

Partnership for Excellence West London: Volunteering

Evaluation Report

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Contents	Page
1.0 Executive Summary	3
2.0 Overview of Projects	7
3.0 Methodology	10
4.0 Key Findings	12
• ACE Goal 2: more people	12
• ACE Goal 3: sustainable, resilient & innovative	13
• ACE Goal 4: diverse & highly skilled leadership & workforce	15
• ACE Goal 5: children & young people	17
• Strengths (as seen by partners)	18
• Areas for improvement (as seen by partners)	20
• Conclusion	22
5.0 Recommendations	23
6.0 Detailed Findings	24
7.0 Appendix A: Evaluation Framework	81

1.0 Executive Summary

In 2014-15 Orleans House Gallery led a pilot project called *Partnership for Excellence West London: Volunteering* with ten other partner museums in West London to increase volunteering capacity. The partners were:

Fulham Palace Trust
Garrick's Temple to Shakespeare Trust
Gunnersbury Park & Museum
Ham House and Garden
Headstone Manor & Museum
Holly Lodge Centre
London Museum of Water & Steam
London Transport Museum
Orleans House Gallery
Strawberry Hill Trust
Wandsworth Museum

Key Project Outputs

- 100% of project partners considered that the project had been of strategic benefit to them.
- 11 museums participated in this partnership project. 10 skills based training sessions were centrally coordinated by Orleans House Gallery for partner museum staff with 53 attendees with a further 11 staff participating in 5 Action Learning sets.
- 40 volunteers from across the partnership engaged in the 8 centrally coordinated training sessions. Partner organisations coordinated and delivered an additional 51 training opportunities for 723 volunteers.
- The engagement and learning opportunities increased within partner museums over the duration of this project by 22%. During the project four partners increased their percentage of BAME volunteers by 3% or more and three organisations increased their percentage of younger volunteers, one organisation by a very healthy 10%.

- The project has seen an increase in perceived organisational resilience across the partnership, with a marked perceived increase in strong and effective leadership.

Partnership organisations varied in size, structure and geographical location. For example, Garrick's Temple to Shakespeare Trust is an entirely volunteer-run organisation, while others, such as the London Transport Museum, have a large staff work-force.

This project was funded by the Arts Council England's Renaissance Strategic Support Fund and aimed to support museums to think strategically about their volunteer programmes, enable them to pilot new schemes or revise practices and work towards embedding best practice in their day to day activities.

The museums were encouraged to adapt their individual projects to meet their own unique and varying needs. Therefore, while it was the aim to develop a support network for staff and volunteers, this was expected to be an ongoing process (and ultimately a sustainable outcome) that would be instigated but not 'completed' during the life of the project. Orleans House Gallery facilitated the projects, sourced training and supported delivery.

All partner organisations benefitted from involvement in the partnership and felt they had developed a '*supportive network*.' The project management skills and support of the Project Co-ordinator played a crucial part in this. Opportunities to meet colleagues, develop professional relationships, exchange ideas and share practice were seen by members of staff and volunteers as the biggest strengths of the project e.g.

- *I have formed fantastic relationships with some of the partners resulting in plans to work together in the future (project partner).*

Each organisation explored different models of sharing good practice within volunteering. The training opportunities offered something for everyone and partners were confident their participation would have immediate and long term impacts.

Partners felt much better equipped to recruit, manage and support volunteers and had a greater awareness of the potential roles for volunteers across the local sector. Volunteers felt they had really developed their knowledge, understanding, skills and confidence through the training opportunities offered.

All partners had trialled new ways of working. They considered the project had been of strategic benefit to them, in particular it had helped them to develop a more ambitious vision, develop better systems and structures, recruit new volunteers, develop an ongoing network and develop a better visitor offer. Most partners updated or refreshed their volunteer policies. They were confident they had built their organisational resilience e.g.

- *The project has improved our resilience in that we have more engaged, more developed volunteers and are more likely to retain them because they feel we are investing in them etc. (project partner)*

Volunteers felt their expectations had been met, some felt they had been exceeded. They were inspired and motivated through their volunteering. The project exceeded the target of volunteers benefitting from a wider training offer with 723 volunteers getting involved.

Planned opportunities for peer mentoring (formal and informal) more than doubled within the partnership over the duration of this project (not counting Wandsworth Museum because of its relocation to Battersea Arts Centre).

The project has established an effective methodology for sharing learning and developing and sharing good practice. There is a clear demand for Orleans House Gallery to position itself as a Heritage Hub and to take a leading role in managing future strategic projects.



2.0 Overview of Projects

The below gives an overview of the partner's projects and their particular volunteering focus:

Fulham Palace Trust

To improve communication between volunteers as well as staff and volunteers by developing an online system (website/social forum) for the day to day management of volunteers that could be accessed by both staff and volunteers. This would encourage an increased level of volunteer self-management.

Garrick's Temple to Shakespeare Trust

This project focused on its need, as a volunteer led organisation, for succession planning and the diversification of the volunteer team. This would explore the development of task specific volunteer roles that might include fundraising, website management and gardening to broaden the volunteer team. Existing volunteers would take on new supportive roles and 'mentor' new volunteers.

Gunnersbury Park & Museum

To enhance the existing curatorial and park volunteering programmes by developing a 'Learning Volunteer' role and recruiting a pool of eight volunteers – four for an Early Years Learning role and four for Outdoor Learning role. This would trial new ways of working and embed volunteering good practice in the organisation during a time of significant change.

Ham House and Garden

To pilot a project designed to improve the quality of the existing programme of volunteer led tours by providing training for, and monitoring the practice of, volunteer guides. This project would help the organisation to deliver interesting and informative talks for a variety of visitors while providing an opportunity to invest in best practice.

Headstone Manor & Museum

To pilot a new volunteer role for young people to deliver live interpretation in the galleries. If successful this would be incorporated, and would enhance the existing volunteer programme. Training would be offered to all volunteer guides to improve their overall volunteer tour programme.

Holly Lodge Centre

To develop an evaluation toolkit that would be used to provide quality assurance in the delivery of education programmes by volunteers. This would create a tangible example of a commitment to best practice and fulfil criteria set by their *Learning Outside the Classroom Award*. Forest school training would also be provided to volunteers.

London Museum of Water & Steam

To create the framework for a new volunteer programme involving young people aged 14-21. This would include piloting opportunities for live interpretation by young people at key events in the Museum's calendar. The museum would work towards developing a youth forum and ongoing volunteer programme for young people.

London Transport Museum

The project focused on the coordination of processes and policies in use across the museum in various departments and teams of volunteers. This would be completed through staff workshops to assess current practices and develop strategies for the future that would improve daily volunteering.

Orleans House Gallery

To review and consolidate processes for working with volunteers encouraging Education and Front of House teams to work together. In developing shared events and training schedules, and opening lines of communication, volunteers would benefit from increased opportunities to engage with the Gallery.

Strawberry Hill Trust

The project addressed the lack of representation of the diversity (age and ethnicity) of West London in the large volunteer workforce. This would help to work towards developing a sustainable volunteer programme. New roles and methodologies around volunteering, including new whole family volunteering opportunities, would be developed.

Wandsworth Museum

The project had two primary goals: to pilot new ways of working by developing two new short-term volunteer roles – a three month Early Years volunteer and a Schools & SEN volunteer; and to invest in the quality of the existing volunteer programme providing support by up-skilling members of the Friends organisation. This would inform the review of the volunteer strategy following a period of significant change.

3.0 Methodology

Overall the project aimed to deliver outputs and outcomes that would directly contribute towards ACE achieving its strategic goals for museums:

ACE Goal 2: more people experience and are inspired by museums	ACE Goal 3: museums are sustainable, resilient & innovative	ACE Goal 4: diverse & highly skilled leadership and workforce	ACE Goal 5: children & young people have opportunities to experience richness of museums
To provide more engaging volunteer opportunities	To establish a strong and productive West London partnership focusing on volunteering	To develop a volunteer structure that has attracted and engaged (or has the potential to attract and engage) a more diverse volunteer workforce – reflective of West London	To attract and engage new audiences, including young people as volunteers
To provide more opportunities for programming for our museum visitors and potential visitors through increased volunteer capacity	To develop better organisational practices and structures regarding volunteers to ensure a sustainable future	To extend training opportunities for volunteers	To provide more opportunities for programming for children and young people through increased volunteer capacity
		To provide a relevant training and capacity building programme for staff	

A detailed evaluation framework was devised, using these strategic goals as a starting point, with the Project Co-ordinator and the Arts and Heritage Development Co-ordinator at Orleans House (see appendix A).

The evaluation methods used were partner feedback forms (baseline and summative), partner telephone interviews, a partner focus group, volunteer feedback forms (from 41 volunteers) and quantitative data tally sheets from all partners.

4.0 Key findings

4.1 Meeting ACE Goal 2: more people experience and are inspired by museums

The project aimed **to provide more engaging volunteer opportunities**. The majority of volunteers from the partner organisations (who took part in the evaluation) felt that their expectations for volunteering had been fully met; some felt that they had been exceeded. They really valued being able to participate in training, paid for by their organisation as part of this project. Participating in this way gave a lot of these volunteers the opportunity to meet other volunteers and staff within the West London museum partnership. They valued the opportunities to exchange ideas and share experiences. Visiting other museums too was a bonus. Volunteers didn't particularly feel that there was a wider network that they could tap into after the training. However, there are events planned after the project ends that will aid the feeling of a network, including a volunteer celebration event.

The majority of volunteers were inspired to find out or try something new through volunteering. Some were inspired to take on more responsibility within their own organisation, some wanted to carry out further research into an area that interested them and a couple wanted to pursue their goals of paid work related to their volunteer roles. Their volunteering was seen as a motivating factor.

The majority of volunteers felt that they were able to personally contribute something to their organisation including knowledge and skills developed within their careers or other voluntary positions. They appreciated the opportunities to contribute their own ideas within their teams and said they brought enthusiasm and commitment to their voluntary roles.

This project also aimed **to provide more opportunities for programming for museum visitors and potential visitors through increased volunteer capacity**. The engagement and learning opportunities increased within the partnership over the duration of this project by 22%.

4.2 Meeting ACE Goal 3: museums are sustainable, resilient and innovative

The project aimed to establish a **strong and productive West London museum partnership** focusing on volunteering. Working in partnership was highlighted as an area of strength of the project by the partners. All organisations valued the partnership, felt part of a support network, formed stronger links with partner museums and took part in new opportunities. They also expressed interest in working together in the future:

- *I have formed fantastic relationships with some of the partners resulting in plans to work together in the future (project partner).*
- *Main strength was ability to practice share with other museums, so valuable, find out others have the same challenges, how to resolve problems, talk through scenarios (project partner).*

The partners felt they shared an overall aim to develop and 'engage volunteers in a more sustainable way', but because the individual projects varied (according to the particular needs of each organisation), they developed their own particular vision and goals. The overall flexibility of the project was seen as a key strength and most partners felt that the goals they individually agreed were realistic and manageable, even though some felt a longer time frame would have helped.

All partners felt that the communication within this partnership was excellent; partners felt they had developed a 'supportive network.' Due to the nature of this project individual organisations worked on their own specific projects, but one partner said that 'throughout the project it became clear where there were overlaps between our projects/work and we were able to develop compatible ways of working.'

