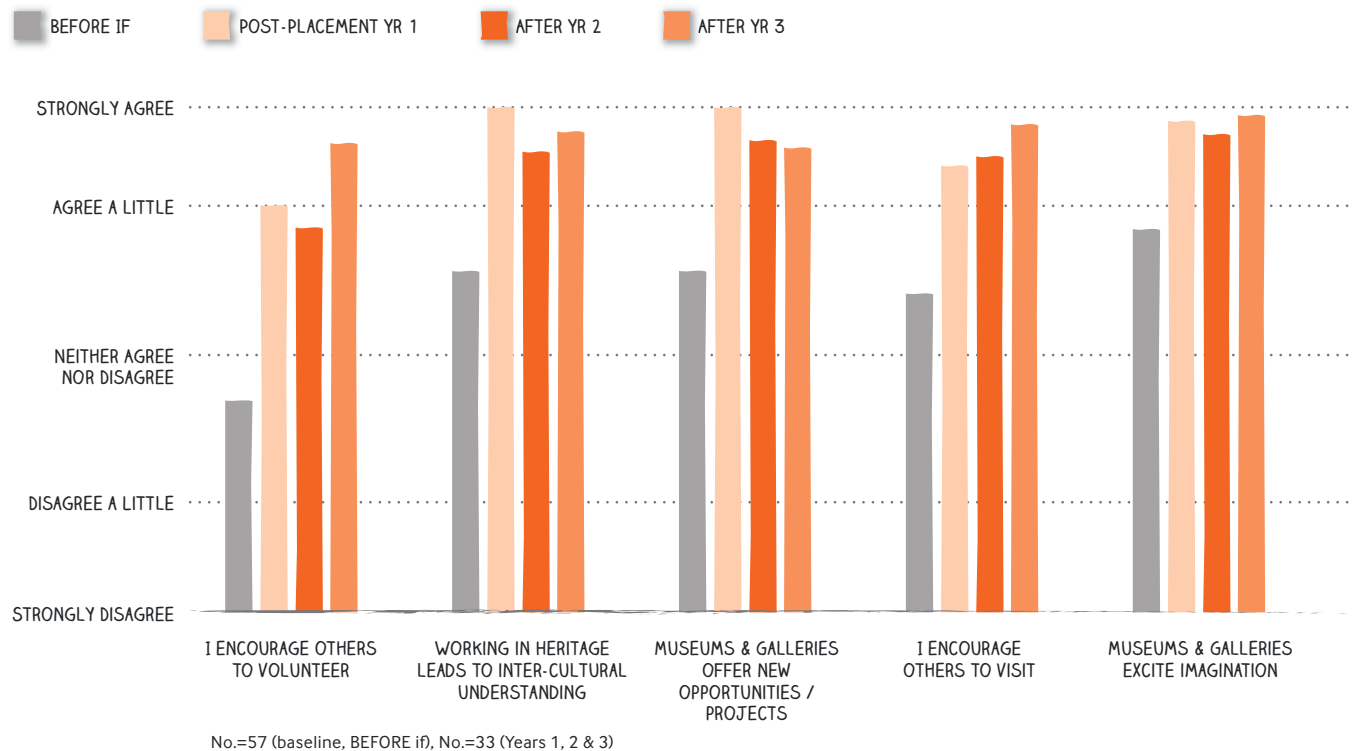

No.=57 (baseline, BEFORE if), No.=33 (Years 1, 2 & 3)

Figure 4 shows that volunteer perceptions of museums and galleries change. After volunteering for *if* they are more likely to consider museums and galleries positively, and to encourage others to visit and to volunteer. In fact some relatives and friends have stated they wish they could also complete the course too! This is very encouraging for museums and galleries overall.

Linked to our quantitative data about perceptions of museums and galleries, is a key differentiator of heritage volunteering, which was strongly evident in interviews, in that volunteer outcomes are underpinned by gaining a strong sense of connectedness to people/visitors, and local stories and events. This strong connectedness to human experience over time has enhanced the level of self-awareness, belonging, imagination and ability to narrate and relate better to others, and thus improve social relationships. Volunteers feel this has also influenced how the perceptions in Figure 4 have changed.

"I was part of this course at the Imperial War Museum North and from being accepted onto the course I felt my world shift, for the better... Lots of people walk around with their own story but when I look back mine was one of many that came onto the course feeling lost, isolated, down in the dumps and felt I had nothing to offer. However, I'm happy to say the course lifted me into a much more positive place and encouraged me to go further and to believe in myself more..."

if VOLUNTEER

Through longitudinal tracking, we can present the progression and destination of *if* volunteers post-project. This is presented below in Figure 5.1 where c.28% progressed to employment or a new opportunity to gain work e.g. a place on a project, traineeship or work experience.

This progression data about employment and employability can be very important for Greater Manchester where residents experience a high level of economic inactivity, including retirement, those unemployed but not seeking work, carers, and those in receipt of Disability Allowance or claiming Employment Support Allowance (ESA), previously Incapacity Benefit. In this context, the number of unemployed residents has increased by 55.3% since 2008 to around 132,300, with youth and long-term unemployment rising most dramatically.

With regards to claiming some form of government employment (or other) support, 75% of the *if* cohort were in receipt of a welfare allowance. Of those, 33% met the criteria for Disability Living Allowance (DLA) or Employment Support Allowance (ESA) suggesting a number of vulnerabilities, low-income challenges and complex needs. This is presented in Figure 5.2. Poor mental health is strongly associated with social deprivation, low income, unemployment, poorer physical health and increased vulnerability. Whilst some claimants will be in receipt of welfare due to health issues, many can expect to experience further deterioration in their health due to economic inactivity.

Furthermore, as shown in Figure 5.3 opposite, at least 54% of referrals were made by specialist agencies supporting those deemed as particularly disadvantaged or vulnerable in the locality (mental health care providers, substance dependency support, disability support services, war veteran's society; agencies supporting those at risk of offending, Job Centres etc). One of the agencies identified the importance of opportunities for individuals to increase their self-belief as a critical success factor when engaging with people recovering from mental health problems, drug /alcohol misuse, homelessness or offending.

"Before coming on to the if programme, I was feeling despondent, stuck in a deep hole, and I couldn't see the light. I was being ground down, and eventually ended up having to live in sheltered accommodation. I felt so isolated"
if VOLUNTEER

Amongst universal barriers to volunteering such as transport, lack of money to pay for basics, and low confidence, it has been suggested that those deemed as having a disability are often put off volunteering by attitudinal barriers. *if* successfully tackled a culture of uncertainty and even stigma about a person's reliability and commitment for self-improvement, due to their condition, and breaking down misconceptions around how disabled people can contribute successfully both to volunteering, and to other people's experience of life.

Relatives' outcomes

When interviewed, relatives of volunteers responded that their relationships with the volunteer had improved as their positive progress became more and more apparent. In particular, as participants were gaining benefit in skills and wellbeing improvement from training and volunteering, relatives tended to state that the *if* volunteer was easier to get on with and more communicative, energised and optimistic in general. This led to feelings of reduced anxiety for relatives, as well as pride, especially for volunteers with certain conditions or life events that were challenging to overcome. Most relatives informed us that they had been surprised at the magnitude and speed of impact compared to other projects or activities — and especially this was the case when the volunteer went on to gain paid work, or work experience, or progressed to further and higher education. Overall most relatives recognised there had been a lasting positive improvement in their family relationships and communication, as a result of the *if* project.

"You don't realise how lonely you become when you are out of work, I didn't realise until I started the if course and got involved in lots of opportunities"
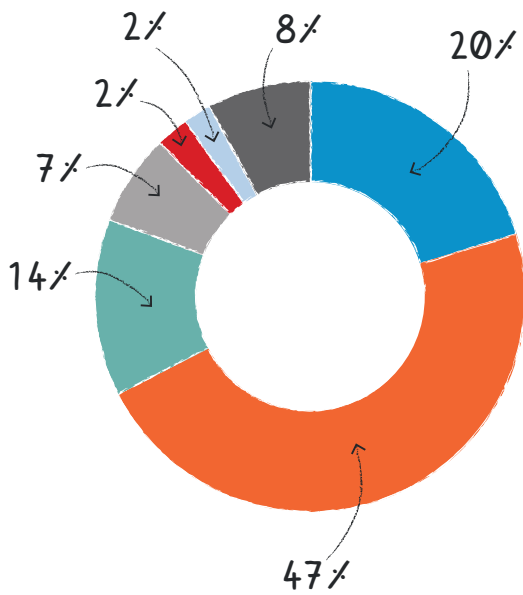*if* VOLUNTEER

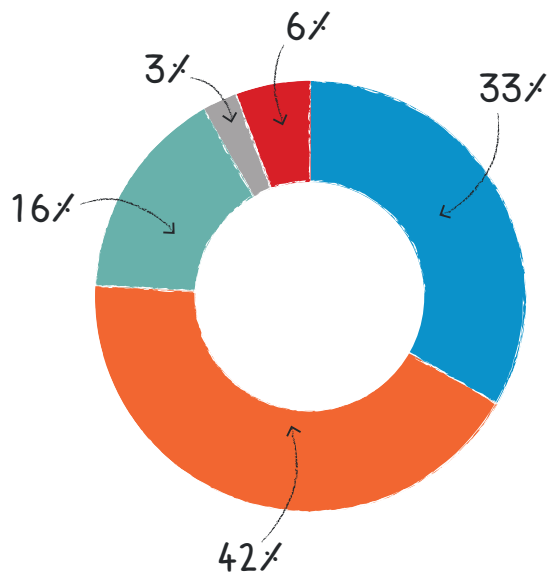**Figure 5.1** *if* volunteer progression, post-project (%)

20%
8%
2%
2%
7%
14%
47%

- ■ EMPLOYMENT
- ■ VOLUNTEERING
- ■ LEFT
- ■ ILLNESS
- ■ EDUCATION
- ■ CARING FOR FAMILY
- ■ OTHER OPPORTUNITY

Figure 5.2 *if* volunteers' take up of benefits (%)

33%
6%
3%
16%
42%

- ■ DLA / ESA
- ■ JSA
- ■ NO BENEFIT / UNKNOWN
- ■ RETIRED
- ■ STUDENT / YOUNG PERSON

Figure 5.3 Volunteer routes onto the *if* project (%)

15%
4%
1%
15%
26%
4%
5%
30%

- ■ JOB CENTRE
- ■ HEALTH & COMMUNITY SUPPORT ORGANISATIONS
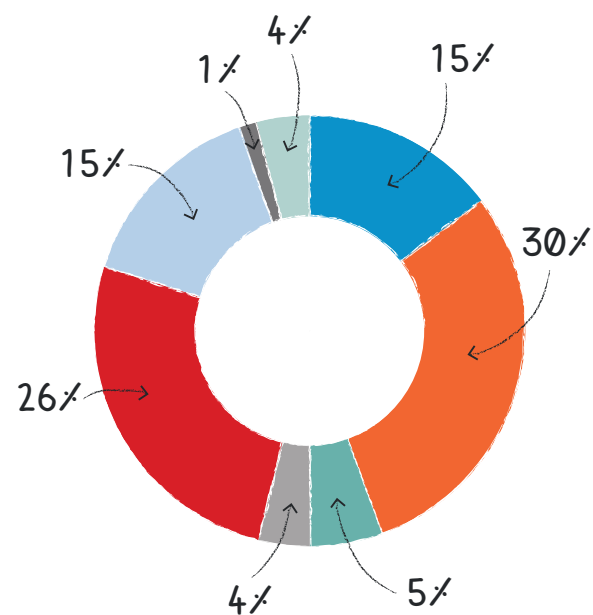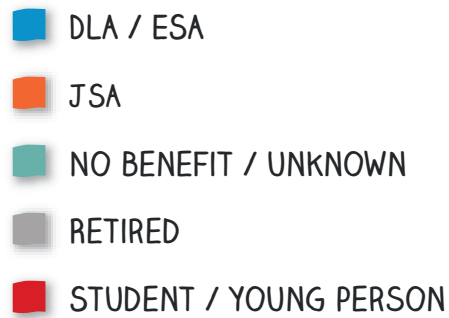- ■ YOUTH ORGANISATIONS
- ■ VETERAN & HOUSING CHARITIES
- ■ SELF / FRIEND
- ■ WEBSITE
- ■ NEWSPAPER
- ■ VOLUNTEER CENTRE

The inclusive *if* model drew on a balance of museum-based and classroom-based learning and practice, with peer mentoring support

If I hadn't found this course I think I would be in a very similar position. I wouldn't have had the motivation to get out. I'd have just stayed inside, convinced myself I like black tea so don't have to go and buy milk, won't have to go to the shop, but because of the course I go out, without it I would have done everything I could to stay in. I'd have gone to the doctors got as much medication as possible, now I don't have anything, don't need it. I just have interaction.

GED, *if* VOLUNTEER (INSET)

CASE STUDY - PAUL

Paul had served in Ireland in a search team 1979, and was diagnosed (eventually) with post-traumatic stress disorder (PTSD) and told he wouldn't be fit for work again. After being discharged from the army, he was suffering a downward spiral of very poor mental health, taking medication and was struggling to find stability and meaning in his life.

"I've seen people and friends killed and blown up... I had constant fears, anxiety, combat stress, paranoia and sometimes I'd carry out old behaviours or processes we were trained in whilst I was serving. I had to have injections in my spine, and undergo treatment to try and help me live with my condition.

So before *if,* I felt like I was slowly killing myself, smoking weed, drinking, fighting. I was reacting to being told that I would never work again.

During my recovery, when I was referred onto the course by my mental health support advisors, I felt really safe as soon as I walked into the Imperial War Museum. It was something I know really well, my family, cousin's father, grandfather were all armed forces. So the collection and history at IWM North is a big part of me and my history and identity.

I've been trained to speak with visitors, guide them through the exhibition space, I demonstrate a lot of the equipment we used to have to carry - it makes it much more real and shares the story and experience. It's been a great experience talking to people who were so curious to ask me, without judgment, and the whole experience, including training and my volunteer colleagues, helped me open up and talk to people and feel a sense of respect and pride.

It has taken a lot to face up to my condition. Talking to people helps, and they're willing to help, that acceptance and validation is important. I'm connecting to people much more now than before, I'm more open to people here than anywhere else, I'm more approachable and willing as a person when I'm here volunteering.

I couldn't have done anything else that would have got me this far. It's a shame for other PTSD colleagues I know, who are stuck at a bar, drinking and in tears. I'd probably be with them, or more likely dead or locked up somewhere.

This course and this place (IWM North) has saved my life. I love working and connecting with the kids too and giving them a real life experience as a real soldier, and overall this is helping me move onwards and forwards"

We asked Paul if we could speak to his mental health support worker to contribute to this evaluation, he told us that since he joined the programme he no longer required their support.

Referrer's perspectives

It is also important to triangulate data from volunteers with the view of referrers who recommended potential participants to the project. The referrers interviewed were in a strong position to provide insight and feedback about the impact on their clients or service users who had become *if* volunteers (although represent a smaller proportion of the total cohort). This helped to ensure the SROI model is reflective in identifying and measuring the outcomes being achieved. This would includes some potential resource savings to local health support services. In particular, referrers identified *if* as a project that can:

- Develop an alternative response to mental distress
- Address the need for wider recognition of the influence of social, economic and cultural factors on mental health outcomes across the whole spectrum of disorders
- Improve access to mainstream opportunities for people with long-term mental health problems
- Strengthen psychosocial, life and coping skills of individuals
- Increase social support as a buffer against an individuals' condition or life events
- Increase access to resources which protect or enhance mental wellbeing

This – and the testimonials below - strongly support the outcomes and objectives of social prescribing, outlined by the former Care Service Improvement Partnership, North West Development Centre, in the document, *"Social Prescribing for Mental Health – a guide to Commissioning and Delivery 2008"*.

COMMUNITY MENTAL HEALTH TEAM

"This project works towards supporting our clients develop better self-esteem, a sense of contributing to others, a sense of purpose, developing more stability in their lives and hopefully it becomes a key part of getting paid employment.