They also shared resources in terms of knowledge, experiences and especially training:

- *Partner organisations definitely shared resources, responsibility and creativity through planning training open to other organisations (project partner).*

The *Partnership for Excellence West London: Volunteering* project allowed each organisation the time and space to think strategically about volunteering in their organisation, developing new methods of working and taking risks through their individual projects. Partners were able to '*trial things and model things and actually do things*' which they wouldn't otherwise have been able to do. However, it was felt that risk and responsibility were each partners own for their individual project. Sharing these aspects of the project was not key to its success. It was suggested that a longer project may well have led to greater shared risk and responsibility.

As the majority of projects were independent '*it was difficult to make collaborative decisions on a project basis.*' As a partnership the decisions made were mainly administrative e.g. next meetings and training sessions. Alice, as Project Co-ordinator, directed the necessary decision making and the partners saw her role as key e.g. '*I just want to stress how well I think Alice did with this project. She really impressed me by her efficiency – it was a huge thing to pull together given the time restraints. I think she did brilliantly.*'

Planned opportunities for peer mentoring increased within the partnership over the duration of this project and plans have already been generated for ongoing joint working including monthly volunteer visits to partner organisations over the next year.

The project also aimed **to develop better organisational practices and structures regarding volunteers to ensure a sustainable future.** Although most organisations had some level of volunteer policies and procedures in place nearly all partners had updated, refreshed or added to these by the end of the project (or were planning to). A number of partners had also developed structures for new events (including, or for, volunteers) e.g. training and workshops about Forest Schools, Halloween workshops and a spooky tour.

All partners considered that the project had been of strategic benefit to them, in particular it had helped them to develop a more ambitious vision, develop better systems and structures, recruit new volunteers, develop an ongoing network and develop a better visitor offer. Most partners felt that the project had allowed them to trial new ways of working e.g. '*working in partnership with a wide group of museums*' and developing '*a more mutually beneficent set-up*' between the organisation/staff and volunteers which was '*a bit haphazard before.*' Some also felt they were able

to take some considered risks such as giving volunteers more responsibility in certain areas e.g. developing resources and recruiting volunteers for specific roles.

Overall we see an increase in perceived organisational resilience across the partnership, with a marked perceived increase in strong and effective leadership, the continuous updating of information and knowledge bases and having staff that are knowledgeable about funding streams and can be creative about where/how to apply for different pots of money. When asked to explain how and why they felt they had increased their organisational resilience the partners talked about attracting new audiences, generating income and reducing costs. They said they had developed a stronger team with more engaged volunteers who felt that the organisation was investing in them. The partners felt part of a supportive network, were able to work with new ideas quickly and effectively and were better at up-skilling staff and volunteers.

Three partners were really positive about their volunteer recruitment. One organisation had been able to attract a range of younger volunteers, another had significantly increased their number of regular and local volunteers and another had developed a new volunteer role and recruited five new volunteers. They had a better idea of ways to market new volunteer opportunities. Not all organisations however were focusing on recruitment as part of their project strategy.

Most partners were satisfied with their new volunteer workforce at the end of the project, describing their new volunteers as '*excellent*', '*passionate and dedicated*' and being '*great additions*' to the team.

4.3 Meeting ACE Goal 4: diverse and highly skilled leadership and workforce

The project aimed **to develop a volunteer structure that has attracted and engaged (or has the potential to attract and engage) a more diverse volunteer workforce – reflective of West London.** The majority of partners said they had a sustainable volunteer recruitment strategy reflecting their organisations priorities for volunteering in place. One organisation, '*currently in-between organisations*' will review their recruitment strategies once their governance is finalised, one organisation's strategy will be discussed this year as they plan their strategy and future working with their

new partnership organisation and one organisation's strategy still needs to be finalised.

During the project four partners increased their percentage of BAME volunteers by 3% or more and three organisations increased their percentage of younger volunteers; Orleans House Gallery by 10%, London Museum of Water and Steam by 5% and Strawberry Hill Trust by 2%. Strawberry Hill Trust also increased their 'families volunteering together' by 3%. The partners have plans and high hopes for attracting and engaging an even more diverse volunteer workforce reflective of West London/their borough through their new volunteer recruitment strategies.

Partner organisations rated their perception of their volunteer retention rate at the beginning of the project and again at the end of the project. There was no difference for any of the organisations, which may reflect the fairly short time scale of the project and the knock-on effect this had for volunteer recruitment overall.

The project also aimed **to extend training opportunities for volunteers**. There were 8 centrally coordinated opportunities to take part in training events with a total of 40 participants, and 723 volunteers benefited from 51 training opportunities from the wider cohort of partner organisations.

The volunteers felt that they had really developed their knowledge and understanding through the training opportunities offered. They cited buddy, mentoring, dementia awareness, writing for the web, outdoor learning, Early Years and tour guide training. Half of the volunteers said they had really developed their skills. These included presentation skills, customer service skills, writing for the web, skills for engaging people with dementia with art, organisation, creativity, communication and time management skills as well as the necessary skills to prepare and work with different learning groups.

Almost two-thirds of the volunteers felt that they had really increased their confidence; especially to talk to people they didn't know. Some volunteers had really struggled with their confidence before volunteering e.g. *'I felt nervous even talking to my friends let alone new people'* and *'after a long period of not working my confidence was low.'* The training was cited as useful by some volunteers.

The project also aimed **to provide a relevant training and capacity building programme for staff**. Eleven members of staff took part in five sessions of Action Learning. Fifty-three members of staff took part in ten other training sessions. The partners felt that there was a huge range of different training opportunities, with something relevant for everyone. They were confident it would have immediate and long-term impacts for their work. They appreciated being able to offer training to their volunteers.

By the end of the project the partners felt better able to assess volunteers' training needs, communicate better with volunteers, understand their needs better as well as source training expertise/knowledge internally or externally. Overall they felt a little more confident in recruiting and managing volunteers. Their knowledge and understanding of the latest safeguarding legislation and government guidance remained the same. There was a sense that knowledge and understanding in this area could continually be improved upon in order to stay up to date and answer any queries.

Most partners said they had planned or were planning more efficient ways of working. Time to plan was seen as an ongoing issue but taking part in this project had allowed a lot of the thinking to happen. Most felt there was an effective support network in place which they could positively contribute to.

4.4 Meeting ACE Goal 5: children and young people have opportunities to experience richness of museums

The project aimed **to attract and engage young people as volunteers**. Three organisations increased their percentage of younger volunteers, Strawberry Hill Trust by 2%, London Museum of Water & Steam by 5% and Orleans House Gallery by 10%. The partners have plans and high hopes for attracting and engaging a more diverse volunteer workforce reflective of West London/their borough through their new volunteer recruitment strategies.

The project also aimed **to provide more varied opportunities for programming for children and young people through increased volunteer capacity**.

Engagement/learning opportunities increased within the partnership over the

duration of this project by 22% (not counting Wandsworth Museum because of its current relocation to Battersea Arts Centre).

- *I feel it has really improved my confidence working with young children as well as improving my communication skills (volunteer)*
- *The young people we recruited have done an excellent job so far and have brought a fresh enthusiasm and creative approach to the museum (project partner).*

4.5 Strengths (as seen by partners)

The partners highlighted the following areas as particular strengths of the project for

4.5.1 Opportunities to **meet colleagues, develop professional relationships, exchange ideas** and **share practice** were the biggest strengths of this project e.g.

- *Sharing good practice and looking at the structure of other organisations that use volunteers effectively. Now our volunteer offer is better than it was... good to see what a structured volunteer programme looks like.*

4.5.2 The **variety of training opportunities** for both staff and volunteers worked extremely well. They felt that without this kind of project, many of these opportunities would not ordinarily be available to them.

4.5.3 Overall the partners felt they had achieved a **greater knowledge and understanding** of volunteer management and recruitment e.g.

- *The Museum (Orleans House Gallery) raised our awareness about the whole business of recruiting volunteers and how to deal with them. We've recruited in the past by word of mouth largely, but the idea of having a fairly organised structure by which to do so and all the follow up that goes with it is hugely valuable. It was something of an eye-opener for us.*
- *I've found out more about how you recruit volunteers and what they expect and what they want to experience from volunteering.*

4.5.4 They also felt they now had a **greater awareness** of the potential roles for volunteers across the local sector as well as each partner's volunteering needs e.g. one partner is now more aware of the volunteering needs of other West London

museum/heritage sites which has 'given them scope to develop future collaborations and referrals through volunteer opportunities.'

4.5.5 The **funding** was 'really really valuable.' That the partners could use their 'pots of money' flexibly and for their own specific needs was seen as a huge strength e.g.

- *We could tailor the funding exactly as we wanted to do. It was very flexible so you could do the things you needed to do rather than do something that fitted a protocol.*
- *For us it allowed us to provide training for staff and volunteers in two areas of our programme that we wanted to expand which otherwise we might not have been able to do. For us it was very very useful and it allowed us to recruit volunteers using that training as a bit of a carrot.*
- *We would not have prioritised the volunteer development opportunities that we carried out had it not been for the project and funding.*

4.5.6 The partners praised **the project management and communication skills** of the Orleans House Gallery staff and particularly Alice as the Project Co-ordinator. The Orleans House Gallery team maintained a flexible, though effective, project structure which worked well:

- *The project was strong because quite flexible, fluid.*

4.5.7 One partner was particularly pleased with the **calibre of volunteer** they had been able to recruit through this programme e.g.

- *The advertising scheme that took place produced one quite brilliant volunteer for us that we would never have got at all.*

The recruitment drive was an opportunity to test and pilot joint recruitment across six different London Boroughs (Hammersmith and Fulham, Wandsworth, Harrow, Ealing, Hounslow and Richmond). Adverts for volunteers were placed on a wider scale than any individual partner could have achieved by themselves. It was a joint decision as a partnership to recruit through high profile places e.g. Metro newspaper, so shared some element of risk. It didn't work for all partners but some were really pleased about their volunteer recruitment.

Another was really pleased with the opportunity to focus more on their existing volunteers:

- *We were able to get to know our existing volunteers better, we started to focus more on volunteers, value them more.*

4.5.8 One partner said the strength for them was the '*surprising benefits of **Action Learning***.' Another said '*the 'expectation cards' and 'evaluation cards' for volunteers were quite useful in forming a bit more of a **dialogue and conversation with new volunteers***':

- *There wasn't really anything in place before; it was maybe just an initial meeting and induction. By doing the expectation cards you actually discussed with the volunteer what they would like to do and why they are coming to volunteer here and then it formed a bit more of a relationship between myself and them by doing that.*

4.6 Areas for improvement (as seen by partners)

The partners highlighted the following areas of improvement:

4.6.1 The partners suggested that the **timescale** could have been a bit longer. Unfortunately due to a delay in recruiting the Project Co-ordinator the majority of project activity took place over eight months instead of the planned twelve months:

- *I think that's my main criticism as it feels like it's been a little bit squashed together.*
- *A longer project may have been beneficial, to see volunteering across the whole life cycle.*

4.6.2 Some of the **project paperwork** proved to be problematic for some partners. They described it as '*overlapping*', '*at times a duty rather than productive*', and a '*bit hard*'. One partner found the evaluation/data collecting task '*a bit confusing*.' The Project Co-ordinator did stress the importance of gathering evaluation data and that the tools had to encompass a wide range of diverse projects as a rationale to why there was a lot of project paperwork.