For example, this was a big step for one of our clients going into voluntary work in the museum sector. As a result there was less need for a support worker, previously they became dependent on having a support worker 10 hours a week, now reducing to 8 hours. The feedback we've got is they feel an increased autonomy, feeling safe and comfortable...

Certainly there hasn't been much that has been able to inspire them to do any voluntary work previously over five years, but this provided a big step change for them. We've not seen many things work this quickly, if people find something they really enjoy it usually stimulates and motivates them. Making new connections on different levels inside of the museum has meant our client is more frequently speaking warmly of others.

(Our clients on *if*) may be bi-polar, or suffer from mood disorders, but being on the *if* volunteer programme has been stimulating, they're really loving it."

COMMUNITY MENTAL HEALTH TEAM

BACK ON TRACK

"For a number of our clients, *if* will be a stepping stone to paid work or further volunteering, but more immediately impacts on their confidence, assuredness, self-belief, capability, awareness of their skills and ability, communication skills, and even something simple like independent travel, punctuality etc."

There's been an incredible impact, and we'd never have considered this (kind of heritage volunteering project) before. Clients get a strong sense of community belonging, connection to visitors and people more broadly. And also, having really positive *if* project staff means I have more confidence in the project because of the great job she/they are doing... Although at some level *if* won't be able to help those with very complex needs and high multiple barriers as quickly or for as long a time."

Paul joined the army in 1974, he did 12 years' active service in Northern Island, Belize and Cyprus

David Teacher served in the RAF regiment during the Second World War, he was involved in D-Day and Battle of the Bulge

Venues' outcomes

"We developed a new training and placement programme to build people's capabilities, knowledge and self-belief."
if TEAM

Partner venues provided a six-week placements for trained *if* volunteers. The partner venues' contact and presence amongst participants was integrated more into the training component as the project progressed (as per an earlier report recommendation). They were presented in more detail for volunteers to familiarise and better understand the venues. The lead venue (IWM North) also engaged partner venues further to support the process and improve learning practices/ongoing feedback by carrying out more frequent meetings/visits to each partner venue's co-ordinator.

After accounting for incremental staff time and travel expenses to manage new *if* volunteers, it is clear that partner venues gained very well-trained volunteers who provided an increase in operational capacity. This led to an improvement in access to collections for more visitors, who otherwise would not have necessarily had the opportunity to interact with the collections on a more meaningful and human level. As a result, the experience from more handling table interactions has led to improved recommendations to future visitors.

Manchester heritage venues have gained an estimated additional 30,000 hours of volunteering!

To reflect this, IWM North collected informal learning figures from volunteers interacting with the public on gallery. When counting the number of visitors that learned something from object handling tables or the 'Your History' research area the figures nearly doubled since before the *if* project, thanks to the increased number of volunteers recruited.

School groups and visitors gain a deeper understanding of war and conflict when they meet veteran volunteers who talk about their personal experiences of conflict. Some of these experiences paint a picture of everyday life in wartime; others give us a glimpse of something exceptional. All of them help visitors explore the causes of war and its impact on people's lives.

Additional organisational benefits of *if* volunteers, as described by partner venues, were the saved cost of volunteer training (i.e. *if* volunteers already arrived to their venue fully trained) and saved cost of volunteer recruitment. There have been some impacts reported in terms of enhancing wellbeing at work practices for staff more generally. With regards to such additional venue outcomes gained from *if*, observations are described as follows:

- The programme has transformed some partner venues' understanding of the potential of volunteering; Partners' responses indicated increased confidence in working with people with additional needs; and supporting individuals with more challenging needs/ behaviours. They have become more convinced of the value of the *if* model.

- Introductions such as including visits to partner venues as part of the training were valued by hosts. Some venues observed that participants seemed to be more receptive and better prepared for placements; this may have helped.

- The learning from *if* has fed into 'mainstream' and existing volunteering programmes. Volunteer co-ordinators have broadened the range of volunteer roles for all. Some existing volunteers have also benefited directly, through training; buddying/mentoring skills practice. The programme has upskilled volunteer co-ordinators so they are 'more savvy and sensitive'. For those with more experience the programme sharpened their focus and introduced new practices.

- The level of training of *if* volunteers was highly valued too i.e. 'knowing people are trained and prepared'. The *if* programme had 'front-loaded' the experience for participants. Very few have had that exclusive experience, but "we know how much it benefits people – we should be doing it... Of all 500 volunteers who are involved at my venue, those 5 people have been the least trouble..."

- The co-ordinator network was valued as a place for recognition and inclusion of venues' best practice, as much as a place for 'open dialogue' where people could openly share their concerns and find support through hearing others' perspectives, i.e. 'sharing successes and challenges, problem-solving together', 'dealing with the nitty-gritty'.

- Manchester Art Gallery (MAG) experimented with new roles through *if* cohorts – roles with Visitor Services team and in the Shop – and included managers so they could support the volunteers; MAG gained a great deal from the *if* approach that it sought to become a venue for training the final cohort.

- People's History Museum offered a more specialist role to one volunteer who was particularly interested in the archive department. IWM North offered a marketing role and after her placement she completed a Masters course in Public Relations. In September 2015, she gained full time employment as a Press and Communications Assistant at Manchester Metropolitan University.

- *if* volunteers seem to have integrated well with other staff and volunteers at most venues - staff rooms, participating in activities and outings etc. Some need a little additional support at the start of their placements to help them settle and build confidence in new settings.

- The programme has prompted at least one venue to re-assess more generally about how their diversity in recruitment, environment for workplace wellbeing, and community engagement, contributes to wellbeing for visitors and venue alike.

Drivers of outcomes for partner venues

Dedicated Volunteer Co-ordinators and Assistants who are committed to testing and improving good practice and solutions in their venue

•

Developing a community platform to unlock good practice, knowledge transfer and support between multiple venues - creating a cluster effect

•

Encouragement of mutual respect, openness and empathy between participants

•

Interactive and interpersonal nature of the training and placement: equipping participants to interact socially with, and make a difference to visitors, venue staff and other volunteers
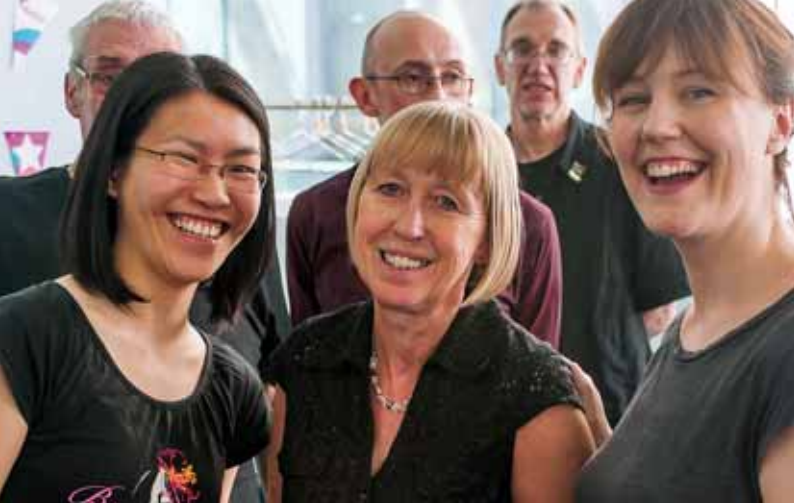
"The mental health first aid training was very beneficial. I have started to introduce more training into the volunteer programme, now 200 people (staff and volunteers) have been through the dementia-friendly training programme"

NATIONAL TRUST DUNHAM MASSEY

"It's given us the opportunity to recruit a more diverse group of people that we wouldn't have had the time to go out and recruit; bringing people who never would have thought of volunteering at the Gallery"

MANCHESTER ART GALLERY

"Three of our Volunteer Managers gained valuable experience, which broke down the stereotypes - that these volunteers would be difficult, that they (staff) would say the wrong things etc. They are accepting them as they are"

NATIONAL TRUST DUNHAM MASSEY

"Hearing the testimonials - so many people who were at a low confidence level, reclusive - this has brought them out of their shells, changed their lives. It's had huge benefits, seeing and hearing that speaks volumes: getting people back out there, interacting with others"

MANCHESTER JEWISH MUSEUM

"Brian from 2nd cohort/ July is still with Family Learning team... 'We don't want to lose him! He's regular, reliable, very good at all practical stuff and set up... brilliant with family groups"

"We've also thought more about relationship-building: making sure that the Gallery has capacity to confidently do that, so every volunteer is connected to us... We've upped the level of training and social engagement for volunteers; we're more aware of their social needs. if was definitely part of this: how can we make people feel more included? How can we connect them together? The more connections they have, the more likely they are to continue, and flourish"

MANCHESTER ART GALLERY

"Bringing in people from different backgrounds has impacted positively on the volunteer team too: it's encouraged others from different backgrounds to take a stronger role and to make friendships. All volunteers are invited to training events and social events - those if volunteers who chose to attend these have made friendships with others"

MANCHESTER ART GALLERY

"It's the first time we have worked collaboratively to this level and with the idea that volunteers are mobile - we could refer/ recommend to others"

"We're working more collaboratively, whereas previously we were very isolated... now recognised as very different from most venues... intimate, nurturing, unique"

"Other benefits include sharing best practice via the Cultural Volunteers Co-ordinators Forum. Linking with other Placement partners. Helping us to develop links with different communities and partners e.g. Job Centre Plus, charities. Diversify our volunteer force, which is predominantly white and male... (Also) existing volunteers have had to adapt to a change in recruitment strategy - recruiting volunteers who are not from a Science/ Industrial Heritage background. We are talking openly about wellbeing and the impact volunteering can have on individuals rather than just seeing a benefit to the organisation"

MUSEUM OF SCIENCE AND IINDUSTRY VOLUNTEER CO-ORDINATOR

"This particular volunteer gave me the opportunity to explore developing an office based volunteering opportunity for someone with limited mobility and physical ability... (and get) increased buy-in from other departments, after such positive experiences with the first placement"

DUNHAM MASSEY VOLUNTEER CO-ORDINATOR

As a testament to the strength of the *if* venues' partnership approach, the project won the Skills for Business award 2016 in the Collaboration Category, a great achievement for the *if* project.

"All staff managing *if* volunteers are made aware that they (*if* volunteers) may need more support in the form of one-to-one conversations. Checking in with them to make sure they are feeling motivated and involved. We do this for all volunteers, but we do spend more time thinking about the *if* volunteers and being aware of how they may be feeling"

MANCHESTER ART GALLERY VOLUNTEER CO-ORDINATOR

Staff from IWM North, Manchester Museum and Envoy partnership celebrate winning the Skills for Business award 2016

4

Limitations of the project

**We observed a small number of limitations of the project over time.
These have been factored into our analysis where relevant.**

- For a smaller proportion (c.10%) of learner volunteers their multiple challenges were too acute for the wellbeing impact to be sustained beyond their volunteering placement, for example high trauma levels from previous life events.

- In almost all training classes, we observed high levels of patience, respect and collaboration from volunteers for their peers. However as could be expected, the range of complex and often 'hidden' personal issues, were in one or two rare cases not easy to identify or manage at first. We can commend the *if* project co-ordinators on their consistently sensitive and sense-checking approach to managing tensions that may have resulted within learning groups from this, as fed back to us by alumni volunteers.

- Practical and operational constraints placed a strain on the workload of partner venues where there was no additional resource. Some venues felt that they were unable to continue to create opportunities for people with this level of need because they could not offer the best level of support. e.g. 'Whilst a huge amount of support is needed for *if* volunteers, not all staff at first have the skills to address their complex needs and wellbeing."

- Some venues were unable to participate fully in hosting volunteers because their seasonal patterns of visiting meant they couldn't offer a full experience for volunteers; or because volunteers did not elect to go to those venues.

- Some partners had considerable experience and insights which could usefully have been fed into the programme at a much earlier stage: for example, David Potts' (Ordsall Hall) experience of working in a more structured way with volunteers with particular needs; and Emma Horridge's experience (Museum of Science and Industry) of training young volunteers, from her work with Reclaim.

- Some partner venues were unable to secure the full attention and commitment of colleagues and/or senior staff — this was at first seen as a discrete project, rather than a strategic priority which could provide valuable learning across the whole organisation. Diversity, which is a strategic priority for many funders and governing bodies, is integral to this programme; and the programme has contributed significantly to the quality and skills of both volunteers and those who manage them — particularly important now, when volunteering is recognised as an integral part of museums and galleries and a considerable benefit to visitors.

5

SROI valuation

Drawing together from the impact map and broad range of primary surveys, qualitative research and evidence described, this report measured the change identified across key outcome indicators (outcomes were sense-checked with partner referrer services). This change was then valued using financial proxy values or direct costs. The summary of the estimated worth of outcomes achieved across the three years of the *if* project is presented in Table 3 opposite, including evidence of longer benefit period of almost 3 years per cohort.

Estimates are adjusted for attribution and dropout/no improvement cases.

For each outcome, the valuation model can be summarised as follows:

Number reached X **Rate of change (0-1)** X **Attribution %** X **(1-deadweight)** X **(1-displacement)** X **Proxy value per year**

This evaluation tells us that for every £1 invested, this programme generates £3.50 in social and economic value.
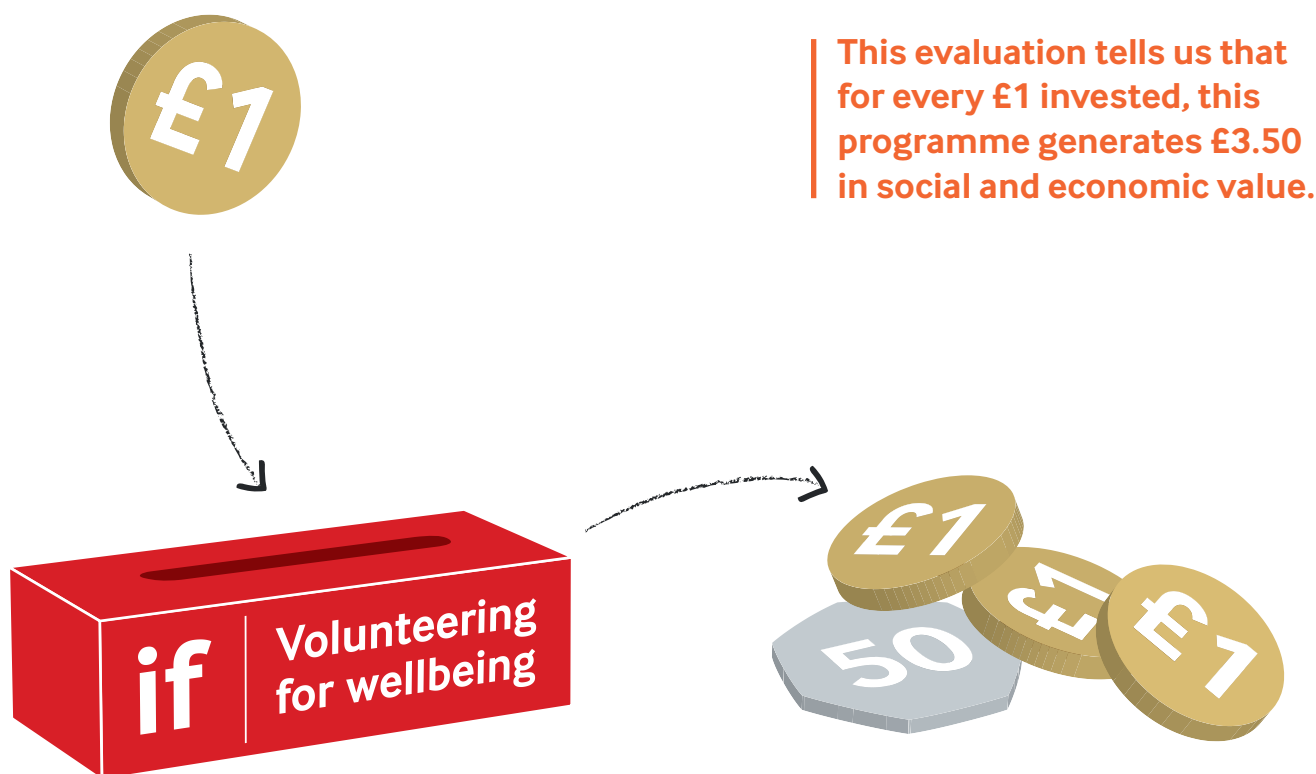
Table 3. Total SROI values per stakeholder outcome category (totals may differ due to rounding)*

Stakeholder	Outcome	Total attributed value of outcomes across 3 years
Volunteers	Wellbeing outcomes (non-cashable)	£493,400
	Continued Volunteering (non-cashable)	£78,700
	Skills & Attainment (non-cashable)	£228,000
	Entering Further education	£162,000
	Entering employment	£553,000
	Other employability outcomes (non-cashable)	£244,000
	(SUB TOTAL)	**£1.75 million**
The State	Avoided JSA cost	£162,000
	Reduced health treatment spend for mental health/depression	£4,000
	Economic contribution Income Tax and NI from employment	£32,000 (min wage)
	(SUB TOTAL)	**£198,000**
Local Authority Adult Social Care	Avoided short term Adult Social Care cost* (slightly reduced need and avoided risk)	£27,000*
Venues	Volunteering hours direct value (min wage at half attribution)	£6,000
	Continued volunteering hours	£33,000
	Training & recruitment value to venues	£15,000
	Improved practice through partnership learning (non-cashable)	£3,000
	Improved visitor access to collection from recommendations (e.g. influence of handling tables, interactions)	£3,000
	(SUB TOTAL)	**£60,000**
Family members	Improved wellbeing (non-cashable)	£52,000
	TOTAL SOCIAL VALUE (approx)	**£2 million**
	EXPENDITURE	**£557,200**

These values are aggregated totals across the whole cohort, using the Theory of change (Chart 1) and values per outcome – both described in the Appendices. Wellbeing valuation drawing on Quality Adjusted Life Years (QALY) and National Accounts of Wellbeing (nef) is also described in the Appendices.