4.6.3 The timing of the **training** was problematic for a couple of partners. They described a lot happening at the end of the project and wanted it more spread out as last minute training restricted who could attend. Some found the training offer a little confusing (*'so much training going around it got confusing'*) and some weren't sure how to explain the offer to colleagues and volunteers.

- *I was going to say a slight criticism that one thing I did find difficult was trying to sell the training to our volunteers because we didn't always have enough information to go on about what would be covered. It wasn't until maybe the week before or something that we actually got a bit of a breakdown. I had a lot of people asking questions that at times I found difficult to try and up sell.*

4.6.4 Some partners said they needed **more time/further support** in recruiting volunteers, how to find training for volunteers, managing volunteers, *'more general support during the project for those working solely on their own'*, *'support around ongoing funding for volunteer expenses'* and advice about how to finish longer relationships with volunteers on a positive note. It should be noted here that the latter wasn't an aim of this particular project.

4.6.5 One partner said a minor problem was that it was difficult to arrange **meeting times** convenient to all. Committing to a series of meetings over a fairly long period of time was hard for one partner. Another said meetings could be challenging from a geographical point of view (*'some volunteers found going over to Orleans House a little daunting.'*)

4.6.6 Although the **rich diversity of activity** between the partners was seen as a positive one partner felt it would have been good to have *'a bit more of a planning specialist group with a common focus because we ended up doing really disparate things.'* One partner wanted *'better preparation/explanation in advance of the project.'*

4.6.7 Within a steering group partner meeting the group collaboratively decided **Action Learning** would be beneficial. This was organised by Orleans House Gallery as an optional activity which required a five week commitment. The format of the

Action Learning didn't work for some partners and for others, although interesting, was a big commitment:

- *It seemed quite a luxury that at times I didn't think I could afford.*

However one partner said '*great to do Action Learning, felt a bit separate but linked. We didn't hugely talk about volunteer project – more broadly useful. Kept it open which was good.*'

Conclusion

This pilot project was well planned and managed. The majority of the project activity took place over an eight month period, rather than being spread-out over a longer timeframe. However, within this constraint the partnership achieved some excellent immediate outputs and outcomes with the potential for longer term sustainable impacts.

5.0 Recommendations

- This project has established an effective methodology for sharing learning and developing and sharing good practice. There is a clear demand for Orleans House Gallery to position itself as a Heritage Hub and to take a leading role in managing future strategic projects.
- Some of the project paperwork proved to be problematic for some partners. An additional briefing by the external evaluation consultant (alongside the Project Co-ordinator) would be a valuable way of clarifying and engaging all partners with the evaluation process for future strategic projects.
- For projects with such a wide variety and number of training opportunities, endeavour to spread these out across the project timeframe as much as possible. Providing content information earlier will enable museums to better 'up sell' these valuable opportunities to their staff and volunteers.

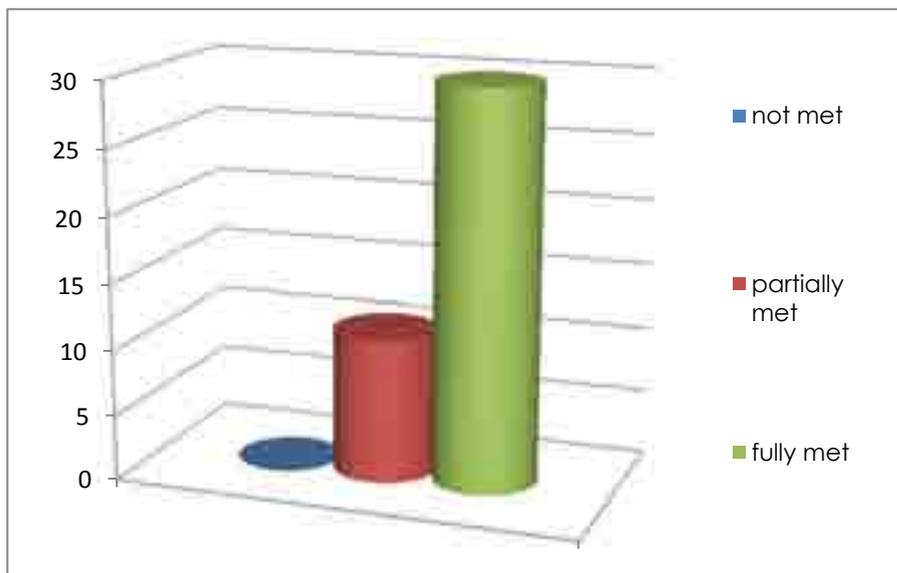
6.0 Detailed findings

It should be noted for this section that not all organisations answered all questions, as some were not relevant to the partner organisations project, so the total number of responses does not always add up to eleven.

6.1 ACE Goal 2: More people experience and are inspired by museums

Aim 1: to provide more engaging volunteer opportunities

a) Volunteers will consider that their expectations for volunteering have been fully met



n=41

The majority of volunteers (30 out of 41 who filled in the survey) felt that their expectations had been fully met; some felt that they had been exceeded. Their expectations ranged from gaining a better understanding of the diverse roles available in the sector, to taking part in a specific project (e.g. volunteer website project, site specific performance), developing skills (people, creative, communication) as well as increasing their confidence. Feeling like they had made a valid contribution and feeling valued contributed to whether they felt their expectations had been met. The value of being able to participate in training, paid for by their organisation, was mentioned by a number of these volunteers.

Eleven volunteers felt their expectations had been partly met. Their reasons for this were that there was more that they wanted to learn and be involved in, they had not (as hoped) secured a part-time job through volunteering or built up their professional connections as much as they had expected. One volunteer hadn't been able to take part in as much of the training on offer as they wanted to because of their other commitments.

Quotes from volunteers who said 'fully met'

- *I want to increase my confidence especially among meeting and talking to new people and get an insight into a customer facing role...my expectations have been far surpassed from what I was expecting to start off with....I have been moved up to working on the information desk.*
- *My expectations were to be part of the volunteer website project...the project has successfully launched and I feel that I made a valid contribution to it...I attended a one day course on writing for digital media, which was exceptionally helpful.*
- *Through my role as a communications volunteer I have had the opportunity to gain a better understanding of the diverse roles available in the culture heritage sector.*
- *I am given a lot of responsibility and trust and have been able to develop both my writing and computer skills through a course that was paid for by my organisation and my tasks as a volunteer. I feel the work I do is valued.*
- *To improve my people skills with general public, on this I have built and continue to do so.*
- *(I expected) to share my enthusiasm for a relatively unknown and unique building.... (I have developed) a more creative approach to helping ne volunteers and thereby visitors.*
- *I expected it to be a smaller museum than it is and didn't expect it to be so good....the museum is so engaging and inspiring. The machinery and mechanisms, as well as its history and potential for performance have given me a huge sense of anticipation and excitement to be involved.*
- *I thought it would just be an informative performance with limited space. We have had full accessibility and full creative freeness to create an on site project that's unique and intriguing.*
- *My expectations have not only been met but exceeded, I have had the*

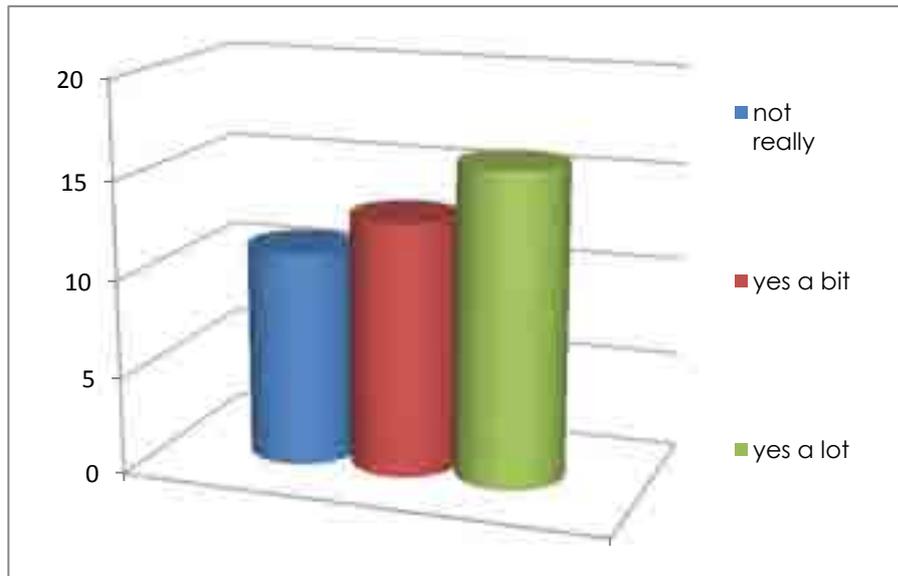
chance to be trained in different areas of the educational process (Dementia, How to Give a Tour, Safeguarding), given the chance to teach a couple of workshops for different age groups (supervised). I have learnt how to write lesson plans and organise a workshop.

- I feel it has really improved my confidence working with young children and well as improving my communication skills.

Quotes from volunteers who said 'partially met'

- *(I expected) to learn and be involved in many aspects of volunteering...still a number of aspects I would like to learn and be involved in.*
- *I was looking forward to refreshing my knowledge of Early Years practice by sharing ideas with other volunteers and professionals as well as hoping to gain new insights from the workshop facilitator...almost fully met although I didn't really learn anything new from the Early Years session – however it did reinforce what I already knew and it was great finding out how other museums approach Early Years.*
- *I learnt many more skills which have become useful to me on a day to day basis. However my hope to build even more professional connections was not as successful as I would have thought.*
- *I am now in my fourth year of volunteering and it has been hugely rewarding. It has actually changed my life. I have learned new skills, met new people and loved working in a busy, creative environment. I had hoped to get a part time job through the experience but that has not happened.*
- *I wanted to support an important local amenity with which many of my friends were involved. In the many years in which I have been involved major improvements/developments/activities have taken place, which is satisfying, but more remains to be done.*
- *(I expected) to gain more experience of the arts industry...I only say partially met because there is a lot of training that I miss out on because I work during the week.*

b) Volunteers will feel part of a wider network beyond their local museums



n=40

Attending training sessions and workshops gave a lot of these volunteers the opportunity to meet other volunteers and staff within the West London museum partnership. They valued the opportunities to exchange ideas and share experiences. Visiting other organisations too was a bonus. Two volunteers saw this network as a vehicle for future volunteering opportunities. Even though some volunteers were more aware of volunteering in other West London museums they didn't particularly feel that there was a wider network that they could tap into after the training. Those that didn't attend the training felt that their volunteer network remained mainly within their own organisations.

Quotes from volunteers who said 'yes a lot'

- *I had the chance to attend storytelling training at Ham House and through this project I have got to know staff and volunteers from other sites and make connections.*
- *Meeting many other volunteers at the training courses I attended was fascinating vis a vis our working practices and it was great to exchange and share our experiences and ideas for the future. Lovely to train in different museums and buildings too.*
- *It is encouraging when a small non professional organisation can get new ideas*

for improving their approach through observing and discussing with others

- It has definitely opened up opportunities for me in future and made me feel part of an inclusive group.*
- Yes, now I have a contact for future volunteering opportunity in West London, where I have just moved.*

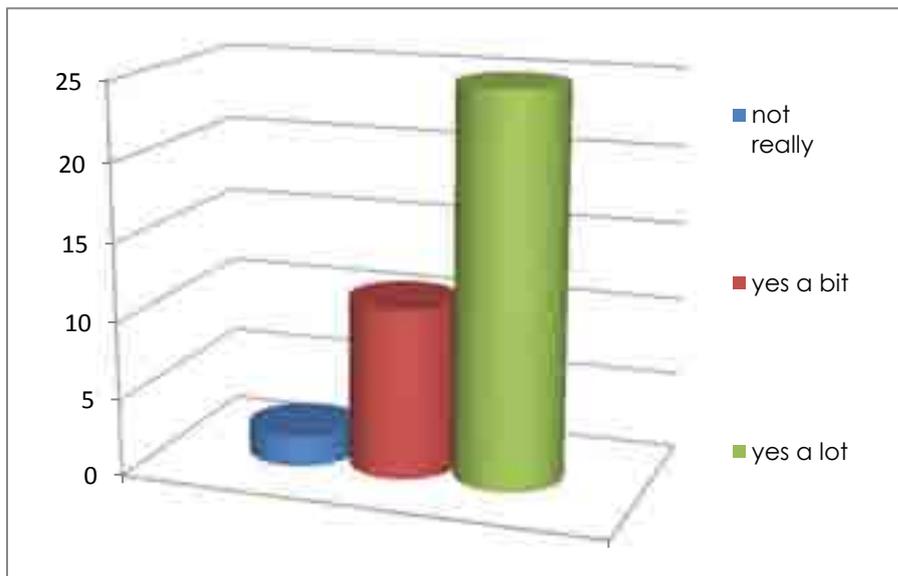
Quotes from volunteers who said 'yes a bit'

- Although meeting other people at training events is very good it ends when the training ends. There doesn't seem to be any follow up or network for volunteers.*
- I have met some other volunteers, but it has just been within the organisation.*
- Attending training sessions/workshops has given me the opportunity to meet other volunteers/staff within the West London museum partnership.*

Quotes from volunteers who said 'not really'

- It was great meeting people but I didn't feel I had the chance to make definite connections. If I had been able to attend more training this might have helped but due to my own schedule this wasn't possible.*
- I am not aware of many other organisations that use/want volunteers but would be interested to find out.*
- I have not had much feedback and have not been told about any future opportunities.*
- I have not attended any West London wide training or networking events*
- I am more aware of volunteers in other areas but I do not necessarily feel part of a 'network.'*
- My experience is contained within one organisation.*

c) Volunteers will be inspired (to find out or try something new) by working with the museum



n=40

The majority of volunteers were inspired to find out or try something new through volunteering. Some were inspired to take on more responsibility within their own organisation e.g. supporting learning sessions, becoming a guide and lecturer, developing their acting skills to use in interpretation and developing their communication skills to help volunteers. Some now wanted to find out more about art, plants and herbal medicine, heritage and historical charities and engaging children with autism and older people with dementia with art. Two volunteers wanted to pursue their goals of paid work related to volunteer roles (teacher, customer services).

One volunteer wanted to use the ideas from the training in their own paid work as well as their other voluntary position, and another was inspired to look into site specific theatre more and see how they could direct a similar production. One young volunteer said they were now much more motivated generally to get involved in things outside University. The volunteer who said they weren't inspired said '*I have been involved previously in volunteering and will continue to do so where time allows.*'

Quotes from volunteers who said 'yes a lot'

- *Inspired me to pursue my goal of joining Transport for London and working in a customer facing environment.*
- *Inspired me to find out more about the heritage and historical charities.*
- *I am looking forward to hopefully supporting some sessions at Gunnersbury and the training has given me some ideas to use in my own work and as a volunteer at my son's school.*
- *I have benefitted enormously from working with talented colleagues and with their support I have taken on new responsibilities as a guide and lecturer*
- *I have helped make educational workshops...and organised and planned a Children's Day.*
- *I feel much more motivated to get involved in things outside of Uni now, it had given me a new sense of drive to take and make the most of any opportunities that arise.*
- *I want to continue to perform at museums.*
- *Volunteering has inspired me to find out more about history, as well as in museum related work/education.*
- *I have more incentive to learn as much as possible about how art reaches different groups i.e. children with autism or older people with dementia etc.*
- *(Volunteering) at Orleans House has definitely made me realise that I would fit in a teaching environment. It has showed me the rewards of being a teacher. It has encouraged me to look for a job in the field.*
- *I've done research and tried out recipes for herbal medicine and chemistry.*

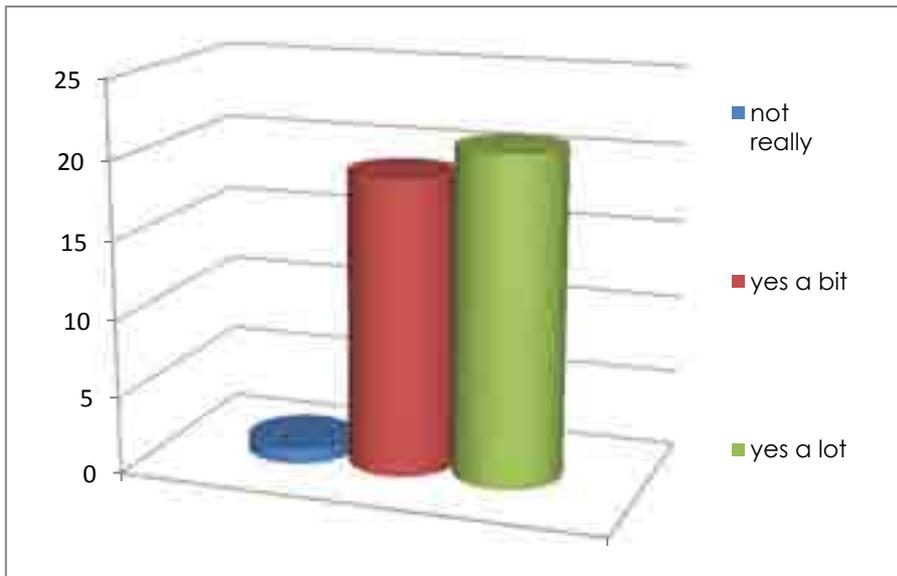
Quotes from volunteers who said 'yes a bit'

- *I would be keen to continue my relationship with Gunnersbury and try out some of the ideas covered on the training course.*
- *To develop acting skills to use in interpretation of Garrick and Shakespeare.*
- *The key to helping volunteers is good communication and appreciation of volunteer's different talents and expertise and I have been inspired to develop this.*
- *I've always liked to help but it's been very inspirational. With free time in the future I'd be happy to help again.*
- *I would look into site specific theatre more and see how I could direct a*

production similar to this one.

- *It has interested me in art as I haven't much knowledge in this area.*

d) Volunteers will feel they have been able to personally contribute something (e.g. skills, knowledge etc.) to the organisation



n=41

The majority of volunteers felt that they were able to personally contribute something to their organisation (a lot or a bit). Volunteers described their own knowledge and skills which they had brought to their voluntary role e.g. charity management, acting, customer service, IT, training and writing. Some of these they had developed within their careers or other voluntary positions. They appreciated the opportunities to contribute their own ideas and brought their enthusiasm and commitment to their voluntary roles.

Quotes from volunteers who said 'yes a lot'

- *I bring a lot of enthusiasm and commitment.*
- *Through my blog post I feel that I have helped volunteers who are not regular web users get a better sense of how they can contribute to the volunteers' blog and also learn more about Fulham Palace history.*
- *Sharing and discussing ideas was great – I felt I had a lot to offer and was given the opportunity to do so.*
- *I have written both trustee and management committee minutes for 3 years.*

Now as a member of the management committee I co-ordinate the volunteers.

- *I have had wide experience in managing a charity and have been able to bring this experience in administration, legal and financial matters to bear for the benefit of the charity.*
- *I am the only professional actor/volunteer so can relate to David Garrick in a unique way and have a great deal of knowledge about his work.*
- *I have brought my professional experience of dealing with a large cross section of the public (in relation to historic buildings).*
- *I've offered song suggestion which have been successfully implemented and performance ideas to utilise the performance spaces.*
- *Having had some experience with site specific work and lot of experience with amateur dramatics I felt I could help other actors that were not as confident.*
- *It's allowed me to contribute any ideas I have or help needed in the class, I find myself always helping out somewhere.*

Quotes from volunteers who said 'yes a bit'

- *I have been able to contribute some IT skills, and training skills.*
- *I love writing and use this skill every time I volunteer.*
- *We had lots of opportunities to learn from each other during the training and I was also able to contribute my thoughts and ideas.*
- *I think I have managed to contribute some of my organisational skills and working as part of a team.*
- *I was able to build props to help.*
- *On one instance when the queue for the Sunday afternoon art was rapidly growing my skills of handing the public came in use.*
- *I think I have contributed to the smooth development of the workshops I assisted with.*

Aim 2: to provide more opportunities for programming for our museum visitors and potential visitors through increased volunteer capacity

a) Increase in (or increase in planned) engagement/learning opportunities on offer for visitors (*talks, tours, family activities, school workshops, adult events etc.*)

Partners chose one month at the beginning of the project to record their baseline figures and a second month at the end of the project to record their summative figures.

	Baseline	Summative
Fulham Palace Trust	18	19
Garrick's Temple to Shakespeare Trust	1	1
Gunnersbury Park & Museum	42	51
Ham House and Garden	29	32
Headstone Manor & Museum	14	16
Holly Lodge Centre	40	40
London Museum of Water & Steam	20	30
London Transport Museum	50	65
Orleans House Gallery	39	55
Strawberry Hill Trust	30	35
Wandsworth Museum	39	5

Engagement/learning opportunities increased within the partnership over the duration of this project by **22%** (not counting Wandsworth Museum because of its relocation to Battersea Arts Centre). One partner said a main benefit of the project was that *'it's also allowed us to expand the art programming and how volunteers can fit into that.'*

6.2 ACE Goal 3: Museums are sustainable, resilient and innovative

Aim 1: To establish a strong and productive West London museum partnership focusing on volunteering

a) Number of active project partners

The number of active project partners was eleven.

b) Plans generated for ongoing joint working

Monthly volunteer visits to partner organisations have been scheduled for the next year.

c) Number of resources shared as a result of the partnership

Forty-eight resources were shared as a result of the partnership (not including email content). These included meeting minutes and agendas, training schedules and notes, evaluation tools and other associated documents - including information from wider volunteering meetings attended (Heritage Volunteering group, London Heritage Volunteer Managers Network and available training sessions).

d) Increase in planned opportunities for peer mentoring (formal or informal)

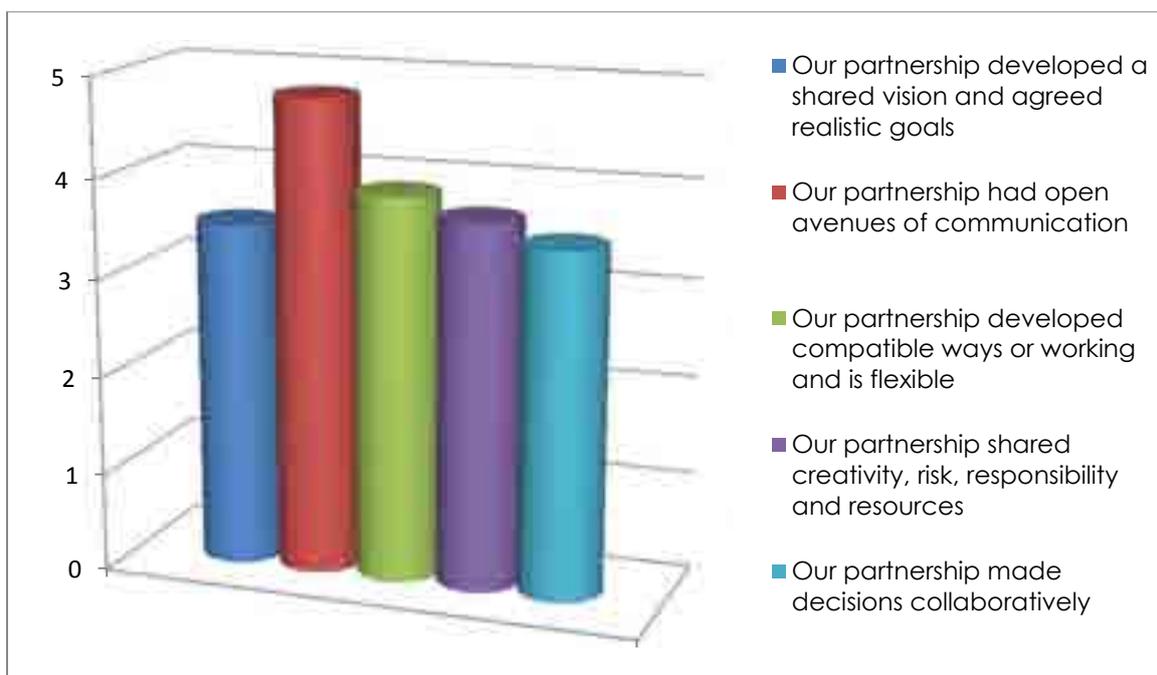
Ten organisations answered this question.