* An emergent outcome alluded to by statutory service partners which requires further research, and is described in our recommendations, is economic valuation of the reduced need for long term adult social care for a small but important proportion of participants. This is difficult to measure without more personal data from volunteers and their service providers, who may be obligated to not share such information.

Below are two simplified examples of the way values can be calculated, e.g. when a volunteer gains employment after completing the programme, this can be calculated as:

No. of volunteers entering work x min. wage salary (Full time equivalent) + total income tax & national insurance + saved unemployment claim cost x attribution rate MINUS deadweight and displacement

Or for a proportion of volunteers benefitting from reduced need for support worker:

No. of volunteers with reduced need for support worker x no. hours reduction in need per week x hourly unit cost to social care services of total hours saved for support worker to re-allocate to other people (pro-rated to period in the year) x attribution rate MINUS deadweight and displacement

HERITAGE X VOLUNTEERING = INCREASED WELLBEING

Benefits exclude the value created for the training provider, which is treated in the model as a cost input. Other inputs included venue staff time. In the calculations impact is measured for different stakeholders' outcomes, compared with the likely level of that outcome in the absence of the project (known as counter-factual or deadweight), and considering the contribution of other factors (known as attribution), and potential displacement (where an outcome comes at the expense of another outcome, for example if an employment programme leads to some people getting jobs at the expense of other people).

In the case of volunteer outcomes, reported attribution to the *if* project ranged from c.60-70% for specific long term unemployment and wellbeing outcomes, and over 70% for new skills and knowledge.

Based on feedback from Venues and State/statutory level outcomes, attribution assigned to the project was around 50%, as more of these outcomes were reported to be driven by a combination of the volunteer, and other support mechanisms/agencies e.g. support worker, community health advisor.

Deadweight for wellbeing outcomes is approx. 20%, to reflect stakeholder responses, including statutory services, about the unlikely rate of these outcomes occurring without this particular intervention. This is when compared to other similar types of programmes available, and also when compared to the interventions and projects many participants had previously been referred on to but without the same scale or speed of change.

The majority of the benefits rightly accrue to the volunteers, although referrer partners point out that there are potential resource savings to health and social care budgets. Poor mental health is strongly associated with social deprivation, low income, unemployment, poorer physical health and increased vulnerability.

NHS England's 2016 GP patient survey demonstrated the prevalence of population level depression and anxiety reported at CCG level; North Manchester c.17%, Central Manchester c.17%, South Manchester c.16%, and NHS Salford c.16.5%, far exceed national average in England of 12% - only Trafford prevalence was similar to national average. NHS Trafford GP's exceeded the national target for diagnosing dementia, achieving a level of 69.6% against national target of 67% in 2015. However, Trafford performs poorly, compared with other areas in England, on support for people with serious mental health conditions. These people die, on average, three years earlier than the rest of the population.

Nationally, 971,104 people were in contact with mental health or learning disabilities services, from which 23,815 people (2.5%) were inpatients in hospital (Health and Social Care Information Centre 2014). And according to an online survey by the Mental Health Foundation, of those visiting their GP with depression, 60% were prescribed anti-depressants, 42% were offered counseling and 2% were offered exercise therapy. Approximately 30% of all GP consultations were related to a mental health problem. About 90% of people with mental health problems receive all their treatment from primary care services (as opposed to specialist mental health services). On average, a person with severe mental health problems has 13 to 14 consultations per year with their GP.

AS A RESULT OF THEIR RESEARCH, THE MENTAL HEALTH FOUNDATION IN THE UK CALLED FOR ACTION:

"...all local authorities should have a local strategy to prevent mental ill-health and for early intervention. It's vital for the future mental health of the nation that local solutions are commissioned that help people deal with major stresses and trauma..." (October 2014). [1]

Whilst some of this data is to be updated, and inferences should be treated cautiously, this reflects the depth of mental health issues and interventions that local health and social care commissioners should seriously consider and develop innovative alternatives for in Manchester (and beyond). Especially so at a time of strapped resources. This is why these outcomes have been included as material to the SROI analysis, in addition to resource savings for unemployment support e.g. jobseeker's allowance (JSA).

A summary of outcomes measured in this SROI analysis are presented overleaf in Table 4.

[1] www.mentalhealth.org.uk/our-news/news-archive/2014/14-10-28-local-authorities-mental-health/?view=standard

Table 4. Summary list of outcomes measured and valued for SROI analysis from *if* project*

Stakeholder Group	Theme	Outcome measured
Volunteers	Skills & Attainment	Presentation communication skills (public facing)
		Improved attainment ability
		Knowledge transfer skills
	Continued Vol	Continue more volunteering
	Other Employability	Sense of direction about work
		Retaining attractive skills to other orgs/employers
	Wellbeing	Overall life satisfaction
		Sense of purpose
		Self confidence
		Not isolated
		Resilience
		Sense of belonging
	Further Education	Further education, postgrad level
	Employment	Employment FTE
Venues		Total Volunteering hours direct value at minimum wage (6wk placement across 3 years)
		Volunteering hours direct value post placement following year
		Training costs saved
		Recruitment/referral cost saved per *if* volunteer
		Increased visitor access to collection (including families)
		Improved practice through partnership learning
Local Authority		Adult social support: mental health
		Improved cultural offer
Government / Public Services		JSA (FTE)
		Medical care support reduction
		Economic Contribution (FTE) Income tax and NI
Family member / Relative		Improved family relationship
		Reduced anxiety

* NB grey highlighted outcome was deemed as material to the local authority but fell outside the scope of what could feasibly be valued by the research team

Before Claire got onto *if*, she felt really stuck in rut, and really shut-off and isolated, with very low confidence... she felt like she had no plan, felt very self-conscious and had few friends.

"I needed to try and interact with people I hadn't met before, and new audiences. *if* gave me that, I felt trusted and respected, and that I was making a difference to visitors...I carried on volunteering on object handling and then after a few months I successfully applied for a new volunteer role in research (at the Museum of Science and Industry) and helping with the school groups as well.

I know now I can do this on my own, trust my capabilities more as I can see results and they are believable for me personally, so that boosted my self-belief...for example I wouldn't have been able to run that class just now a year ago! I'm really pleased with how that went, I'd do it again" (Claire ran a key training session for the new cohort on the day we interviewed her).

"And without *if*, I'd be much less clear on my direction. I do part time work as a sales assistant which is good, but I'd say I've been enlightened by the *if* experience, and discovered something I could do all day and feel really happy throughout. In future, perhaps if I work step by step I can get a paid role but would obviously prefer that to be a museum or heritage research role, or similar to facilitation / Museum training environment. I just really want to share knowledge, teach and mentor to support other people where I can.

My volunteer work at the museum also involves helping out the volunteer co-ordinator directly (a volunteer role I applied for before I started on the research stuff), which led me to being involved with the next round of *if* participants at the museum - I don't think I would have gotten the opportunity if it wasn't for this role so it's really important. It has also greatly helped my networking skills (for example people in different parts of the museum know my face as well as people from the partner museums such as IWM North and Manchester Museum) which I felt had always been lacking in me.

I'd just like to say, I feel so privileged to have done this, especially given how low things had got before."

6

Visitors' outcomes

There was strong evidence of *if* volunteers making a difference to the visitor experience, collated through a combination of observations at a sample of venues - Manchester Museum, IWM North, Manchester Art Gallery (room set up for children's learning/creative activities) and Museum of Science and Industry - as well as the visitor pulse survey and short visitor interviews after interacting with *if* volunteers. However, whilst some learning outcomes were evident, the wellbeing impact on visitors was characteristically very short term e.g. one day's worth at most, and so was not included in the SROI valuation.

In most cases, volunteers were welcoming and assured during their interactions, demonstrating good knowledge about the objects and context within the venue's collection, and adeptly signposting visitors to other related parts of the collection or where more information could be found.

Visitors being interviewed were made aware that there were opportunities for people from the community to volunteer and contribute as part of reducing their social isolation or improving their own recuperation from challenges in life (volunteers were informed appropriately about this in advance of visitor engagement). Almost all visitors responded positively and commended the approach and felt more connected to the venue, and more likely to recommend it to family and friends – especially those who were experiencing similar issues and needed a similar opportunity:

" **Yes, we think this is a good idea, really important to offer this project to help with their recuperation"**
VISITOR RESPONSE

" **It does give more meaning (to our visit), if it helps them (volunteers) then that makes us feel better, I hope it can make a difference to their life …. makes me feel better if it is helping them"**
VISITOR RESPONSE

" **Culture and history is a powerful tool for inclusion, this project offers a good example of a proactive use of culture"**
VISITOR RESPONSE

" **Now I know that (volunteering here) can be part of someone's rehabilitation, this makes a big difference" …. "Good on them for piloting this type of project"**
VISITOR RESPONSE

Over 95% of twenty visitor groups (c. 45 individuals) surveyed about their interactions strongly agree or agree that:

They felt a sense of connection and welcoming

•

They felt engaged by the volunteers

•

They learned something new that they will remember for some time

•

They are more likely to visit again

•

They were more likely than otherwise to recommend visiting to families and friends

•

They would have rated their experience as a lot less stimulating and memorable without the interaction with the volunteers and objects

Visitors' positive reactions and engagement were evident in body language (leaning forward, open body language, smiling, eye contact) and in the questions they were asking. Children were generally more curious and shy, but were often enthralled with handling objects and learning stories related to the objects. *if* volunteers demonstrated abilities to relate to different audiences/visitor types, and some were creative in piquing interest with intriguing opening questions to capture visitors' attention. In a very small number of cases, and often when the venue was quieter, one or two volunteers were less energised and animated at first in their initial interaction with a visitor, but soon became animated as the conversations progressed.

The general level of positive visitor engagement and *if* volunteer interactions are reflected by the following visitor testimonials who experienced object handling or explaining/story telling about an exhibit:

" It's a really important ability to handle objects, it values learning at different paces and styles. The volunteer and museum facilitated this"
VISITOR TESTIMONIAL

" Very engaging for the children, informative, and the volunteer was very kind, and approachable"
VISITOR TESTIMONIAL

" I wanted to let you know that my youngest grandchild said the interaction with the objects was his favourite part of his visit today"
VISITOR TESTIMONIAL

" More of this kind of thing please — we get a good sense of connection, especially for my little one (daughter)" VISITOR TESTIMONIAL

This is a great asset and feature for venues to offer, not just to enhance the visitor experience through heightened interaction, connection and stimulation — but to improve the sense of connection and recognition/self-belief for the volunteers towards their personal development and goals.

Overall, the venues can be seen to benefit from the *if* project by increasing the profile of the museum, even as a positive 'healing' space. The volunteers enhance the visitor experience at the museum, visitors leave the table having learned something new and are eager to learn more. The project exemplifies the positive role that museums can play in social wellbeing and benefits both volunteers and visitors.

"This time last year (2015), I was sofa surfing. I'd been evicted. I had a nervous breakdown. I was on the streets, so to speak. I was rescued from the streets and taken to a hostel. The hostel got me through to back on track; that gave me the confidence to do the volunteering and improve life skills, so I've turned things around in a year. I've gone from homeless and searching for food in the bins to working at the National Football Museum, helping people. I've gone from 'zero to hero'; that's my little favourite thing for when I do speeches. I also do motivational speeches, which again is something I've learnt from doing inspiring futures."

JOHN, *if* VOLUNTEER

7

Conclusion and recommendations

Inspiring Futures (*if*) has been a very successful programme showing that the intervention worked for the target groups, the majority benefiting from sustained outcomes for almost three years after the initial placements. The *if* model provided opportunities for catalysing wellbeing improvement, or preventing deterioration, through volunteering in natural and cultural heritage settings. This was of great benefit to participants who were marginalised, disadvantaged or suffered from barriers to participation.

The evaluation reporting process drew on a combination of Social Return On Investment (SROI), National Accounts of Wellbeing research, and Quality Adjusted Life Year (QALY) values used by health bodies, and recommended within the Greater Manchester Community Budgets pilot (2011).

Using this approach, we estimate from three years of tracked data on participants' outcomes, that the project has generated attributed social and economic value of approximately £2 million across the three years (2013-2016). Compared to the total amount of £557,200 invested in the three-year project, this represents approximately £3.50 of total attributed social and economic return on every £1 invested.

The main benefits from the project were rightly generated for the majority of 231 participants. A portion of this value is for local acute care services, and central government (though this requires further economic analysis), as well as to visitors. The value generated also includes benefits to partner venues from gaining further well-trained volunteers and increases in operational capacity, but also in improving and sharing internal best practices at their venue, and bringing innovative new mindsets and approaches to volunteer management. The *if* project demonstrates that opportunities for heritage volunteering can strengthen provision and choice, across a range of social needs, health needs and disorders.

Crucially, *if* has drawn on the differentiator of heritage settings as safe and simultaneously engaging, stimulating and reflective spaces, in order to prevent and break vicious cycles of low self-belief, isolation, exclusion, demotivation, depression and rejection for many participants.

This has had a clear resource impact on venues but also on local health and care support services, as described by referrers to the programme from both statutory services and non-statutory services. Benefits described by health and care support services working with *if* include:

- **Less need for support workers, equivalent to around 10-20% in terms of reduced time**
- **Reduced future dependence on needing to have a support worker**
- **Reduced levels of depression**
- **Reduced risk of hospitalisation**
- **Faster rates of recovery and recuperation from traumatic experiences**
- **In some cases, reduced need for medication**

These outcomes are aligned with the objectives of statutory services in health and care provision, and fully dispel any outdated perspectives of museums and galleries as static, dusty spaces. However, it is also the responsibility of local authority and statutory services to better optimise ways for such public assets to co-deliver primary, secondary and tertiary prevention which can innovatively sustain community wellbeing. There is now extra impetus and a major policy drive to achieve this because of the Government's Devolution Agreement (2014), whereby Greater Manchester Combined Authority (GMCA) is to get its own powers over transport, housing, planning, health and social care and policing. This is a major initiative in the UK government's plan to create a "Northern Powerhouse".

Under devolution in Greater Manchester, local authorities, housing providers, health and care support services, including Health and Wellbeing Boards and Clinical Commissioning Groups, must work together far more strategically - especially with regards to drawing on existing public assets. Such assets include museum, galleries, cultural and arts venues and parks, which will all be a part of increasing access to new life opportunities, as well as recovery and rehabilitation pathways for residents with complex needs.

Outcomes from the *if* project clearly supported the prevention of poor wellbeing among most participants, to a significant degree. This has led to interest from Central Manchester CCG (Clinical Commissioning Group) to consider the possibility of a future "social prescribing" pilot with referrals of appropriate patients via selected GPs in 2016, for the final *if* intake.

This is yet to be tested, but could reflect a strong example of the continued "stepping up" required throughout statutory services and heritage organisations, towards enhancing the skills and mindsets required for joined-up, cross-sector working.

In this sense, further learning for Manchester could also be drawn on from Bromley-by-Bow's model which is based on the conclusions of the 2010 Marmot Review, which found that around 70% of health outcomes are determined by social factors, and just 30% by clinical interventions. The local Council and CCG there has supported a dedicated social prescribing team which receives referrals directly from six local practices. GPs are enabled to prescribe services such as health training, debt or legal advice, or a direct referral to a co-ordinator who will either make an onward referral to an appropriate service or opportunity, or meet the patient to get a better understanding of their needs. This has opened up a whole raft of support to GPs and the voluntary sector gets referrals without the costs of marketing. The approach has helped to divert patients away from waiting lists and eased resources and time pressures for surgeries and clinics.

In the Manchester context, the *if* project has demonstrated that heritage spaces can be highly effective settings for tackling social needs and supporting essential local services to unlock sustained long-term improvements in public health, wellbeing, as well as in employability.

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In the Manchester context, the *if* project has demonstrated that heritage spaces can be highly effective settings for tackling social needs and supporting essential local services to unlock sustained long-term improvements in public health, wellbeing, as well as in employability.

Key government initiatives

Key government initiatives, such as DWP's Work and Health programme, and Working Well in Manchester could also be aided by the *if* model, towards maximising outcomes for service users i.e people with complex wellbeing needs who need support to gain experience of work. Working well integrates all other mainstream local services into bespoke packages of support - recognising that individuals often require a wide range of support services and opportunities at different times. Work and Health (DWP) is a national specialist service — combining the previous Work Programme and Work Choice — for supporting the long-term unemployed or those with health conditions or disabilities wanting to gain paid work. Working with programmes such as Work and Health or Working Well (co-founded by Greater Manchester Combined Authority) could unlock the power of the *if* model as a pathway or stepping stone for the long-term unemployed with a wellbeing condition, or requiring intensive support.

Cross-sector collaboration can multiply social value through partnerships and amplify outcomes through integrated networks, with better use of limited resources. As such, the *if* model would present a highly innovative and joined-up solution to Manchester One Team, as well as the local Health and Wellbeing board, towards achieving reduced inequalities in well being and employability, whilst alleviating resource pressures on local health and care services in Manchester.

Further evidence of *if*'s significant results and transformational outcomes is recognised through key awards:

- Winner of the Manchester's Skills for Business Award 2016 - Collaboration Category

- Finalist in the National Lottery Good Causes Awards 2016 - Health Category

- Finalist for the Royal Society for Public Health awards 2016 – Community Category

- Highly Commended in the Adult Learners Award 2016 from Health Education England, (via HEE's North West Global Health Lead and Lead for Veterans and Reservists)

- Shortlisted for the Spirit of Manchester Award for 2015

In addition, the *if* project was invited to share learning and best practice at the following:

- Annual GEM (Groups for Education in Museums) Conference, Swansea, 2015

- Museums Development North West Federation Conference, Cumbria, 2015

- Museum Association Conference, Cardiff, 2015

- Creative Volunteering Conference – National History Museum, London, 2015

- Share East, Cambridgeshire, 2016

- South West Museum Development Day, Exeter, 2016

- Social Value Exchange Conference, Birmingham, 2016

- Central Manchester Clinical Commissioning Group, June 2016

- Health & Heritage Conference, Churches Conservation Trust, Ipswich, March 2017

- Heritage Volunteering Conference, Cardiff, March 2017

"This course and this place (IWM North) has saved my life. I love working and connecting with the kids too and giving them a real life experience as a real soldier, and overall this is helping me move onwards and forwards."

PAUL, *if* VOLUNTEER

KEY RECOMMENDATIONS

- That the programme should be built on to generate even wider outputs and outcomes, and de-stigmatise complex mental health and wellbeing issues in the heritage sector and in the community.

- That the lead co-ordinators continue the project's further development, especially through cross-sector collaboration i.e. support proactive partnership with local Mental Health teams, Clinical Commissioning Groups, Health and Wellbeing board, and social housing; as well as exploring formal partnerships with new programmes such as Working Well (Greater Manchester Combined Authority) and Work & Health (Department for Work and Pensions).

- That whilst it has successfully reached people with complex needs and from diverse backgrounds, all participating venues must commit to improving reach with BME volunteers and target groups in future.

- There should be continuation of peer support amongst the partner venue practitioners bringing about positive change in venue practices, as well as amongst volunteers. Peer support should be designed by venue co-ordinators into the core of volunteer training/induction with a focus on peer mentoring; and continuation of regular best practice/knowledge transfer meetings amongst the growing partnership of venue co-ordinators, e.g. through local Cultural Volunteers Co-ordinators Forum (CVCF) and Heritage Volunteering Group (HVG).

- The economic benefit is potentially significant in long-term Adult Social Care, as was particularly emergent during the final year. This analysis should be further developed by the project lead co-ordinators and HLF with other local research partners and services, for example the University of Manchester. This work can be used to test processes as to how the *if* model can be embedded by heritage sector venues, and generate further innovation involving local statutory/non-statutory adult support services.

- We recommend the *if* project leads and their local Heritage Volunteer Forums share evidence, delivery framework, and knowledge transfer processes with local heritage venues, volunteer bodies, and public health commissioning authorities, in order to i) promote proper planning of integrated, joined-up opportunities between Local Plan priorities and cultural (and natural) heritage assets, and ii) develop a consistent common voice across a more formal network of heritage venues.

- The project should also share evidence and delivery framework with national bodies involved in volunteering and wellbeing, such as National Council for Voluntary Organisations (NCVO), Association of Chief Executives of Voluntary Organisations (ACEVO), the National Alliance for Museums, Health and Wellbeing; Arts Council, Royal Society for Arts, Heritage Lottery Fund, National Trust, Department for Culture, Media and Sport (DCMS), English Heritage, and other national museum/gallery bodies.

- Compared with the general population, people with mental health conditions are 1.5 times more likely to live in rented housing. Mental ill health is frequently cited as a reason for tenancy breakdown, and housing problems are often given as a reason for a person being admitted/readmitted to inpatient care. (Mind Factsheet, 2014). Therefore, project leads and their heritage partners must continue engaging with registered social landlords at community/neighbourhood manager level, to jointly develop resident opportunities.

RECOMMENDATIONS FOR RE-CREATING THE *if* MODEL IN OTHER LOCATIONS

- Our research reveals the huge importance of volunteer co-ordinators and assistants as core roles to deliver superior visitor experiences; especially when connecting visitors and the venue to more diverse volunteer representation from the local community. Venues must commit to invest in more of these roles if they are to achieve success in creating strong, memorable visitor interactions and learning.

- The balance between classroom and museum-gallery based training has been positively rated as 'just right' overall by later cohorts. This was a positive improvement compared to initial year one findings. It should be noted that the theme and content of the museum as a venue may influence the general learning experience during training e.g. Modernist art is very different in feel to the gravity of war; industrial and scientific objects are very different in feel to natural world collections. This diversity means training venues should work with the strengths of their collections.

- Success of the *if* approach draws on the right teaching style of tutors and the 'feel' of the learning environment where training takes place. Tutors should be selected where they have experience enabling mixed needs participants to achieve, yet without feeling extra allowances are being made.

- Local venues should maintain practices that nurture willingness for their own peer learning and knowledge transfer on a regular basis. This builds local best practice and operating effectiveness within venues. Without this, venues potentially miss out on the value of collective practitioner learning for the operational benefit of the organisation e.g. sharing skills on better managing wellbeing and de-stigmatising complex needs. Venue training for managing complex needs is at the heart of this.

- In developing a partnership of cultural heritage venues, venue managers and volunteer co-ordinators should work hard on their outreach, to increase engagement/ reduce local barriers and participation to better reflect and represent the diverse backgrounds, life circumstances and cultures in the area.

- In addition, women in the +50s age group should be better represented in the volunteer pool. Venues can consider working with local age awareness support services to reach older women who are isolated from opportunities for interaction or are struggling with barriers to participation.

- Should the project be continued or replicated elsewhere, we would recommend a more formal one-to-one follow up with alumni is offered, 6-8 months post-placement. This is in order to refer to other pathways in the local area where possible if the participant feels there is still some way for them to progress in terms of managing their wellbeing and accessing life opportunities. This requires longer term referral partnerships, and a directory of other pathway options to be collated and categorised.

APPENDICES

A

Evaluation, aims and objectives

Aims/outcomes of the evaluation process:

- To support the *if* team with information and feedback to refine relevant aspects of the delivery model where appropriate, towards opportunities for maximising wellbeing and responsible volunteering practice

- For lead and partner organisations, other heritage venues and practitioners to learn from inclusive volunteering and the potential benefits for individuals and organisations

- For policy-makers and funders to be provided with robust evidence to support developing good practice, decision-making and policy

- For the wider sector to gain a consistent outcomes change-led model for stakeholder-informed evaluation. This stakeholder-informed approach can be implemented and used by other heritage/volunteer organisations, to integrate quality of life impacts into collections and volunteer management for everyone visiting and/or volunteering in museums and galleries

- To create opportunities for participants to be involved in an inclusive and peer-informed evaluation approach e.g. volunteer alumni co-facilitating stakeholder engagement with new volunteers

- To support participants to reflect on their own experience and wellbeing through the evaluation process, and encourage practice of reflection

Evaluation objectives:

- To deliver an innovative programme of evaluation that breaks new ground and delivers new insight into the role of heritage volunteering programmes in supporting wellbeing

- To provide understanding as to how the project helped individuals gain improved health and wellbeing

- Provide focus on the longitudinal impact of the project on individuals' health and wellbeing

- To demonstrate wider social return, financial value and economic impact

- To embed evaluation at the core of the project

- To ensure it is relevant, appropriate and accessible to all our stakeholders

COLLABORATIVE
Co-operative
Consultative
Social

SENSE OF FAIRNESS
Ethical
Transparent
Respectful
Accessible
Inclusive

IMPROVING FUTURES: PEOPLE AND COLLECTIONS

ASPIRATIONAL
Ambitious
Risk-taking
Innovative

COMMITMENT TO LEARNING
Reflective
Intelligent
Evidence-based
Animating collections
Inspiring

B

List of financial proxy values (in 2014-15 figures, unless indicated)

Stakeholder	Outcome	Financial Proxy	Value (£) NB proxy values are reduced in the model to the proportion of outcome change	Rationale
Volunteers x 150	Overall Wellbeing / Vitality	Assigned proportion of a QALY value for overall mental & emotional wellbeing (under personal wellbeing); drawing on New Economy Manchester approach with National Accounts of Wellbeing (nef) and NICE QALY threshold	1584	QALYs are publicly validated and used by governments and academics as a threshold measure to value the worth of achieving one extra year of improved quality of health and life; also reflects how our mental and emotional wellbeing can be valued, without resorting to market traded prices
	Reduced isolation	Assigned proportion of a QALY value for overall mental & emotional wellbeing (under personal wellbeing); drawing on New Economy Manchester approach with National Accounts of Wellbeing (nef) and NICE QALY threshold	1760	QALYs are publicly validated and used by governments and academics as a threshold measure to value the worth of achieving one extra year of improved quality of health and life; also reflects how our mental and emotional wellbeing can be valued, without resorting to market traded prices
	Resilience / self-reliance	Assigned proportion of a QALY value for overall mental & emotional wellbeing (under personal wellbeing); drawing on New Economy Manchester approach with National Accounts of Wellbeing (nef) and NICE QALY threshold	528	QALYs are publicly validated and used by governments and academics as a threshold measure to value the worth of achieving one extra year of improved quality of health and life; also reflects how our mental and emotional wellbeing can be valued, without resorting to market traded prices
	Self-efficacy / self belief	Assigned proportion of a QALY value for overall mental & emotional wellbeing (under personal wellbeing); drawing on New Economy Manchester approach with National Accounts of Wellbeing (nef) and NICE QALY threshold	528	QALYs are publicly validated and used by governments and academics as a threshold measure to value the worth of achieving one extra year of improved quality of health and life; also reflects how our mental and emotional wellbeing can be valued, without resorting to market traded prices
	Sense of purpose / independence	Assigned proportion of a QALY value for overall mental & emotional wellbeing (under personal wellbeing); drawing on New Economy Manchester approach with National Accounts of Wellbeing (nef) and NICE QALY threshold	528	QALYs are publicly validated and used by governments and academics as a threshold measure to value the worth of achieving one extra year of improved quality of health and life; also reflects how our mental and emotional wellbeing can be valued, without resorting to market traded prices
	Sense of belonging	Assigned proportion of a QALY value for overall mental & emotional wellbeing (under personal wellbeing); drawing on New Economy Manchester approach with National Accounts of Wellbeing (nef) and NICE QALY threshold	1760	QALYs are publicly validated and used by governments and academics as a threshold measure to value the worth of achieving one extra year of improved quality of health and life; also reflects how our mental and emotional wellbeing can be valued, without resorting to market traded prices

Stakeholder	Outcome	Financial Proxy	Value (£) NB proxy values are reduced in the model to the proportion of outcome change	Rationale
	Improved communication/ presentation skills for workplace	(Simply Business Skills: Employability course, 2012 price – TBC for 2014-15)	585	Reflective of the value in attaining effective work presentation skills
	Further volunteering	Value to individual of volunteering (HACT model 2014-15)	1064	Value to individual based on function of income and household behaviours (i.e. willingness to pay/forego/time), 25-49 yrs range as mid-point, "Regular attendance" London
	Paid work FTE	Minimum wage salary as conservative estimate (UK Government/DWP)	11,574	Reflects value of financial gain accepted from salaried work (conservative)
	Improved attainment level i.e. in further training or education	50% of college education salary differential. Different to proxy for general Life Skills OR Accredited Qualifications (Degrees of Value, nef, 2011-12)	1191	Provides an indication of value to the individual in terms of likely future salary differential
	Transferring knowledge to others	Cost of paying for 2 terms technical museum training school skills programme, including some travel cost (University College London tuition fee for museum skills course to Level 3 equivalent, 2013-14)	955	Provides an indication of value to the individual in terms of what they are likely to pay to attain a related technical/vocational accreditation
	Sense of direction/ control about work	Assigned proportion of a QALY value for overall mental & emotional wellbeing (under personal wellbeing); drawing on New Economy Manchester approach with National Accounts of Wellbeing (nef) and NICE QALY threshold	792	QALYs are publicly validated and used by governments and academics as a threshold measure to value the worth of achieving one extra year of improved quality of health and life; also reflects how our mental and emotional wellbeing can be valued, without resorting to market traded prices
	Retaining skills attractive for other organisations/ / companies	Reduced likelihood of wage penalty for 3 years (Booth & Taylor, "Unemployment Persistence", Oxford Economic Paper, from Blanchflower & Bell, "Young People and Recession. A lost generation?" Dartmouth College, 2010)	1686	Value to the individual of not losing skills through non-productive long-term unemployment, relevant for the labour market
	Entering Further Education at post-grad level	Differential amount in future wages: degree vs non degree holder (nef, 2011)	9525	Provides an indication of value to the individual in terms of likely future salary differential from holding graduate degree level qualification

List of financial proxy values (in 2014-15 figures, unless indicated)