	Baseline	Summative
Fulham Palace Trust	2	5
Garrick's Temple to Shakespeare Trust	0	1
Gunnersbury Park & Museum	4	5
Ham House and Garden	8	11
Headstone Manor & Museum	4	18
London Museum of Water & Steam	0	0
Orleans House Gallery	0	0
Strawberry Hill Trust	5	8
Wandsworth Museum	0	0

Planned opportunities for peer mentoring (formal and informal) more than doubled within the partnership over the duration of this project (not counting Wandsworth Museum because of its relocation to Battersea Arts Centre).

e) Partners feel that they have been part of a successful partnership

The partners agreed the top five areas that identified what a successful partnership looked like. At the end of the project 13 individuals from the 11 partner organisations rated each of these on a scale of 1☹ to 5☺. Each column on the graph below represents the average partner's rating.



Our partnership developed a shared vision and agreed realistic goals

The partners felt they shared an overall aim to develop and ‘engage volunteers in a more sustainable way’, but because the individual projects varied (according to the particular needs of each organisation), they developed their own particular vision and goals. The overall flexibility of the project was seen as a key strength and most partners felt that the goals they individually agreed were realistic and manageable, even though some felt a longer time frame would have helped.

Quotes from the partners (with their rating)

- *The shared vision of the partnership was apparent as the aims and objectives of our work continued to evolve over the period of the project. I think most partners were satisfied that their goals could be achieved, with assistance. (5)*
- *Being able to be fluid and flexible so we could agree realistic goals for each museum. They understood we were at the beginning of a big HLF project, the museum was closed. (5)*
- *Overall aim to engage volunteers in a more sustainable way was shared but it broke down differently because of needs of different museums so vision probably seen differently by different organisations. (4)*
- *We learned to share experience and within limits agreed aims. (4)*
- *All partners were able to communicate their plans and ideas for the project to each other which helped in developing my own ideas. (4)*
- *Realistic goals to a degree. Flexible with goals but there were short time frames for recruitment etc. Shared version – to a degree but all developed different tasks, projects. (3)*
- *The partnerships vision and goals seemed mostly set before partners came on board. (3)*
- *The vision and goals varied between partners. (3)*
- *The projects run by each organisation were quite disparate, so I'm not sure that there was really a shared vision, however goals and deadlines were realistic and manageable. (3)*
- *I think that there were realistic goals but the projects were very varied, so shared vision was not central. I suppose that we shared some broad objectives and attitudes towards volunteers and were able to learn alongside each other. (3)*
- *Vision was different depending on museum needs although overall Volunteer Development vision was apparent. Goals were realistic. (3)*
- *Our projects were different – this worked though. (2)*

Our partnership had open avenues of communication

All partners felt that the communication within this partnership was excellent. Alice (Project Co-ordinator) and Pippa (Arts & Heritage Development Co-ordinator) at Orleans House Gallery provided 'very clear communication and support throughout' as well as 'facilitating communication between different organisations.' Meetings and email communication between partners worked well. Partners felt they had developed a 'supportive network.'

Quotes from the partners (with their rating)

- *Everyone was open to being contacted by a fellow organisation, really opened a supportive network. (5)*
- *Pippa and Alice were always available and it has been great to meet and share with everyone in the project. (5)*
- *Very clear communication and support throughout. Partners were very receptive to support. Alice and Pippa were very involving and supportive. (5)*
- *Great communication from OHG – and they facilitated communication between different organisations. (5)*
- *I have formed fantastic relationships with some of the partners resulting in plans to work together in the future. (5)*
- *Excellent meetings and email communication between. Excellent opportunities for joint development and communication at training sessions. (5)*
- *Alice acted as go-between to begin with and was very clear, now we know each other and our museums we can go straight to who we need. (5)*
- *I went to meetings with an open attitude and representatives of other partners certainly did as well. The discussions we held by e-mail were also very useful and we have made new relationships with other organisations thanks to this. (5)*
- *Very much so, got to know lots of new partners. (5)*
- *Easy to email Alice, Pippa and other partner museums. Could easily talk about scheduling with Alice. (5)*
- *Emails – very good – on time, clear information. Documents were put on Dropbox – accessible. Passed on each other contacts so could discuss project, share tips. (4)*
- *Within the meetings communication was good – but little outside contact. (3)*

Our partnership developed compatible ways of working and is flexible

Due to the nature of this project individual organisations worked on their own specific projects, but one partner said that *'throughout the project it became clear where there were overlaps between our projects/work and we were able to develop compatible ways of working.'* Partners felt they communicated and co-operated well at the regular meetings, sharing with and supporting each other. *'Thanks to the responsiveness of Alice as the coordinator'* flexibility was a strength of this partnership. Each partner could develop their own goals and project time frame. One partner stated that *'I am sure with a longer partnership organisations would have begun to work more closely as part of their day-to-day operations in the area of volunteering.'*

Quotes from the partners (with their rating)

- *Definitely worked together a lot, partners really shared what they did. (5)*
- *Scheduling. Very advantageous for people taking Action Learning. Lot of people taking part in this, so project meetings would take place in lunch break – it was hard for X to get there at that time in the middle of the day. (4)*
- *Flexible goals – each partner could develop own tasks/projects time frames – flexible to a degree. (4)*
- *Throughout the project it became clear where there were overlaps between our projects/work and we were able to develop compatible ways of working. (4)*
- *Partners were able to work together on project however each project was relatively specific meaning there was not so much room for flexibility. (4)*
- *As we were all working within our individual organisations, we didn't need to work closely together but we were able to communicate and co-operate at the regular meetings. (4)*
- *Everyone willing to share knowledge. (4)*
- *Not much working was done within partnership, as projects were specific to individual organisations. When working together it was flexible. (3)*
- *We were often on the same wavelength – but did not take this further. (3)*

Our partnership shared creativity, risk, responsibility and resources

The partners felt that there were very useful discussions regarding creative solutions. They also shared resources in terms of knowledge, experiences and especially training. It was felt that risk and responsibility were each partners own for their individual project. Sharing these aspects of the project was not key to its success. It was suggested that a longer project may well have led to greater shared risk and responsibility.

Quotes from the partners (with their rating)

- *Definitely re resources. Risk?? Area of volunteers can be a bit risky, legal requirements etc. (5)*
- *Everyone very open to sharing resources, volunteer and staff training and inviting other member museums to join them. Great. Could see their sites and build stronger relationships. (5)*
- *I feel that partners shared their learning, knowledge and resources. A longer project may well have led to greater shared risk and responsibility but this was certainly achieved within the scope of what we set out to do. (4)*
- *Partner organisations definitely shared resources, responsibility and creativity through planning trainings open to other organisations. (4)*
- *I have been able to attend or have places for volunteers on courses run by partners in the project. (4)*
- *Regular support throughout from partners. (4)*
- *Ideal, support and advice from colleagues has been great as well as the opportunity to attend training or visits to other organisations. (4)*
- *Limited by the format. (2)*
- *Resources and creativity shared at joint meeting and also if one pursued further communication. No risk or responsibility shared. (3)*
- *Open to sharing resources if needed. Shared tips/best practice for creativity. Risk and responsibility – each partner's own for project. (3)*
- *Again the fact that each organisation led their own project meant that sharing these aspects of the project was not key to its success but there were useful discussions re creative solutions as well as shared resources in terms of sharing experiences and training resources. (3)*

Our partnership made decisions collaboratively

As the majority of projects were independent 'it was difficult to make collaborative decisions on a project basis.' As a partnership the decisions made were mainly administrative e.g. next meetings and training sessions. Alice, as Co-ordinator, directed the necessary decision making ('without Alice nothing would have got done'). One partner felt that collaboration increased significantly across the period of the project.

Quotes from the partners (with their rating)

- *Collaboration increased significantly across the period of the project. We worked with other organisations to encourage joint visits and joint volunteering promotion as well as visits for our own volunteers. (5)*
- *But needed Alice to direct it, without Alice nothing would have got done. Everyone very busy. Regularity of meetings worked well. (5)*
- *Where appropriate decisions have been made collaboratively e.g. around additional training needs/opportunities. (4)*
- *'Understood the aim of project and broad brief so able to make decisions together – take different needs into account.' (4)*
- *When decisions had to be made by the group, everyone had the opportunity to share their opinion before agreeing a course of action. (4)*
- *The decision making was limited and very early in the project. (3)*
- *Again I think that collaboration was more administrative than creative owing to the nature of this project. (3)*
- *Where appropriate everyone was consulted and opinions sought but not always followed through. (3)*
- *Progress was shared between partners, though as the majority of projects were independent it was difficult to make collaborative decisions on a project basis. As a partnership decisions were made on next meetings, training sessions etc. (3)*
- *Limited by the format – relatively little joint working and decision making. (2)*
- *Decisions were not made collaboratively unless one pursued this further. (2)*

Aim 2: to develop better organisational practices and structures regarding volunteers to ensure a sustainable future

a) Partners developed and refreshed volunteer policies/procedures/job roles/volunteer application process

The table below shows where each partner organisation was starting from and what they had achieved by the end of the project. Although most organisations had some level of volunteer policies and procedures in place nearly all partners had updated, refreshed or added to these by the end of the project (or were planning to).