Stakeholder	Outcome	Financial Proxy	Value (£) NB proxy values are reduced in the model to the proportion of outcome change	Rationale
Families	Overall Wellbeing / Vitality (excluding number avoiding diabetes for double-counting reasons)	Assigned proportion of a QALY value for overall mental & emotional wellbeing (under personal wellbeing); drawing on New Economy Manchester approach with National Accounts of Wellbeing (nef) and NICE QALY threshold	1584	QALYs are publicly validated and used by governments and academics as a threshold measure to value the worth of achieving one extra year of improved quality of health and life; also reflects how our mental and emotional wellbeing can be valued, without resorting to market traded prices
	Improved relationships with family	Assigned proportion of a QALY value for overall mental & emotional wellbeing (under personal wellbeing); drawing on New Economy Manchester approach with National Accounts of Wellbeing (nef) and NICE QALY threshold	1760	QALYs are publicly validated and used by governments and academics as a threshold measure to value the worth of achieving one extra year of improved quality of health and life; also reflects how our mental and emotional wellbeing can be valued, without resorting to market traded prices
Local Authority	Reduced Adult social care need for Mental Health and isolation issues	Average weekly hour visit cost of social worker support for 3 months (Personal & Social Service Research Unit)	1422	Evidence of direct cost to local authority, NB assumption of 3 month programme of hour per week visitation was thought to be reasonable for those at risk of moving from Level 2 to Level 3 severity
Government & Public services	Overall improved health from reduced depression need	NHS spend per person on package of mental health admission, one case of community based contact and one case of outpatient treatment (NHS Tariff, 2014-15)	824	Evidence of direct cost to the state, NB assumption that long-term care is not an appropriate outcome for movement from Level 2 to Level 3 severity
	Individual Income tax & National Insurance on minimum wage	Calculation using government tax and NI rates (UK Gov)	749	Evidence of direct cost
	Reduced Job Seekers Allowance (JSA) incl. from future Unemployment penalty	Annual cost of weekly JSA claim - over 25 years old. (UK Gov, and Booth & Taylor, see above)	3878	Direct unit cost to government (Excluding administration cost)

Stakeholder	Outcome	Financial Proxy	Value (£) NB proxy values are reduced in the model to the proportion of outcome change	Rationale
Venues	Volunteering hours, direct value at minimum wage (during placement and post placement)	Value to venue of hiring time at minimum wage (Envoy survey data, valued at minimum wage)	6.31	Hourly rate minimum wage (multiplied by total number of hours in model)
	Training course cost value per person at venue paying for training anyway	Cost of training reported by venues providing training anyway (Envoy survey data, valued at minimum wage)	70.62	Direct cost saving - weak indicator, only 2 venues
	Increased visitor access to collection	Number of visitors newly reached, using rate of visitor flow per hour to new volunteers. NB this is combined with the national 30% proportion of visits to a museum as a result of recommendation from friends (Site observation, value based on data from Museum of Science and Industry)	2.50	Conservative estimate of average spend per visitor across all venues
	Improved practices through partnership	Volunteer management 9 course series for co-ordinators (Volunteer Centre Greenwich, volunteer management workshop tuition fee, 2014)	298.80	Direct short-term cost to venue of improving volunteer management capabilities for co-ordinators

C

Impact Map table

Stakeholder	Activity	Output	Outcome NB not all outcomes listed are exhaustively valued in the SROI model
Volunteers	Selection process attendance Induction Training Group work Interaction with existing volunteers & staff Placement/work experience Feedback processes Travel and associated costs	Number of volunteers completing training Number of volunteers completing placement Number reporting improved outcomes Number seeking employment & gaining employment or entering further education/training	- Overall wellbeing / life optimism - Reduced depression - Self-belief / self-worth - Resilience / coping skills - Improved social relationships/relationship skills - Sense of purpose / contribution from citizenship/stewardship - Sense of independence / autonomy - Employability/skills - Improved literacy / attainment - Improved knowledge of heritage and museums - Reduced isolation - Imagination, creativity, innovation (mindfulness) - Sharing personal expertise / experiences *Potential negative considerations* *Potential to be placed in a venue where wellbeing at work is not provisioned for by leadership or between staff or within organisation's culture* *Potential mismanagement of post-placement expectations / relationship with venue*
Venues	Management and mentoring time Induction at venue Planning Performance monitoring Collections handling/ management Buddying/use of existing volunteers	Improved diversity Staff skills improvement / learning Number of hours spent on management/mentoring and induction Management hours Improved visitor footfall / satisfaction Improved number of objects on display and cared for Improved resource management	- Valued by community - Improved collections handling skills - Improved visitor experience /customer care - Time value of labour / work - Wellbeing at work - Growing long term volunteer and skills pool - Improved internal processes / efficiencies - Organisational development / learning - Improved access and interpretation of collection - Cement strategic alliance with other Manchester museums / pool processes & economies of scale through a central selection, training and brokerage system - Engage new partnerships and equip them for receiving more vols *Potential negative considerations* *Potential dividing lines between existing volunteers and recruitment practices* *Potential to create unintended conflicts and resource challenges from inadequate wellbeing at work practices / culture*

Stakeholder	Activity	Output	Outcome NB not all outcomes listed are exhaustively valued in the SROI model
Referrers	**Job Centre Plus** Administration resources Time / building knowledge Monitoring	No. of people not being productive/contributing to society No. of people unemployed / claiming JSA No. of people work ready / employable	(See outcomes for Government)
	Charities / Volunteer support organisations Administration resources Time / building knowledge Monitoring	No. of service users / disabled people not being integrated into to society No. of service users / disabled people unemployed No. of service users / disabled people work ready / employable	(Less material to the study) - Helps charity's capacity to help them find work - Clients less isolated/depressed - Positive organisational reputation
Potential referrers / stakeholder	**Housing associations/Social Housing (RSLs)** Administration resources Time / building knowledge Monitoring	Increased number of tenants volunteering Increased number of tenants in employment / employable Increased number of tenants participating / engaged on estates Increased number of tenants with better wellbeing Reduced likelihood of arrears / voids	(- Sustained tenancies - Happier tenants - Engaged tenants / citizenship - Reduced arrears if finding employment

Impact Map table

Stakeholder	Activity	Output	Outcome NB not all outcomes listed are exhaustively valued in the SROI model
Local Authority / Government Job centre plus support	Job centre plus support Cultural investment and promotion Short term Health and Social care support	Increased number of people volunteering Increased cultural heritage offer More visitor expenditure from enhanced cultural heritage programme Increased income tax if entering employment Number of cross-sector local partnerships *Number of volunteers avoiding long term social care*	- Increased quality of destination profile / cultural destination (more visitor expenditure in area, incl transport, complimentary products) - Economies of scale from partnership working - Reduced JSA - Higher income tax if entering employment / project work opportunities - Reduced need/costs for adult social service/ care support
Local health care services	None (except for potential referral administration cost)	Improved numbers of people reporting better health and wellbeing Reduced visits/need for GP Reduced need for medication	- GP cost resource savings - Medical cost resource savings (e.g. for depression medication)
Visitors	Donations Time interacting with volunteers Promotion of volunteers' activities to visitors	Increased no. interactions w/ volunteers Increased length of visit time at venue Increased visitor satisfaction Increased donations Increased number of objects / collections available for access or interpretation	Increased number of visits - Improved sense of connection with place / venue - Improved levels of advocacy / recommendation - Improved knowledge

Stakeholder	Activity	Output	Outcome NB not all outcomes listed are exhaustively valued in the SROI model
Family / Relations of volunteers	Support, encouragement Travel time / cost if accompanying to venue	Increased visits to venue/s No. of family members per volunteer household experiencing change	- Improved relationship within family - Reduced stress/anxiety - Sense of pride - Improved knowledge about museum and cultural heritage
Other venues / the sector (beyond scope of SROI analysis)	Recruitment and training Use of existing volunteers and staff Monitoring	Increased number of effective volunteers Increased number of people with relevant skills and knowledge	- Improved volunteering best practice/shared learning - Improved skills pool (i.e. recruiting volunteers staff with experience in the sector)
Local communities (beyond scope of SROI analysis)	Promotion to local residents (e.g. leaflets) Hosting local events Admin costs	Increased community events Increased local interactions Increased visitor numbers Reduced population turnover (less likely to leave area)	- Sense of belonging / pride - Improved advocacy - Reduced isolation - Improved citizenship / participation - Improved knowledge of heritage and museums

D

Accounting for impact

Adjustment Accounting for Impact, informed by primary data from survey and interviews

To avoid over-claiming of value, this SROI analysis measures impact with a range of adjustments, and by triangulating different primary data i.e survey and interviews, with secondary research elements to help establish impact credibly, specifically:

Attribution: In terms of scaling, a 5-point scale for level of attribution agreement was used (None of it, A little of it, Some of it, Most of it, All of it) for different outcomes categories, and stakeholder responses were converted to 0-1 scale (0-100%), as follows:

- Skills and attainment 0.72

- Employability and volunteering 0.76

- Health and wellbeing 0.76

- Further education 0.6

- Employed work 0.6

- Venues outcomes 0.5 split between *if* and the volunteer (except for saved training costs, attribution score of 1)

- Local authority outcomes 0.6

- Government outcomes i.e. JSA, health care costs, economic contribution 0.5 split between *if* project and the volunteer

- Family outcomes 0.5 split between *if* and the volunteer

Most respondents reported that it was highly unlikely that these outcomes would have occurred anyway on an alternative course, or that alternative forms of museum or heritage-based training for volunteering were openly available to them. We have used a 20% deadweight / counter-factual rate to further reduce the amount of impact claimed.

Deadweight: Most respondents reported that it was highly unlikely that these outcomes would have occurred anyway on an alternative course, or that alternative forms of museum or heritage-based training for volunteering were openly available to them. We have used a 20% deadweight / counter-factual rate to further reduce the amount of impact claimed. Calculations are slightly sensitive to deadweight in this model, for example increasing the deadweight to 30% reduces the provisional SROI without long term benefit period, to approximately £2.50:£1 and doubling to 40% deadweight reduces the SROI to £1.50:£1.

Displacement factor ranges from 8%-17%, based on HCA guidance for training and education for city area, and we have assumed the *if* project did not significantly reduce existing activity from within (or outside) the target group or area. There are however one or two cases where a volunteer with previous volunteering relationship with lead venue was selected, which raises a question about whether that place would have been better utilised by an alternative participant with higher needs. We feel this can be included in, and is reflected by the displacement rates outlined above.

Drop-off of impact and discount rates

The benefit period for volunteers ranged from 2.5 to 3 years, depending on category of outcome e.g. wellbeing, employability or skills. However, survey data showed a slight drop-off in attribution over the three years, and drop-off in impact in addition.
Drop-off in impact was reflected in tracked data scores for key indicators in wellbeing, employment and skills (as described in Section 3 of the main report).

Drop-off in attribution: In year one, volunteers' attribution ranged from c.70-75%, and dropped to a range of c.60-70% by year three, post-placement.

Further adjustments for discounting the future value of money (as an indicator of value) due to inflation, and a discount rate of 3.5% is used in accordance with HM Treasury guidelines to bring forward the present value of future benefits in years two and three.
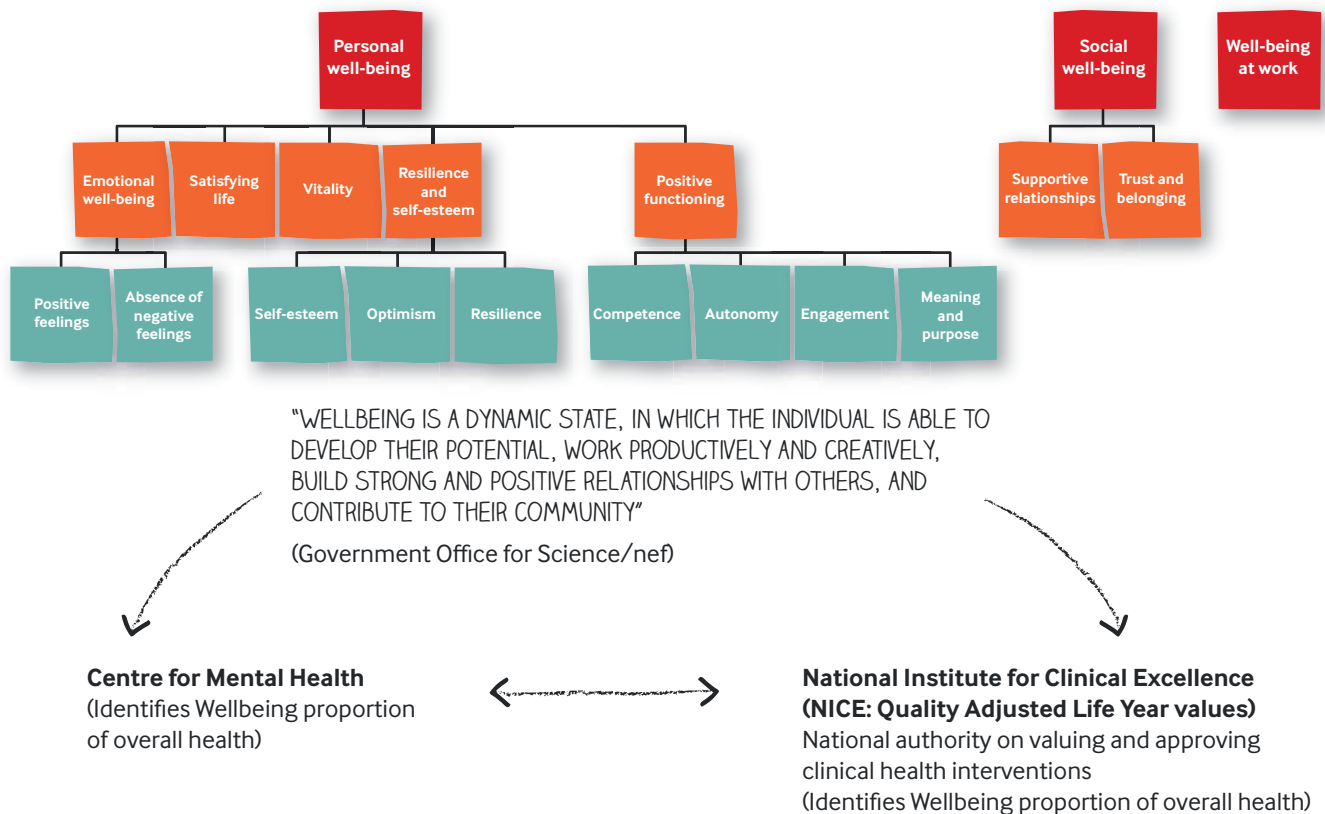
E

Valuing the worth of wellbeing

In our model, we valued long-term changes in wellbeing by combining NICE QALYs, National Accounts of Wellbeing/Government Foresight definition and Centre for Mental Health QALY proportion for mental health, which was recommended for Manchester community budget pilots ("Social Value: Understanding the wider value of public policy interventions", New Economy Manchester, 2011).

This provided a sound evidence-based framework with which to measure and value the magnitude of change in wellbeing identified in the stakeholder engagement and survey stage. The proportional split of wellbeing outcomes is then valued in conjunction with the National Accounts of Wellbeing sub-components outlined below in Chart 1. In terms of QALY values for each component underpinning wellbeing, these are matched with the measure of change in the surveys.

Chart 1: Wellbeing valuation framework, drawing on National Accounts of Wellbeing
Whilst no one method of valuing wellbeing is perfect, we would argue that this approach reflects what the collective population is willing to accept as a threshold value for their elected government to pay for an individual to gain one extra year of good health and wellbeing. Additionally, the universality of this is reflected by the very low likelihood that one person would wish another person not to be benefit from the application of such a threshold value.

Personal well-being
Emotional well-being | Satisfying life | Vitality | Resilience and self-esteem
Positive functioning
Social well-being
Well-being at work
Supportive relationships | Trust and belonging

Positive feelings | Absence of negative feelings | Self-esteem | Optimism | Resilience | Competence | Autonomy | Engagement | Meaning and purpose

"WELLBEING IS A DYNAMIC STATE, IN WHICH THE INDIVIDUAL IS ABLE TO DEVELOP THEIR POTENTIAL, WORK PRODUCTIVELY AND CREATIVELY, BUILD STRONG AND POSITIVE RELATIONSHIPS WITH OTHERS, AND CONTRIBUTE TO THEIR COMMUNITY"

(Government Office for Science/nef)

Centre for Mental Health
(Identifies Wellbeing proportion of overall health)

National Institute for Clinical Excellence (NICE: Quality Adjusted Life Year values)
National authority on valuing and approving clinical health interventions
(Identifies Wellbeing proportion of overall health)

E

Valuing the worth of wellbeing

Wellbeing in this evaluation is broadly underpinned by the UK Government Office Science definition, from the Foresight report "Mental Capital and Wellbeing" 2008), and drawn on by the National Institute of Health and Clinical Excellence (NICE), especially for wellbeing guidance for productive workplaces (2009):

'... a dynamic state in which the individual is able to develop their potential, work productively and creatively, build strong and positive relationships with others, and contribute to their community.'

This allows a valuation of overall mental and emotional wellbeing that would be consistent with using the NICE cost–effectiveness threshold for one full QALY (£30,000). The proportion of one QALY assigned to mental and emotional wellbeing, derived from research by the Centre for Mental Health into the average loss of mental health status - is estimated at 0.352 of a QALY or £10,560. This is a value for those moving into level 3 (mid-level severity) of mental and emotional wellbeing (as defined by the Centre for Mental Health).

The National Accounts of Wellbeing components form a proportioned part of mental health QALY. The National Accounts of Wellbeing is a framework for understanding and measuring the different components of wellbeing, and it contains useful questions used in the surveys and at national level. It is useful in SROI for a number of reasons:

- It provides a breakdown to isolate different components driving mental, social (and physical) wellbeing (see Chart 1), and helps inform us what to measure

- It provides a set of questions and statistical analysis that has been academically tested, enabling high quality wellbeing measurement consistent with public health audiences

- It has been tested in previous SROI analyses focusing on wellbeing outcomes, and in Manchester Community Budget pilots

- It can help with the valuation of outcomes through the use of healthcare economics and Quality Adjusted Life Years or 'QALYs'.

In addition to the use of QALYs to value wellbeing outcomes, a range of tried and tested proxy values, wellbeing valuation measures, and public services unit costs were utilised to quantify the worth of the outcomes to government services (e.g. health or adult social care) and public services (e.g. health care).

Where there are gaps in values, we have drawn on some proxy values provided by DCMS/Fujiwara explored in the literature review, although some may view this as a little broad in terms of valuing different component drivers between mental, physical and social health and wellbeing, it does provide robust estimates where others are lacking.

"Before coming on to the *if* programme, I was feeling despondent, stuck in a deep hole, and I couldn't see the light. I was being ground down, and eventually ended up having to live in sheltered accommodation. I felt so isolated."

"My friends are saying things like "you've totally changed, you've got that thing back about you – you're taking an interest, you're more with it" – so it's clear *if* volunteering has helped improve my relationships with people, got me giving more of myself – I'm now at a more positive level."

STEPHEN, *if* VOLUNTEER

F

VOLUNTEER SURVEYS 1 & 2 AND VENUE SURVEYS

Volunteer Survey 1: Before IF & Year 1 comparison

Inspiring Futures (if) volunteering programme
Volunteer Outcomes Survey

+ENVOY
Partnership

Many thanks for taking the time to complete this survey. Your collective views have helped design these questions, based on the most common outcomes that volunteers identified and shared with the Envoy team. The survey will ask you to compare between how things are now and then before hearing about the *if: volunteering for well-being programme*.

We are conducting this survey on behalf of IWM North, Manchester Museum, MOSI and partner venues. The survey is designed to help museums, other volunteers and local people understand your experiences as participants who have been trained and are completing your placements.

Participation in the survey is voluntary. Even if you choose to take part, you may still choose not to answer all the questions. Please be as honest as you can, whether is it good or bad feedback. This will help to improve the programme for future people like you.

Envoy Partnership will share the results of this survey with other volunteers and the museums, but your answers will be treated anonymously. Your answers will never be attributed without your permission.

If you would like us to clarify anything about these questions, please contact: Andy (andywarby@envoypartnership.com) or Emma Horridge (e.horridge@mosi.org.uk / 0161 6060108), or Danielle Garcia (dgarcia@iwm.org.uk / 01618364080)

Your completed survey can also be **posted to Envoy, 1 Alfred Place, 2nd floor, London WC1E 7EB**, or handed in to the volunteering manager at your training venue.

1. What is your name?

2. Which venue are you at for your placement?

3. What are the tasks that you do on your placement?

4. Roughly how many hours are you able to volunteer per week on your placement?

5A. The following statements are about your general Skills, Knowledge and Attainment that may or may not have resulted from the *if:* volunteering programme.

For each statement, <u>tick in a box</u> where you would rate your level of agreement NOW:

SKILLS, KNOWLEDGE & ATTAINMENT NOW	Strongly Agree	Agree a little	Neither Agree or Disagree	Disagree a little	Strongly disagree	Don't know
I have opportunities to show how capable I am						
I have strong communication and presentation skills						
In general, I feel confident to achieve good marks on educational classes or training programmes I attend						
I have good awareness about how to fulfil the roles of a heritage volunteer						
When I visit heritage venues or galleries, I can think about answers to some of the their day-to-day problems (for example, risk to collections, helping visitors)						

5B. The *same* statements are below about your general Skills and Knowledge.

Please think about the few weeks just before hearing about the *if:* volunteering programme.

Tick in a box where you would have rated your level of agreement **BEFORE** hearing about *if:*

SKILLS, KNOWLEDGE & ATTAINMENT BEFORE	Strongly Agree	Agree a little	Neither Agree or Disagree	Disagree a little	Strongly disagree	Don't know
I had opportunities to show how capable I am						
I had strong communication and presentation skills						
In general, I felt confident to achieve good marks on educational classes or training programmes I attended						
I had good awareness about how to fulfil the roles of a heritage volunteer						
When I visited heritage venues or galleries I could think about answers to some of the the day-to-day problems (for example, risk to collections, helping visitors)						

6. Please think about the change between NOW and BEFORE - if any - that you identified above.

Roughly how much of this change do you think is because of the *if:* volunteering programme? (Bear in mind the effect of other things in your life, for example family, friends, other advisors)

All of it   Most of it   Some of it   A little of it   None of it

7. Roughly how long do you think the difference you indicated above - if any - might last for you? (Please tick):

☐ One week   ☐ 2-3 years
☐ One month   ☐ More than 3 years
☐ 3-6 months   ☐ Don't know
☐ A year   ☐ Other (please describe)

8. If you have any additional comments on your general levels of Skills, Knowledge and Attainment that may have resulted from the programme please write them below:

9A. The following statements are about your general level of Life Satisfaction and Well-being that may or may not have resulted from the *if:* volunteering programme.

Tick in a box to rate *how often* you feel each statement happens for you NOW:

PERSONAL & SOCIAL WELL-BEING NOW	All of the time	Often	Some of the time	Rarely	None of the time	Don't know
I feel optimistic about the future						
Overall, I feel satisfied about my life						
I feel the things I do in my life are worthwhile						
I feel confident in myself						
I feel close to other people (e.g. not feeling isolated or lonely)						
I deal with problems well						
I feel I belong to part of a community						
I feel I can do the things I really enjoy						

9B. The *same* statements are below about your general Life Satisfaction and Well-being

Please think about the few weeks just before hearing about the *if:* volunteering programme.

Tick in a box to rate *how often* you feel each statement happened BEFORE hearing about *if:*

PERSONAL & SOCIAL WELL-BEING BEFORE	All of the time	Often	Some of the time	Rarely	None of the time	Don't know
I felt optimistic about the future						
Overall, I felt satisfied about my life						
I felt the things I do in my life are worthwhile						
I felt confident in myself						
I felt close to other people (e.g. not feeling isolated or lonely)						
I dealt with problems well						
I felt I belong to part of a community						
I felt I could do the things I really enjoy						

10. Please think about the change between NOW and BEFORE - if any - that you identified above.

Roughly how much of this change do you think is because of the *if:* volunteering programme? (Bear in mind the effect of other things in your life, for example family, friends, other advisors)

All of it ☐   Most of it ☐   Some of it ☐   A little of it ☐   None of it ☐

11. Roughly how long do you think the difference you indicated above - if any - might last for you? (Please tick):

☐ One week   ☐ 2-3 years
☐ One month   ☐ More than 3 years
☐ 3-6 months   ☐ Don't know
☐ A year   ☐ Other (please describe

12. If you have any additional comments on your general level of Life Satisfaction and Well-being that may have resulted from the programme please write them below:

13A. The following statements are about your view on general Heritage opportunities.

For each statement, tick in a box where you would rate your level of agreement NOW:

HERITAGE OPPORTUNITIES NOW	Strongly Agree	Agree a little	Neither Agree or Disagree	Disagree a little	Strongly disagree	Don't know
I believe museums and galleries excite people's imagination						
I encourage people I know to visit museums and galleries						
Museums and galleries can offer new opportunities or projects						
In general, understanding heritage opens up my appreciation of other cultures/people						
I encourage people I know to *volunteer* in museums and galleries						

13B. The *same* statements are below about general Heritage opportunities

Please think about the few weeks just before hearing about the *if:* volunteering programme.

<u>Tick</u> where you would have rated your level of agreement BEFORE hearing about *if:*

HERITAGE OPPORTUNITIES BEFORE	Strongly Agree	Agree a little	Neither Agree or Disagree	Disagree a little	Strongly disagree	Don't know
I believed museums and galleries excite people's imagination						
I encouraged people I know to visit museums and galleries						
Museums and galleries can offer new opportunities or projects						
In general, understanding heritage opens up my appreciation of other cultures/people						
I encouraged people I know to **volunteer** in museums and galleries						

14. If you have any additional comments on Cultural Heritage Opportunities that may have resulted from the programme please write them below:

15A. The following statements are about your view on further Volunteering and Employability

For each statement, <u>tick in a box</u> where you would rate your level of agreement NOW:

VOLUNTEERING & EMPLOYABILITY NOW	Strongly Agree	Agree a little	Neither Agree or Disagree	Disagree a little	Strongly disagree	Don't know
I am interested in volunteering more in future, either in museums and galleries or elsewhere						
I have a good sense of direction about finding the work/roles I would like to do						
I can effectively promote my skills that are attractive to other organisations / employers						
I am confident that I will find work opportunities that interest me						

15B. The *same* statements are below about your view on Volunteering and Employability

Please think about the few weeks just before hearing about the *if:* volunteering programme.

<u>Tick</u> where you would have rated your level of agreement BEFORE hearing about *if:*

VOLUNTEERING & EMPLOYABILITY BEFORE	Strongly Agree	Agree a little	Neither Agree or Disagree	Disagree a little	Strongly disagree	Don't know
I was interested in volunteering more in future, either in museums and galleries or elsewhere						
I had a good sense of direction about finding the work/roles I would like to do						
I could effectively promote my skills that are attractive to other organisations / employers						
I was confident that I would find work opportunities that interest me						

16. Please think about the change between NOW and BEFORE - if any - that you identified above.

Roughly how much of this change do you think is because of the *if:* volunteering programme? (Bear in mind the effect of other things in your life, for example family, friends, other advisors)

All of it ☐   Most of it ☐   Some of it ☐   A little of it ☐   None of it ☐

17. Roughly how long do you think the differences you indicated above - if any - might last for you? (Please tick):

☐ One week   ☐ 2-3 years
☐ One month   ☐ More than 3 years
☐ 3-6 months   ☐ Don't know
☐ A year   ☐ Other (please describe)

18. If you have any additional comments on Volunteering and Employability that may have resulted from the programme please write them below:

19. The following questions are about your view on your Placement Venue as a Place of

Work.

Think about your the venue where you volunteer, and look at the statements below. <u>Tick a box</u> to rate your level of agreement with each statement?

VENUE AS A PLACE OF WORK	Strongly Agree	Agree a little	Neither Agree or Disagree	Disagree a little	Strongly disagree	Don't know
Staff and volunteers work well as a joined-up team						
Information and feedback is freely given across the organisation						
The organisation is receptive to new ideas and new ways of doing things						
I get the right amount of support in my role from staff and managers						
I get the right amount of support from other volunteers						

20. If you have any additional comments on your Placement Venue as a Place of Work please write them below:

21. Thinking about the volunteering you are doing with the programme, do you feel your volunteering has had any impact on your family or friends (for example, they feel happier, or less worried)? Please describe below:

22. Thinking about your life in general, approximately how much volunteering would you be doing now, if the programme *had not* happened?

23. Please tell us a bit about you :

What is your age?

What is the postcode you travel from to volunteer?

24. Are you an ex-service person or have you served in the armed forces? (Please tick)

☐ Yes   ☐ No

25. How would you describe your ethnic background (please tick):

☐ African

☐ Caribbean

☐ Chinese

☐ South Asian (India, Pakistan, Bangladesh)

☐ Asian

☐ Mixed White & Black Caribbean

☐ Mixed White & Black African

☐ White British

☐ White European

☐ White (other)

☐ Latin American

☐ Arab

☐ Mixed Asian White

Any other group (please describe)

☐

26. Do you receive income support or other support from local services? If so what types? (Please tick):

☐ None

☐ Housing support / social housing tenancy

☐ Job Seekers Allowance

☐ Disability allowance

☐ Carer support/allowance

☐ Child Support

☐ State pension

☐ Other (please describe)

29. Do you receive social support from a local service, e.g. support worker? If so please confirm the type of support and how many hours per week you receive:

27. If you do receive social support, please tell us by how much more or less you think you might need further support AFTER participating in the programme (please tick):

☐ Much less (almost no support needed at all)

☐ A little less (perhaps 1 to 5 hours less a week)

☐ About the same

☐ A little more (perhaps 1 to 5 hours more a week)

☐ Much more (more than one day more per week)   ☐ Not Applicable/Don't Know

38. We need to follow up with you, to quickly check on how you are doing in about 6 months from now. You can then tell us how much the programme has made a longer term difference. We would be grateful if you could please share you email and telephone contact (this will be used just for this research, under data protection rules and not shared with anyone else)

Email:

Telephone:

29. If you have any further comments or thoughts on the questions above, or if you think you need to explain your answer a bit more, then *please write them over the page*:

Any further comments, (please write in the box below):

Volunteer Survey 2: Tracking Year 2 & 3

+ENVOY
Partnership

Many thanks for taking the time to complete this survey, on behalf of IWM North, Manchester Museum, Museum of Science and Industry and partner venues.

We are conducting this survey to understand the long term outcomes for volunteers who were previously trained on the *if*. Volunteering for Wellbeing project.

You may choose not to answer all the questions. Please be as honest as you can, whether is it good or bad feedback. This will help to improve the programme for future people like you.

Envoy Partnership are independently assessing the project and will share the results of this survey with other volunteers and the museums, but your answers will be treated anonymously and never be attributed without your permission.

If you would like us to clarify anything about these questions, please contact: Andy (andywarby@envoypartnership.com) or Andrea Winn (andrea.winn@manchester .co.uk / 0161 306 1774),Emma Horridge (e.horridge@mosi.org.uk / 0161 6060108), or Danielle Garcia (dgarcia@iwm.org.uk / 01618364080)

You may print and complete a paper survey which can also be **posted to Envoy, 1 Alfred Place, 2nd floor, London WC1E 7EB**, or handed in to the volunteering manager at your training venue.