	Baseline	Summative
Fulham Palace Trust	In place	In place (with extra volunteer job role)
Garrick's Temple to Shakespeare Trust	Not in place	New registration form prepared, new guidance schedule planned
Gunnersbury Park & Museum	Generic in place with specific job role only for Community Kitchen Garden volunteers	Specific role descriptions for Early years and Outdoor Learning volunteers; other policies and procedures under development
Ham House and Garden	In place	Volunteer Development Officer working to rationalise role profiles and make the application process clearer for potential volunteers
Headstone Manor & Museum	In place	New job role for volunteer actors
Holly Lodge Centre	In place	Procedures and job roles refreshed
London Museum of Water & Steam	In place	In place
London Transport	In place	Plans underway to review

Museum		and centralise our induction process and update documents/adjust procedures related to our safeguarding policy
Orleans House Gallery	In place but vary across Front of House, Education & Exhibitions	Practices have developed with regular volunteer recruitment in place. Volunteer roles and expectations introduced on first meeting with manager. Volunteer policies discussed with all volunteers. Online application in place.
Strawberry Hill Trust	In place	In place – have revisited recruitment process in light of training provided
Wandsworth Museum	In place	Will review volunteer policy and roles available for volunteers during 2015 as we plan future partnership with Battersea Arts Centre. Application process may be refreshed.

b) Developed structures for new events (including or for volunteers)

Partners answered this question in a variety of ways. Five organisations described the new event structures they had developed:

- **Garrick's Temple to Shakespeare Trust:** training and workshops planned for next spring
- **Holly Lodge Centre:** training for volunteers about Forest Schools now in place
- **London Museum of Water & Steam:** new sessions delivered for performance arts students

- **Wandsworth Museum:** We are planning a lot of learning activity this year, including ongoing outreach schools workshops, family fun activities and EY sessions, both at BAC and outreach. We are planning to arrange volunteer support in advance of these events and this will feed into future planning for volunteers and their roles with the organisation/partnership
- **Headstone Manor & Museum:** New structure in place for Halloween workshops and Manor House spooky tour

c) Partners consider that the project has been of strategic benefit to them

All partners considered that the project had been of strategic benefit to them, in particular it helped them to:

Develop a more ambitious vision:

- *In terms of thinking more widely about volunteering over a bigger geographical area with a more diverse volunteer force.*

Develop better systems and structures:

- *I think it has been quite valuable to us. We were a small old fashioned outfit run by old codgers largely and I think this has helped us to perhaps focus on different ways of doing things and we have actually changed some of our practises and attitudes. We have actually set up new structures for both managing and encouraging volunteers. It was perhaps evolving anyway but this has given us a push in that direction and has been really quite valuable.*
- *It's really helped us bring in staff from across both sites that manage volunteers as part of their roles to address that fact, and to try and streamline the way that we work together in managing the volunteers. That was something that didn't exist before... it's created a bit of consistency and clarity between staff.*
- *Without volunteers we just wouldn't exist but that means sometimes you can be resting on your laurels a bit. The recruitment, although we did it really fast, made me go and look at our forms and double check that it was all ok, whereas where you are busy working all the time you don't necessarily always make sure you refresh your forms and your job roles and things all the time, so that was good.*

Recruit new volunteers

- *We have been very happy to recruit volunteers for an area we identified as a priority for 2015.*

Develop an ongoing support network:

- *Helped us to form stronger links with partner museums and increased training opportunities (which) won't end with this project, feel better communication and sharing resources will continue.*
- *More of a network to search for skilled volunteers through partnership, before it was very much about potential volunteers approaching us....I have also set up volunteers where better fitted to other organisations in the partnership and to suit volunteers needs.*

Develop a better visitor offer:

- *The volunteer development projects that I carried out at our organisation will be of benefit to our visitors and the offer we provide long term.*

For a couple of partners from organisations going through substantial change they could envision future strategic benefits. They felt it's given them *'quite a lot to think about within our own work and how we can develop practises and policies.'*

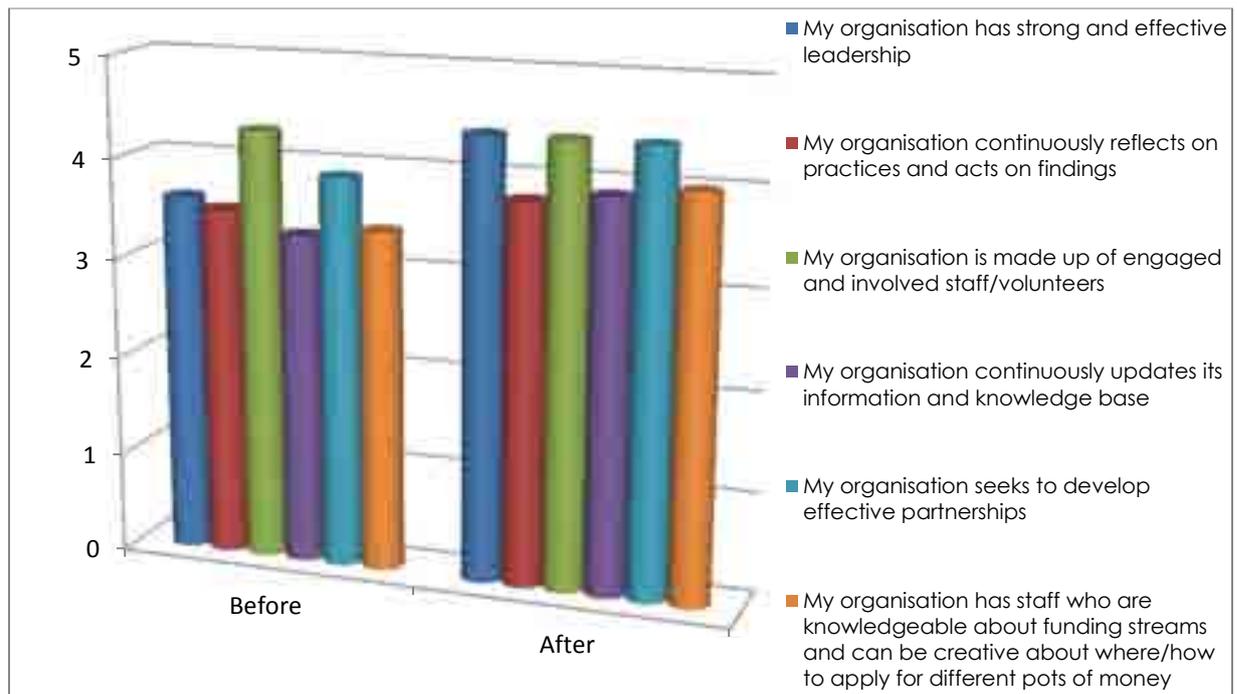
d) Partners feel they have been able to trial new ways of working and to take risks (or will be able to in the future)

Most partners felt that the project had allowed them to trial new ways of working e.g. *'Working in partnership with a wide group of museums'* and developing *'a more mutually beneficent set-up'* between the organisation/staff and volunteers which was *'a bit haphazard before.'*

Some also felt they were able to take some considered risks such as giving volunteers more responsibility in certain areas e.g. developing resources (*'some quite meaty'*) and recruiting volunteers for specific roles e.g. for delivering Early Years sessions and costumed interpretation (*'a new area for volunteer involvement'*).

e) Partners consider that the project has helped them develop their organisational resilience

The partners agreed the top five factors which identified a resilient organisation. At both the beginning and end of the project the partners rated these for their own organisations on a scale of 1⊕ to 5⊕. Each column on the graph below represents the average partners rating.



n=10

Overall we see an increase in perceived organisational resilience across the partnership, with a marked perceived increase in strong and effective leadership, the organisations continuously updating their information and knowledge bases and having staff that are knowledgeable about funding streams and can be creative about where/how to apply for different pots of money.

However, the following table shows the total ratings for each of the ten organisations at the baseline and summative stages which gives a more in-depth picture. Six individual organisations perceived an increase in organisational resilience following their participation in the project, with Gunnersbury Park & Museum showing a substantially sharp rise.

	Baseline	Summative
Fulham Palace Trust	29	29
Garrick's Temple to Shakespeare Trust	20	20
Gunnersbury Park & Museum	16	26
Ham House and Garden	23	19
Headstone Manor & Museum	23	29
London Museum of Water & Steam	21	26
London Transport Museum	19	22
Orleans House Gallery	26	30
Strawberry Hill Trust	22	25
Wandsworth Museum	21	23

When asked to explain how and why they felt they had increased their organisational resilience the partners talked about attracting new audiences, generating income and reducing costs. They said they had developed a stronger team with more engaged volunteers who felt that the organisation was investing in them. They felt part of a supportive network, were able to work with new ideas quickly and effectively and were better at up-skilling staff and volunteers.

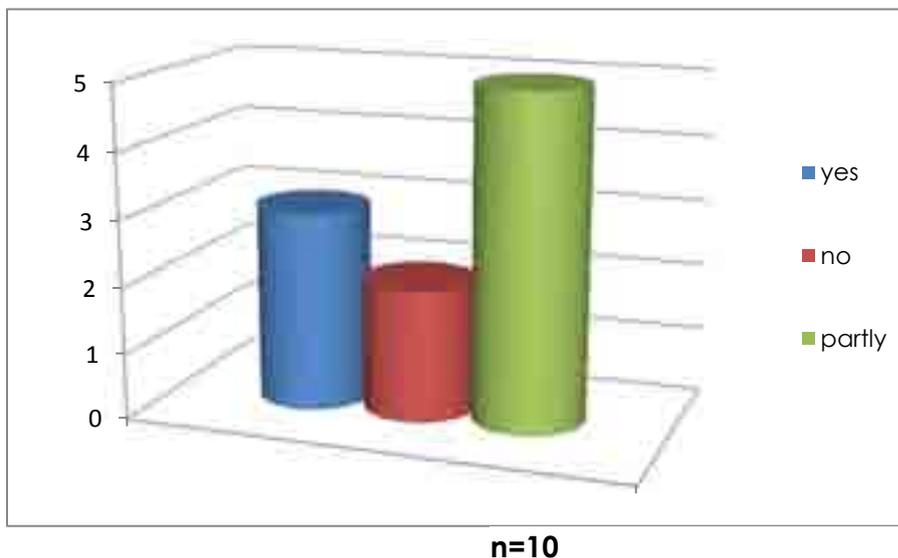
Quotes from partners:

- *Not only can we attract new audiences with events like ours, we can also generate income.*
- *We are hoping to reduce the cost of using costumed characters from professional museum acting agencies as we develop this area of volunteering.*
- *Feel stronger as an organisation because we feel much more connected to the West London network and because we can draw on the knowledge and expertise of others. Really hope Orleans House will continue to be a hub for this, they do this very well.*
- *Able to work with new ideas quickly and effectively*
- *We've also moved on in this way. With things like problem solving and what we did in some of the Action Learning meetings is not a question of other people giving you advice, but it's having to articulate the problem you are addressing. Having to think about it yourself and having to find some way of expressing it.*

It's forcing you to address a problem that perhaps you weren't entirely aware of and finding words for it. To some degree I think it's led us to a new attitude.

- *The wider training provided as part of the project has enabled us to fulfil identified training needs within the sphere of volunteering, family engagement, and working with those with special needs.*
- *For us it has helped us create that sense of unity which wasn't there before. I know that a lot of the areas that I manage as the Volunteer Manager, we are now starting to look at it a bit more collaboratively, which is quite a different focus to before. Hopefully that will create a stronger team overall.*
- *For us as a learning service it's made X and I more resilient because, with volunteers to one side, it's given us the opportunity to plan and develop something across our areas of work and across the Park and the Museum, which is something we were only just starting to do.*
- *The project has improved our resilience in that we have more engaged, more developed volunteers and so are more likely to retain them because they feel we are investing in them etc.*

f) Partners will feel they have improved their volunteer recruitment



Three partners were really positive about their volunteer recruitment. One organisation had been able to attract a range of younger volunteers, another had

significantly increased their number of regular and local volunteers and another had developed a new volunteer role and recruited five new volunteers. They had a better idea of ways to market new volunteer opportunities.