1. What is your name?

2. Which venue were you at for your placement?

3. Please tick if any of the following apply to you, since finishing your volunteer placement:

I'm participating more in other community activities

I'm volunteering more

I'm doing part time paid work   I'm getting accredited training/new qualification

I'm doing full time paid work

I've completed a work experience placement   I'm starting my own enterprise/organisation

Other (please describe)_____

4. Please briefly describe what you are doing in day-to-day life or upcoming plans e.g. work, travel, studying, other activities:

5. If you are in work, roughly what is your monthly wage?   £

6. The following statements are about your general level of Life Satisfaction and Well-being that may have resulted from the *if :Volunteering for wellbeing* programme

Tick in a box to rate how often you feel each statement happens for you NOW:

PERSONAL & SOCIAL WELL-BEING NOW	All of the time	Often	Some of the time	Rarely	None of the time	Don't know
I feel optimistic about the future						
Overall, I feel satisfied about my life						
I feel the things I do in my life are worthwhile						
I feel confident in myself						
I feel close to other people (e.g. not feeling isolated or lonely)						
I deal with problems well						
I feel I belong to part of a community						
I feel I can do the things I really enjoy						

7. Please think about your responses above. **How different do you feel now compared to last year when you were training?**

Much better than before
A little better than before
About the same
A little worse than before
Much worse than before

8. The following statements are about your view on general Heritage opportunities. Please be honest!

For each statement, tick in a box where you would rate your level of agreement NOW:

HERITAGE OPPORTUNITIES NOW	Strongly Agree	Agree a little	Neither Agree or Disagree	Disagree a little	Strongly disagree	Don't know
I believe museums and galleries excite people's imagination						
I encourage people I know to visit museums and galleries						
Museums and galleries can offer new opportunities or projects						
In general, understanding heritage opens up my appreciation of other cultures/people						
I encourage people I know to *volunteer* in museums and galleries						

9. Please think about your responses above. How different do you feel now compared to last year when you were training?

Much better than before
A little better than before
About the same
A little worse than before
Much worse than before

10. The following statements are about your view on further Volunteering and Employability

For each statement, tick in a box where you would rate your level of agreement NOW:

VOLUNTEERING & EMPLOYABILITY NOW	Strongly Agree	Agree a little	Neither Agree or Disagree	Disagree a little	Strongly disagree	Don't know
I am interested in volunteering more in future, either in museums and galleries or elsewhere						
I have a good sense of direction about finding the work/roles I would like to do						
I can effectively promote my skills that are attractive to other organisations / employers						
I am confident that I will find work opportunities that interest me						

11. Please think about your responses above. **How different do you feel now compared to last year when you were training?**

Much better than before
A little better than before
About the same
A little worse than before
Much worse than before

12. Thinking about your life in general what do you think you might be doing now, if the *if:Volunteering for wellbeing* programme had NOT happened? And how might things be in this case for your family or friends (for example, they feel happier, or less worried)?

13. If you have any additional comments about the effect of the *if :Volunteering for wellbeing* programme on your life today, please write them below:

14. Please think about the differences between your life now and when you were training. Roughly how much of this change do you think is because of the programme? (Bear in mind the effect of other things in your life, for example family, friends, other advisors)

All of it   Most of it   Some of it   A little of it   None of it

15. Please tell us a bit about you: Are you an ex-military service person or have you served in the armed forces? (Please tick)

Yes   No

16. Do you receive income support or other support from local services? If so what types? (Please tick):

None   Carer support/allowance
Housing support / social housing tenancy   Child Support
Job Seekers Allowance   State pension
Disability allowance   Other (please describe) _____

17. Please tell us how much MORE or LESS support you think you are receiving, compared to when you were training (please tick):

☐ Much less (almost no support needed at all)

☐ A little less (perhaps half as much)

☐ About the same

☐ A little more (perhaps half as much more)

☐ Much more (twice as much, or more)   ☐ Not Applicable/Don't Know

18. Do you receive other social support from a local service, e.g. support worker? If so please confirm the type of support and how many hours per week you receive:

19. Please confirm your age: [   ]   **and Post Code/area you live** [   ]

Venues Survey

Volunteering for Wellbeing

Your name	
Your role	
Your organisation	

Many thanks for taking part in this survey. Envoy Partnership is the independent evaluator of *if:Volunteering for Wellbeing programme*. Envoy are conducting a *Social Return on Investment (SROI)* evaluation of the programme.

As part of our research process, we would like to hear from all the venues involved in delivering placements for volunteers. We seek to understand the costs and benefits of working with *if* Volunteers, as well as areas of particular successes and /or areas to improve and refine. This survey is based on the most common material outcomes for venues, identified during telephone and face-to-face interviews with Gaby Porter earlier this year.

Your responses will be anonymised, and we will not attribute your comments without your permission. Information you provide will be held under our confidentiality undertaking with IWM North.

Section 1: *if*: Volunteer numbers

The following questions relate to *if* volunteers only, unless otherwise stated

1. How many *if* Volunteers have you taken on so far this year (2014)?

2. Please state for each Role in the table below, how many of them volunteered in the following ways?

Roles	Number
Object handling and interpretation	
Visitor/customer service or Front desk	
Administration and marketing/PR support	
Archiving or digitising	
Two or more of the above	
Other (please describe)	

3. On average, roughly how many volunteering hours a week does each *if* volunteer complete *during* their placement?

4. In general, what is the approximate cost value of volunteering per hour to your organisation? For example, the hourly £ wage rate for a similar worker if you had to hire for equivalent skills.

5. How many *if* volunteers continue volunteering at your venue *after* their placement?

6. **On average**, how much time (hours) OR cost (£) would your organisation have invested in order to recruit a general volunteer? **Please answer in either Cost or Time**

£   OR   **Hours**

Section 2: *if* Volunteers in Action

The following questions relate to *if* volunteers only, unless otherwise stated. This section should be completed by the person who trained the volunteer.

Scores out of 10

7. **On a scale of 0-10**, where 0 is the worst score and 10 is the best score, overall where would you rate the volunteers' **self-confidence** at the very start of their placement?

8. Where would you rate the volunteers' self-confidence on the 0-10 scale, **at the end of the placement?**

9. On a scale of 0-10, where would you rate the **quality of service the volunteers provided** at the very start of their placement?

10. Where would you rate their **quality of service provided at the end of the placement?**

11. **On a scale of 0-10**, where would you rate the volunteers skills levels at the very start of their placement?

12. Where would you rate their skills levels **at the end of the placement?**

13. If you have any comments you would like to share about your organisation's experience of the *if* **volunteer**/s during their placement with you, please write them here:

14. Did the *if* **volunteer/s** let you know how they felt on placement? If yes, please describe what they said below:

15. Participants complete a 10 week course prior to their placement. In terms of relevance and competence of skills, how would you rate the quality of training the volunteers received to perform in their role/s?
    Excellent □   Very Good □   Average□   Poor □ Extremely Poor□

16. Thinking of your visitors and their experience of your venue's, please describe how you would you rate the visitor experience as a result of interacting with *if* volunteers? Would this be any different in the case of visitor interaction with your other existing volunteers?

17. Please look at the statements below. Please tick in a box where you would rate your level of agreement about your experience of *if* **volunteers**

	Strongly Agree	Agree a little	Neither Agree or Disagree	Disagree a little	Strongly disagree	Don't know
if volunteers become strong advocates in the local area for promoting our venue						
if volunteers are effective at providing heritage knowledge transfer to our visitors						
Our venue has broadened our reach to new visitors as a result of having *if* volunteers on placement						
if volunteers have brought in new visitors (e.g. family, friends, people from the local area)						
if volunteers feel integrated in diverse histories and traditions						
Our existing volunteers have benefited from interacting with *if* volunteers						

18. Please indicate how many **other Volunteers** you would have been able to recruit instead if the *if* **volunteering** programme was *not* available? How do you recruit your volunteers otherwise?

Section 3: Volunteer recruitment & management

This section seeks to compare your experience of working with *if* volunteers to other volunteers you might ordinarily recruit.

19. Please think about any other volunteers that you recruit or might recruit, without the *if* programme. Would you pay for other volunteers' training?   **YES / NO**

20. **If yes**, i) How much would this cost your organisation per volunteer?

AND ii) How much time would it take your staff to arrange?

21. i) What is the hourly £ rate of a member of staff who supports or co-ordinates the *if* volunteer/s? **(Please answer in £ per hour)**

ii) Roughly how much staff time is spent supporting or training the **if volunteer/s?**
(Please answer in Hours per week)

AND ii) Is this different for any other volunteer? If yes, please describe below how much less or more different?

22. Please look at the statements below. Please tick in a box where you would rate your level of agreement about your experience of these outcomes and *whether they have resulted* from the *if* programme

23. Please let us know if you have changed anything about how your organisation operates, thinks about or

	Strongly Agree	Agree a little	Neither Agree or Disagree	Disagree a little	Strongly disagree	Don't know
We always have processes in place to ensure *if* volunteers are well integrated into our organisation and with staff						
As a result of the *if* programme, we have a more diverse workforce that is reflective of our communities, compared to before						
We receive appropriate support and information from the *if* team at all times, regarding what to expect and how to manage the new *if* volunteers						
if volunteers have resulted in improving our capacity to operate and develop the venue						
Our staff and management have gained experience to be more confident in managing volunteers with diverse needs and backgrounds						
We are getting added value from the working in partnership with the *if:* Volunteering for wellbeing programme e.g. working and learning together with other local venues about well-being best practice						
Working with *if* volunteers has led to changes in how we design, refresh or manage our interpretation and/or collection						

manages volunteers and/or well-being as a result of the *if:Volunteering for wellbeing programme.*

24. Have you had any specific challenges or outcomes from this experience? Please describe below.

25. Please describe below if there are any other benefits of working with *if:Volunteering for wellbeing* for your venue that we might have missed:

Section 4: Costs of volunteers in general, at your organisation

The questions on this page are about your venue's costs of recruiting Volunteers in general.

26. How many months on average, do most other volunteers volunteer for?

27. On average, how much is a volunteer paid monthly for travel expenses (if at all)?

28. If you have the available information, please can you describe what other costs per volunteer your organisation associates with volunteers? This might include normal overheads, costs of equipment and specialist clothing/uniforms, lunch etc.

29. If you have any other comments on the questions, or you think it would be helpful to explain how you arrived at your assumptions, or if you need to caveat your answers at all, then please do so here.

That completes the survey. Many thanks for your time.

G

Literature and research: Heritage volunteering and wellbeing

Heritage and arts venues can be sustainable key partners in generating improved wellbeing and life satisfaction for people. Department for Cuture, Media & Sport' (DCMS) analysis for Quantifying and Valuing the Wellbeing impacts of sport and culture (Fujiwara et al, 2014), estimates that culture/arts engagement can bring about life satisfaction improvements worth £1,084 per person per year. This draws on an in-depth statistical analysis linking life satisfaction responses to household income and spending behaviours across a range of key activities. Admittedly however, separating out the most significant components between mental, emotional, and physical health, or their benefit periods from impacts are not yet clear in this work.

English Heritage estimates **£1,646 as the wellbeing value of heritage engagement** or visiting historic sites through the year, (using a similar approach by Fujiwara).

The UK's heritage and cultural offer creates deep levels of social and economic value. Visitors to from around the world recognise this more and more, as reflected by tourist number increases (they certainly do not come for the good weather). The UK is world renowned for the high quality of its cultural and historic offer, and the value it offers goes beyond the economic and well into life enrichment.

According to the report *The Impact of Manchester's Cultural Organisations*, 2014, there are over 4.5 million visits to Manchester's museums, galleries, theatres and music venues each year. This includes educational visits, a number of repeat visits, and individuals that are visiting more than one attraction. The report estimates that this generates £38.3m of Gross Value Added per year, and supports the generation of a further £48.64m in multipliers or 'ripple effect' spending in other parts of the local economy. Manchester is able to directly generate over £81m of additional tourist expenditure, when accounting for visits to multiple venues.

However, the report also states that there is an extensive and diverse range of socially focused activities taking place across Manchester's cultural organisations with combined aims of increasing engagement in cultural activities, particularly amongst priority groups, and to generate social benefits. Typically, there are over 283,000 engagements including training and outreach programmes and over 341,000 engagements in educational activities. Heritage is therefore also seen as a major contributor to socio-economic wellbeing.

Wellbeing is an overarching policy objective further set out by the Parliamentary paper, Wellbeing in four policy areas 2014, which combines economic and non-economic aims. Through this document policy makers recognise that experiencing and participating in arts and culture has demonstrable positive impacts on wellbeing, and it is recommended that links between the arts and culture and health, central government (DCMS, the Department of Health and the Department for Communities and Local Government) should work with relevant arts agencies to join up better, and maximise the wellbeing benefit from available budgets.


Local authorities should also consider how cultural commissioning might contribute to priorities identified in their health and wellbeing Strategies. This challenge must be at the forefront for local authorities who are now also tasked with responsibilities under The Health and Social Care Act 2012, for improving the health and wellbeing of their local populations.

Consequently the challenges for local authorities and health and care services are to work in more joined-up ways with their resources and with local partners from all sectors including heritage, culture and the arts - in order to achieve more outcomes with less resources, and reduce duplication and waste. This is very far from being easy; with an ageing population and rounds of even further government spending cuts still anticipated, available public resources and finances are set to continue reducing into the near future.

English Heritage (EH) and HLF have also commissioned studies and evaluations demonstrating that individuals gain   through engagement with heritage, particularly from enjoyment, a sense of fulfilment, and enrichment, the development of new skills and improved physical and mental health. The key socio-economic outcomes that can be brought about by heritage are mapped out by EH in the useful figure opposite.

Figure 2.
The value and impact of heritage and the historic
environment, Heritage Counts 2014, English Heritage
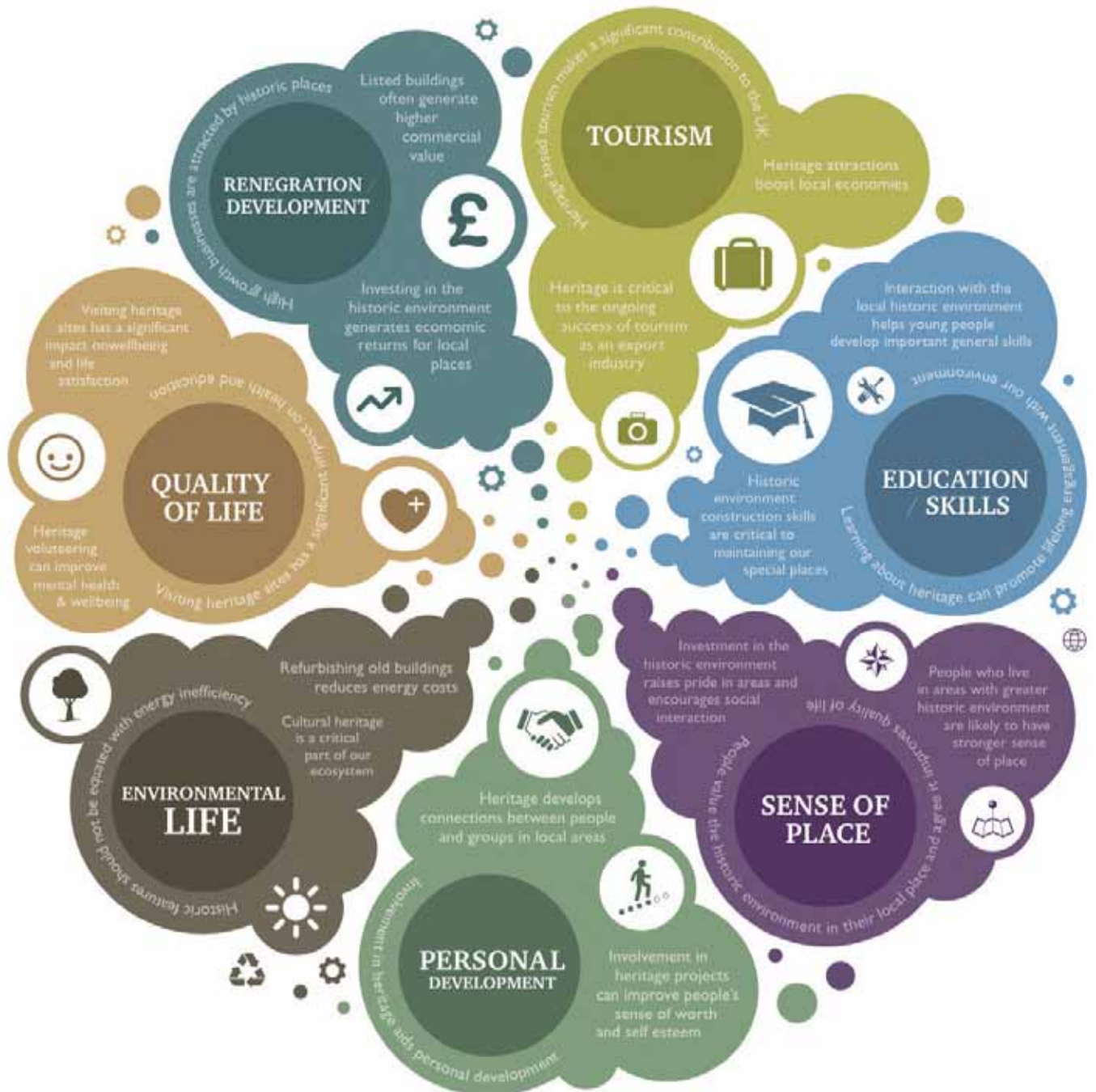
Literature and research: Heritage volunteering and wellbeing

HLF's 2013 review of the value and benefits of heritage notes 'there is widespread agreement that the strongest evidence for the benefits of culture for individuals is found in 'personal development': e.g. new skills, new experiences, improved confidence, changed attitudes, education support'.