Not all organisations however were focusing on recruitment as part of their project strategy and already either had '*streamlined*' and '*effective*' recruitment processes or their parent organisation was '*re-focusing on recruitment.*' One partner would have liked more guidance on creating an '*exciting advert*' for volunteers and training in writing effective role profiles and adverts.

Quotes from partners who said 'yes'

- *I better understand the different ways in which to organise recruitment and where to market new volunteer opportunities. We are not in a position to recruit new volunteers at present but if we are in future I will use this increased understanding and knowledge.*
- *We have been able to attract a range of younger volunteers for our projects here.*
- *Have significantly increased our number of regular volunteers as well as an increased interest from the local community to get involved at the organisation.*

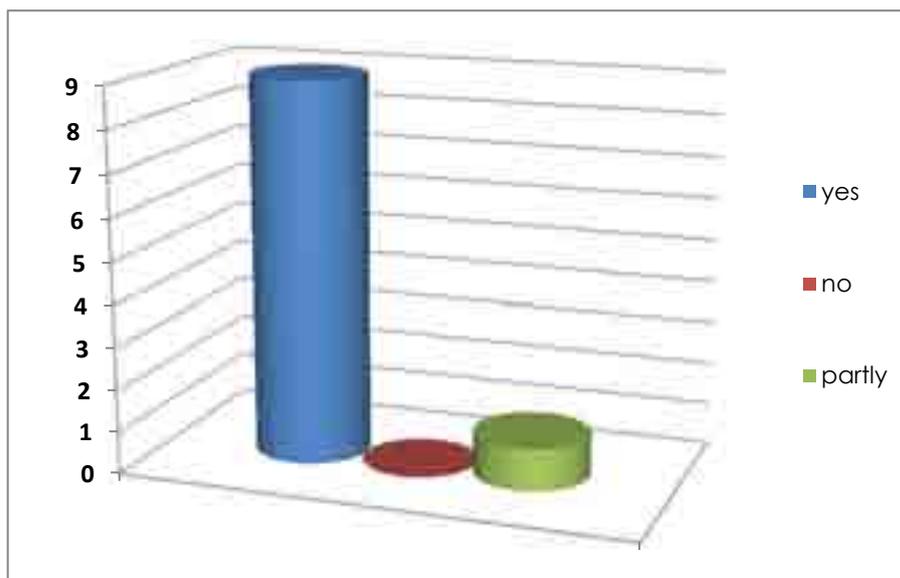
Quotes from partners who said 'partly'

- *But not as a result of this project as we were not focusing on recruitment with this project and did not take part in the recruitment drive. The improvement has been as a result of the newly recruited VDO and a property re-focusing on recruitment.*
- *We have previously relied on 'word of mouth' but have benefited from the project's advertising scheme.*
- *We would have liked guidance on how to create an exciting advert for volunteers. On reflection now we would like training in writing effective role profiles and adverts.*
- *We developed a new role and recruited five new volunteers.*

Quotes from partners who said 'no'

- *The volunteer recruitment process at Fulham Palace was already streamlined and effective; this project did not alter it.*
- *We are in a position where we do not need to recruit volunteers regularly.*

g) Partners are satisfied with their new volunteer workforce at the end of the project (i.e. fit for purpose)



n=10

Nearly all of the partners who answered this question were satisfied with their new volunteer workforce at the end of the project, describing their new volunteers as 'excellent', 'passionate and dedicated' and being 'great additions' to the team. The museum that said they were only 'partly satisfied' explained that 'due to the current changes taking place for our museum's HLF restoration project we have not fully utilised our volunteer workforce yet, however this will improve once our museum reopens.'

Quotes from partners who said 'yes'

- *We recruited two new volunteers through this project, for roles within the formal learning programme and Early Years programme. Both volunteers have brought fantastic skills to their roles and have been great additions to the Learning team.*
- *The young people we recruited have done an excellent job so far and have brought a fresh enthusiasm and creative approach to the museum.*

- *Through the training that we have provided through our storytelling and still house projects, we have given our existing volunteers new skills that they are using to improve the visitor experience and engagement at the property.*
- *We have one well qualified volunteer who is proving to be very useful and others are promising.*
- *The volunteers that joined Fulham Palace as a result of this project are excellent. We had three new volunteers and one existing volunteer take on the role of Volunteer Communication Assistant. Their support was invaluable when creating the website, as was their ability to lead the website training sessions for the volunteers. They will continue on in the role after completion of this project to provide ongoing maintenance and updates to the website on a weekly basis, as well as provide one-to-one training for volunteers on the website as needed.*
- *Have taken on a new cohort of very reliable and hard working people – very passionate and dedicated to working in the arts in an education capacity.*
- *We have a diverse group of dedicated volunteers that support the museum.*
- *Feedback from the public on the tours was excellent.*

6.2 ACE Goal 4: the leadership and workforce in museums and libraries are diverse and highly skilled

Aim 1: to develop a volunteer structure that has attracted and engaged (or has the potential to attract and engage) a more diverse volunteer workforce – reflective of West London

a) New sustainable volunteer recruitment strategy which has (or aims to):

➤ **Increased retention of volunteers**

Ten organisations rated their perception of the volunteer retention rate at the beginning of the project and again at the end of the project. There was no difference for any of the organisations, which may reflect the fairly short time scale of the project and the knock-on effect this had for volunteer recruitment overall.

	Baseline	Summative
Garrick's Temple to Shakespeare Trust	good	good

Gunnersbury Park & Museum	ok	ok
Ham House and Garden	good	good
Headstone Manor & Museum	good	good
Holly Lodge Centre	good	good
London Museum of Water & Steam	ok	ok
London Transport Museum	good	good
Orleans House Gallery	good	good
Strawberry Hill Trust	good	good
Wandsworth Museum	good	good

➤ **Increased % BAME volunteers**

Eight organisations could measure whether there was an increase in the percentage of BAME volunteers during the project. Half of these increased their percentage of BAME volunteers by 3% or more.

	Baseline	Summative
Fulham Palace Trust	good	good
Gunnersbury Park & Museum		increase
Holly Lodge Centre	Less than 5%	Less than 5%
London Museum of Water & Steam	15%	18%
London Transport Museum	B 1% A 5% ME 1%	B 2% A 4% ME 5%
Orleans House Gallery	2%	5%
Strawberry Hill Trust	3%	7%
Wandsworth Museum	11%	12%

➤ **Increased % volunteers 18-24 years old**

Eight organisations could measure whether there was an increase in the percentage of 18-24 year old volunteers during the project. Three organisations increased their percentage of younger volunteers, Orleans House Gallery by 10%.

	Baseline	Summative
Fulham Palace Trust	ok	ok
Gunnersbury Park & Museum		increase

Holly Lodge Centre	Less than 5%	Less than 5%
London Museum of Water & Steam	10%	15%
London Transport Museum	20%	10%
Orleans House Gallery	50%	60%
Strawberry Hill Trust	8%	10%
Wandsworth Museum	15%	15%

➤ **Increased families volunteering together**

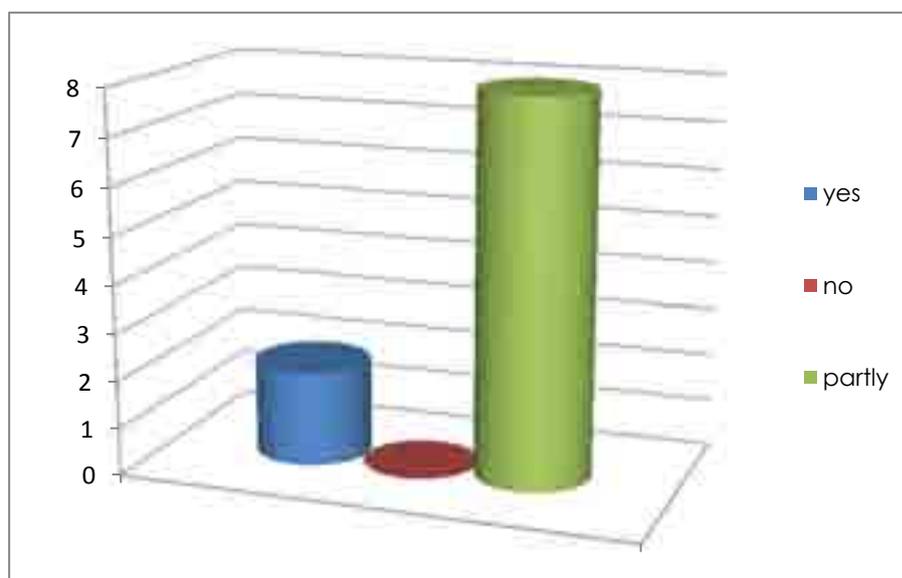
Six organisations could measure whether there was an increase in the percentage of families volunteering together during the project. One organisation, Strawberry Hill Trust, was able to increase this by 3%.

	Baseline	Summative
Fulham Palace Trust	Poor	Poor
London Museum of Water & Steam	1%	1%
London Transport Museum	2%	2%
Orleans House Gallery	0%	0%
Strawberry Hill Trust	1%	4%
Wandsworth Museum	0%	0%

b) Partners developed a sustainable volunteer recruitment strategy reflecting organisations priorities for volunteering

Seven out of the ten partners that answered this question said they had a sustainable volunteer recruitment strategy reflecting their organisations priorities for volunteering in place. Of the remaining three, one museum, '*currently in-between organisations*' will review their recruitment strategies once their governance is finalised, one organisation's strategy will be discussed this year as they plan their strategy and future working with their new partnership organisation and one organisation's strategy still needs to be finalised.

c) Partners consider their new volunteer recruitment strategies have the potential to attract and engage a more diverse volunteer workforce reflective of West London/their borough – or have already



n=10

The partners have plans and high hopes for attracting and engaging a more diverse volunteer workforce reflective of West London/their borough through their new volunteer recruitment strategies. Two organisations said they have already successfully attracted a much younger demographic. For some it's going to take a bit of time but they have plans in place e.g. micro volunteering over the summer. A couple of partners feel their hands are tied at the moment until their organisations are more settled. One partner is now more aware of the volunteering needs of other West London museum/heritage sites which has *'given them scope to develop future collaborations and referrals through volunteer opportunities.'*

Quotes from partners who said 'yes'

- *We have targeted a much younger demographic and also specifically performing arts students.*
- *Certainly in terms of new young people it has helped.*

Quotes from partners who said 'partly'

- *Again, this is dependent on our review of volunteer policy, roles and*

recruitment as we go forward with our new partnership but in future, we would be keen to think carefully about future roles and marketing of opportunities to ensure we are attracting as diverse a range of individuals as possible.

- We will be focusing on micro-volunteering over the summer which should help us to engage with a more diverse audience from West London.
- We have limited needs in this area since we are a small organisation but we are more open to new ideas and possibilities.
- Our learning from this project has given us a range of ideas to further develop our volunteer recruitment strategy, but due to our HLF restoration and our current staffing situation we will only be able to implement aspects of this.
- The new role created as part of this project, Volunteer Communication Assistant, did attract a more diverse volunteer workforce, and we foresee this continuing whenever the need to recruit for this position arises.
- We have had an increased interest from local and retired people to volunteer in the education programme. Could engage more diverse cultures.
- Our recruitment strategy hasn't changed as such, though our awareness of the volunteering needs of other West London museum/heritage sites has been strengthened through this project which has given us scope to develop future collaborations and referrals through volunteer opportunities.