HLF commissioned a three year study, (Assessment of the social impact of volunteering in HLF projects, 2011) of the impact of participating in heritage projects and found that HLF volunteers report levels of mental health and wellbeing that are far higher than for the general population, or for the general volunteering population.

Finally there is an excellent body of recent academic work and practical application by Dr Helen Chatterjee (University College London) demonstrating the clinical health and wellbeing impacts from bringing heritage and historic objects into health and care settings. For example, HLF funded project, Touching Heritage takes museum objects from UCL collections out to people who by virtue of their health or age would otherwise be excluded from participating in cultural activities. Settings include a range of University Hospital College wards, day centres and residential care homes, because of connections to health and wellbeing. Discussing and handling museum objects encourages an atmosphere of discovery, stimulation and shared learning. Participation focuses on cultural, tactile and natural diversity and are encouraged to explore objects in relation to their own health and wellbeing as well as make connections, drawing upon memories and prior knowledge.

This seems very closely aligned to evidence produced by Professor Fred Gage at the Salk Institute demonstrating that 'infant' nerve cells in the adult brain can experience superior stimulation and acceleration to grow into mature nerve cells, when the individual is exposed to engaging and interesting physical built environments and public realm spaces, (and significantly, physical exercise). This could mean that the historic, museum and gallery environments, contribute significantly to this process, thereby improving mental capacity and positive functioning components of overall wellbeing amongst the *if* volunteers. However, these findings would need to be balanced against other explanatory variables, social factors and psychological interventions and learning.

Other heritage volunteering/training studies - a brief analysis

Further exploration below of other studies at this point is not exhaustive, but aims to identify categories of approach and focus of the studies.

Much of the learning and design of the *if* project has built on the success of the In Touch volunteering project, which, as part of its evaluation highlighted the potential heritage volunteering has to change people's lives.

IWM North's previous findings from the *In Touch* volunteering programme provides qualitative and quantitative evidence as to the prevalence of impact reported by participants and visitors, summarised in Figure 3, taken from the report.

In addition, there is a range of key literature from recent years, providing evidence about benefits of museum-based volunteering. However, the perspectives, stakeholders addressed, and viewpoints vary widely with regards to key outcomes and themes explored. These largely fall into three categories:

i) Operational or process management practice of volunteers

ii) Outcomes for the heritage sector and venues

iii) Satisfaction outcomes for volunteers and visitors

Many of the studies available on volunteering impact is largely based on qualitative information through interviews of volunteers or visitors, and very few - if any - record impact or change over time at a quantitative level across a range of stakeholders. This appears mostly due to limited budget and scope for rigorous evaluation work.

There is much emergent work in policy and research explored previously, but a consistency of conceptual wellbeing framework with clear definitions of wellbeing that transfer across to public and clinical health are limited, especially in a heritage or heritage volunteering setting.

Figure 3.
In Touch project impacts by percentage
of cohort reporting improvement

In Touch volunteer outcomes
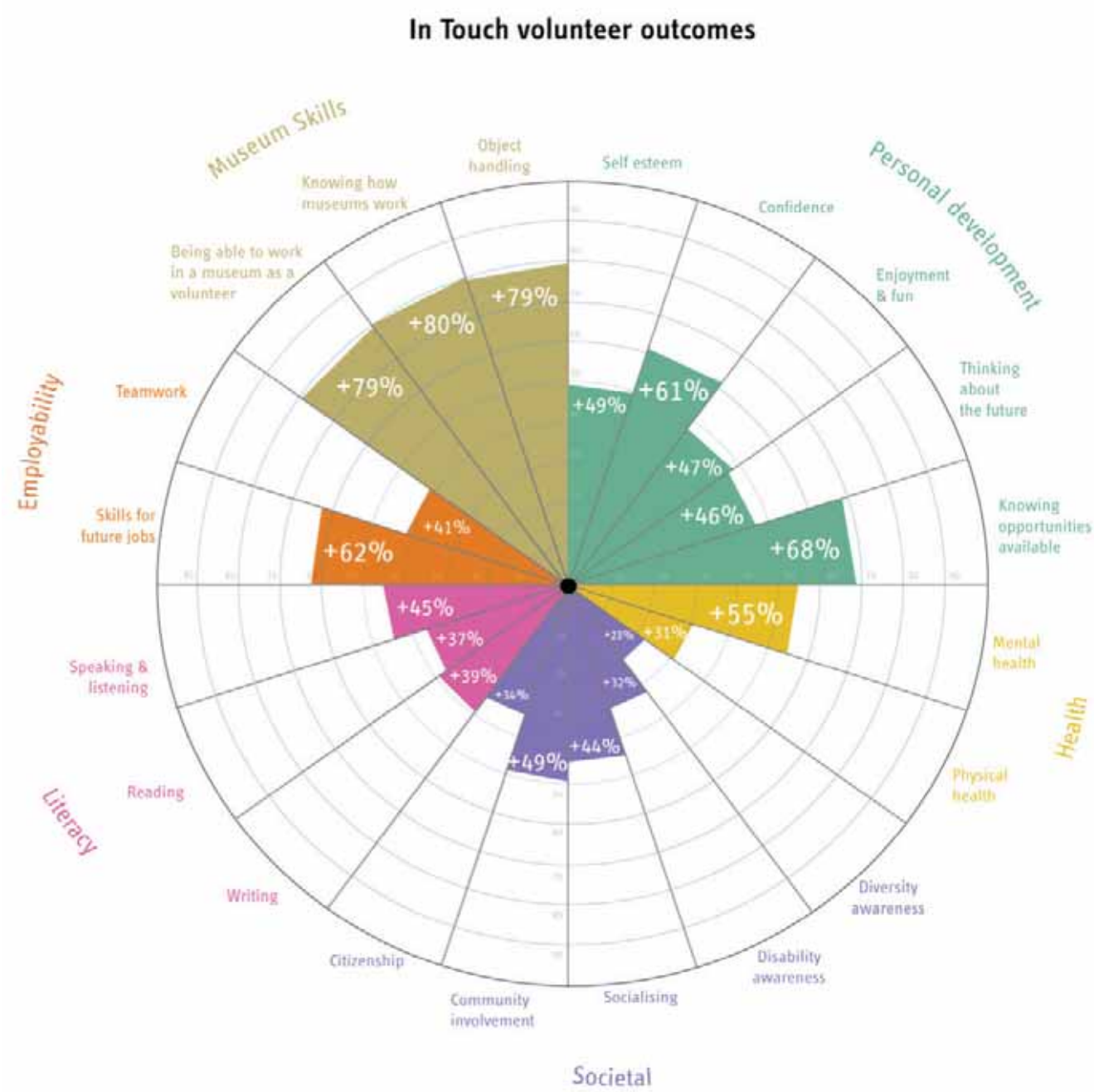
Literature and research: Heritage volunteering and wellbeing

**Studies oriented towards
volunteer management practice**

University of Greenwich Business School's report *Modelling the Volunteer Experience (2002)* appears to draw on a more human-oriented research approach to identify volunteering outcomes and improving volunteer management processes. The report provides a good framework for illustrating the inter-dependent relationships that underpin the volunteer's quality of experience in situ. This maps outlines a range of stakeholders important to the volunteering process. The report contains some qualitative testimonials about material changes underneath each relationship, but unfortunately there are no in-depth quantitative data of outcomes related to these in the main report.

More recently, the **Association of Independent Museums (AIM)** guidance paper Successfully Recruiting and Retaining Volunteers, 2013 provides good insight into aligning motivation and engagement with effective management processes, policies and training of volunteers. This works towards optimising opportunities for mutual benefits for the venue, volunteer and visitors. The document is in our opinion, very useful for this reason. However, quantitative evidence of the magnitude of benefits over time, other than satisfaction ratings and potential destinations, is limited.

Similarly, the **Natural History Museum's** evaluation report of their Volunteer, Engage, Learn programme (2007) carried out with the **Institute for Volunteering Research**, provides qualitative evidence of impacts on volunteers (e.g. increased enjoyment, employability, self confidence, knowledge, enthusiasm from young family members) and visitors (changes to how they will experience future museums, enjoyment, depth of understanding and personal "human connection"). However measurement of the scale or magnitude of this change is limited, and therefore the meaningfulness of this change is somewhat lost. The report reverts to exploration of volunteer management best practice, rather than expanding on the scale of impact.

**Studies oriented towards outcomes
for the heritage sector and venues**

Alternatively, the MLA's guidance paper *Working with Volunteers in Collection Care* provides a much deeper understanding of outcomes through heritage volunteering for venues and the heritage sector, with some understanding of outcomes and motivations for volunteers (skills, practice, community contribution) and venues. The document provides a good description of the benefits for venues, and risk management strategies when taking on volunteers. Ultimately, the MLA supports the sector's interests, and summarises them as:

- Making the collections more accessible to the public

- Bringing the community into the museum and behind the scenes, bridging the gap between the museum and the visitor

- Volunteers learning new skills, developing specialist knowledge and other personal benefits, e.g. gaining confidence

- Making the working environment more sociable

- Involving colleagues from other departments in the set-up of projects, e.g. IT support in the creation of a collection database for volunteers to use

- The time volunteers contribute can count as in-kind support for externally-funded projects, to which some museums also attach a monetary value to emphasise its worth.

Again most of the theory and guidance is based on qualitative rather than quantitative evidence. Any mention of wellbeing or quality of life impact is very limited and not explored in a robust conceptual framework.

The evaluation report by **English Heritage with the Institute for Volunteering**, *Research Education Volunteering (2008)* provides interesting evidence of what works well with regards to volunteering 'infrastructure'. But the document does not deliver any meaningful sense of the scale of impact and outcomes for volunteers. There is limited exploration of what volunteers enjoyed or found most meaningful, though there is passing reference to motivations and "best bits", around learning, meeting people and teaching others. Overall, the guidance provided is more oriented towards difficulties and challenges for venue management and how the sector as a whole benefits from improved practices. Considering the survey and qualitative approach taken, the data and indicators are quite weak with regards to measuring actual outcomes. Instead there is a focus on satisfaction of volunteers through rating the quality of the placement's infrastructure, rather than reflecting and measuring what important changes happened to life satisfaction and quality of life as a result of volunteering.

> **Most of the theory and guidance is based on qualitative rather than quantitative evidence. Any mention of wellbeing or quality of life impact is very limited and not explored in a robust conceptual framework.**

Studies oriented towards satisfaction outcomes for volunteers and visitors

Most of the literature previously mentioned above contain elements of how satisfied volunteers were with their placement, without linking this to any meaningful change or scale of impact to their levels of life satisfaction and/or quality of life or wellbeing. However, there are some areas of research that do focus more on such outcomes for volunteers in heritage.

HLF have undertaken an important piece of reporting around assessing social outcomes from heritage volunteering: *Assessment of the social impact of volunteering in HLF-funded projects (2010-2011)*. This provides very useful evidence and tentative research approach to individual and community level wellbeing measurement through heritage volunteering, and understanding impacts on individuals. This draws on National level wellbeing measurement programme and DCMS/Matrix/EPPI Centre national level research into social impacts of cultural participation. Much of the indicator base explores cognitive skills, autonomy, happiness and life enjoyment, alongside creativity, attitudes and curiosity. However, this assessment approach does not aim to value these outcomes appropriately, and explore the value for money for government/public service level stakeholders (e.g. health and care services) from heritage volunteering.

Dr Helen Chatterjee/UCL's *Touching Heritage* project explored above appears a strong contender as a potential thought leader for heritage in health settings (http://blogs.ucl.ac.uk/touching-heritage). The outcomes of research to date "have indicated considerable health and wellbeing benefits for participants of object-handling sessions, and an interesting and novel partnership between heritage collections and healthcare environments."

MB Associates SROI of the **Museum of East Anglian Life's** work-based learning programme for unemployed participants, evidences the additional personal wellbeing and confidence value, as well as skills and employability value of venue-based learning and training. The report is focused primarily on socio-economic outcomes, and to an extent the systems in which museums operate. It also explores some best practice aspects of the project delivery, although the focus of the research was not required in the area of operational management or wellbeing practices. The report's findings align to some extent with the *if* Volunteering for Wellbeing project, in demonstrating the capacity to create social value by breaking negative cycles of isolation, demotivation and exclusion, especially amongst young adults.

Literature and research: Heritage volunteering and wellbeing

The Happy Museum Project (www.happymuseumproject. org) draws on positive psychology research and wellbeing research taken originally from the new economics foundation and is now strongly influenced by Daniel Fujiwara's research to underpin key wellbeing and visitor engagement outcomes for successful museums. This is strongly reflected in their programmes around wellbeing and sustainability in museums, and drawing on the Five Ways to Wellbeing (Connect, Take Notice, Keep Learning, Be Active, Give) also based on nef research. The project also portrays an alignment to SROI principles around valuing what matters.

In fact, **nef** also produced a stream of evaluation guidance for HLF based on the key principles of SROI and impact mapping, called Prove It, which finds close alignment with the approach taken here in this report.

Wellbeing outcomes from volunteering in general are documented in research by **Government Office for Science**, Foresight: *Mental Capital and Wellbeing (2008, with nef's evidence)*, the **Cabinet Office's** *National Survey of Volunteering and Charitable Giving (2007) and* **DWP's** *Wellbeing and civil society: Estimating the value of volunteering using subjective wellbeing data* (Fujiwara et al, 2013). Where there appears to be inconsistency with international and national level wellbeing research in general, where life satisfaction is seen as a sub-component of overall wellbeing, it may be best to draw on conceptual frameworks from the Centre for Mental Health, NICE and other public health bodies, for consistency and validity in health circles. This has been trialled and recommended in the Manchester context by the New Economy Manchester guidance on valuing wellbeing outcomes under Community Budget pilots in the city.

At a more local level the St Mary at the Quay project, led by **MIND, Church Conservation Trust and HLF**, focuses on volunteering in heritage towards community wellbeing outcomes, particularly sense of belonging, confidence, life opportunities, connection, life satisfaction, quality of life and resilience. This has been designed on an outcomes framework and stakeholder engagement process prior to works taking place, and will be of interest to research in future.

It is also important to consider emerging evidence that may be relevant to explaining the factors of why heritage spaces are successful for visitors, staff and volunteers. Research in built environment and neurological sciences further supports, and may lie at the heart of how learning and physical environments of museums and galleries (and other similar settings) affect mental capacity, wellbeing and overall life performance.

"The good thing about being there, you're actually getting involved in teaching, giving knowledge makes me feel worthwhile... makes me feel good about myself and learn so much from other people... I didn't believe in myself, I needed to push to get on to *if* to get my confidence sky-rocketing... in the end we were getting up and presenting in front of people. I would never have done something like that before."

if VOLUNTEER

Inspiring Futures:
Volunteering for Wellbeing

A Heritage Lottery Fund Project delivered by IWM North and Manchester Museum 2013 — 2016

In partnership with
Museum of Science and Industry, People's History Museum,
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www.volunteeringforwellbeing.org.uk

Andy Gawin Warby
Envoy Partnership
020 75588062 / 07841 987841
info@envoypartnership.com / andywarby@envoypartnership.com

Danielle Garcia
Volunteer Programme Manager
IWM North
0161 836 4080
dgarcia@iwm.org.uk

Andrea Winn
Curator of Community Exhibitions
Manchester Museum
0161 306 1774
andrea.winn@manchester.ac.uk