Aim 2: to extend training opportunities for volunteers

a) Opportunities for up to 60 volunteers to take part in training events

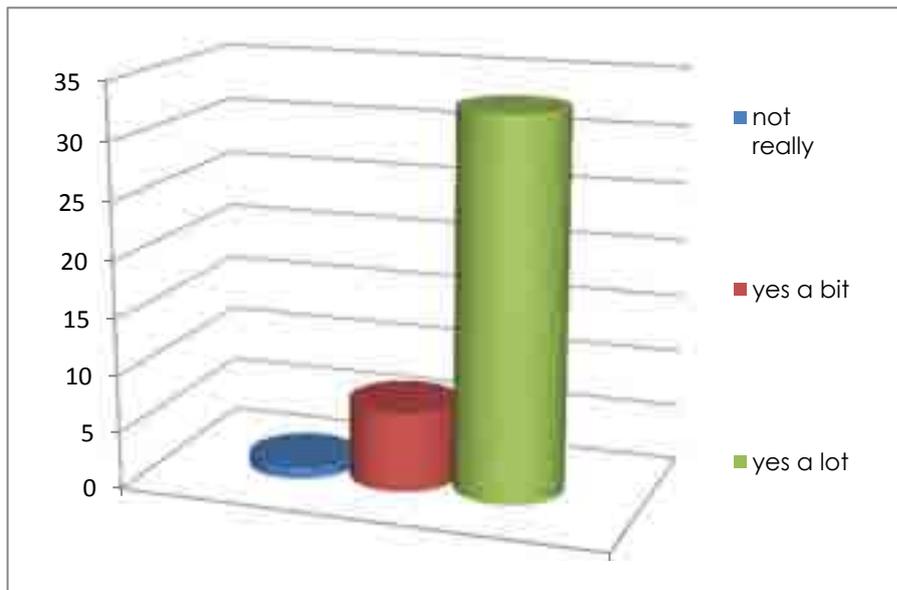
There were eight centrally coordinated opportunities to take part in training events with a total of 40 participants. However, the project exceeded the target of volunteers benefitting from a wider training offer by more than double, with 723 volunteers benefitting from a range of training opportunities.

b) Opportunities for up to 300 volunteers from the wider cohort of partner museums to benefit from some aspect of the training offer

723 volunteers benefited from 51 training opportunities from the wider cohort of partner organisations.

c) Volunteers will feel they have developed their knowledge and understanding, skills and confidence through training opportunities

Knowledge and understanding



n=41

The volunteers felt that they had really developed their knowledge and understanding through the training opportunities offered. They cited buddy, mentoring, dementia awareness, writing for the web, outdoor learning, Early Years and tour guide training that they had taken part in. Some clearly had developed their knowledge and understanding within their organisation too e.g. 'working with one class over the course of a term has been a really good way to see how a block of classes are planned and organised.'

Quotes from volunteers who said 'yes a lot'

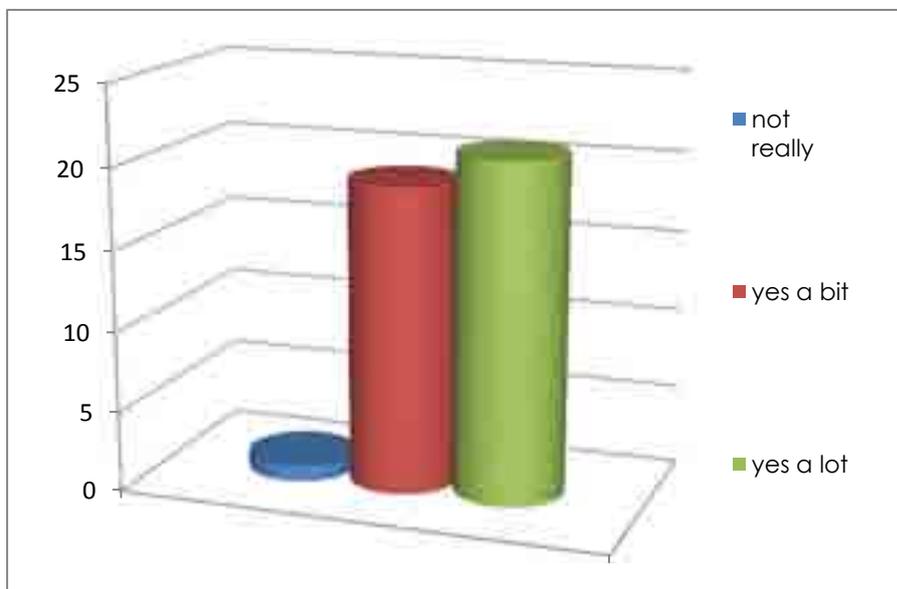
- *The training courses I have attended have been very good and taught me a lot – following up that experience at the museum has not been as good.*
- *I took a class on writing for the web.*
- *I learnt a lot about blogging through a course that was paid for by my organisation.*

- *Developed my learning of outdoor learning and early year's sessions.*
- *Recent courses have allowed me to update my knowledge.*
- *The buddying and mentoring was brilliant at new strategies to help other volunteers.*
- *I have learnt so much from the museum which has broadened my knowledge for performance.*
- *I learnt a lot about the museum and about Harrow which I did not know before.*
- *I understand the concept of the classes and how to help.*
- *Learned more about the preparation work involved in organising workshops; gained a better understanding about the stages of a workshop; gaining more insight into working with different groups (through trainings and hands on experience).*
- *I have developed a lot of knowledge in art, childcare and teaching.*
- *Working with one class over the course of a term has been a really good way to see how a block of classes are planned and organised. Seen how exhibitions are used to inspire activities and classes. Attended training (buddy, dementia awareness, giving a tour). Choosing activities that match the age and ability of the age group.*

Quotes from volunteers who said 'yes a bit'

- *More understanding of the palace and the operation and organisation.*
- *I did learn about Headstone Manor.*

Skills



n=41

Half of the volunteers said they had really developed their skills. These included presentation skills, customer service skills, writing for the web, skills for engaging people with dementia with art, organisation, creativity, communication and time management skills as well as the necessary skills to prepare and work with different learning groups. One volunteer expected to develop digital marketing or social media skills as a volunteer but felt there wasn't the opportunity to do this.

Quotes from volunteers who said 'yes a lot'

- *I've definitely improved my skills, especially in the area of presentation skills*
- *I feel personally my customer service skills have improved significantly*
- *The web writing class has helped me write more succinct, more effective blog posts*
- *The art and dementia awareness armed me with new ways of looking at art and eliciting responses – fantastic*
- *Organisation, creativity, time management*
- *I got to practice my acting skills and learnt new techniques*
- *I learnt and practiced many performing skills*
- *Organise workshops, write lesson plans, work with different groups, time*

management

- *Planning skills – gained an understanding of different ways to structure a successful workshop and having the opportunity to plan my own activity. Really feel my communication skills have improved. How to manage a class of noisy and enthusiastic children. How to motivate less enthusiastic class members. Empathy, respect and understanding.*

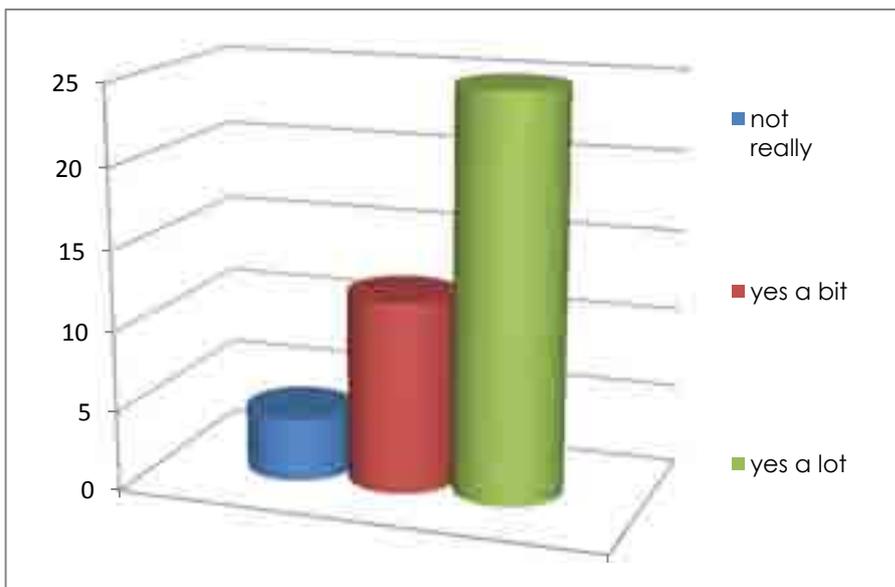
Quotes from volunteers who said 'yes a bit'

- *I learnt some writing skills through a course that was paid for by my organisation.*
- *Developed my skills in supporting early years and outdoor learning in different settings.*
- *I have developed skills of how to react in certain situations involving children.*

Quote from the volunteer who said 'not really'

- *There wasn't much opportunity to develop digital marketing or social media skills on this particular project (one of his expectations).*

Confidence



n=41

Almost two-thirds of the volunteers felt that they had really increased their confidence; especially to talk to people they didn't know. Some volunteers had really struggled with their confidence before volunteering e.g. 'I felt nervous even talking to my friends let alone new people' and 'after a long period of not working my confidence was low.' The training was cited by a couple of volunteers as useful.

Quotes from volunteers who said 'yes a lot'

- *This was one of the main areas I struggled in as a person; my confidence was very bad. I felt nervous even talking to my friends let alone new people. Now I am volunteering at the London Transport Museum I now feel confident speaking to groups of people of all ages. While working at the information desk I have had to give museum welcome talks to large groups of schoolchildren sometimes as big as 60 people. A year ago I would have never been able to do this. The confidence I have gained at the London Transport Museum is what I am most proud of.*
- *I am now confident in my web writing abilities due to my writing for the web course.*
- *After a long period of not working my confidence was low. Volunteering has improved this. Training has helped.*
- *I feel hugely more confident.*
- *Feel more motivated to be involved and get myself out there.*
- *Improved in performance in front of people.*
- *I realised I was more capable than I thought I was.*
- *More confidence in presenting to a group of children.*
- *I have been given the chance to teach a couple of workshops, under the supervision and direction of the senior teaching staff, which has bolstered my confidence.*
- *Talking and assisting such a diverse range of people in the classes, as well as the other volunteers and staff has really improved my confidence.*

Quotes from volunteers who said 'yes a bit'

- *I would be more confident supporting or leading sessions outside.*
- *More confident to bring creativity and my artistic skills in to outdoor learning.*
- *I did gain confidence however I could have been supported more.*

Aim 3: to provide a relevant training and capacity building programme for staff

a) Opportunities for up to 40 members of the workforce to participate in training

Eleven members of staff took part in five sessions of Action Learning. Fifty-three members of staff took part in ten other training sessions.

b) Staff will consider overall that the training and capacity building programme was relevant to their needs and have had/will have an impact on their work

The partners felt that there was a huge range of different training opportunities, with something relevant for everyone. They appreciated being able to offer training to their volunteers. A trip to see another organisation was also a bonus (but too far away sometimes for some volunteers). They saw immediate and long-term impacts for their work.

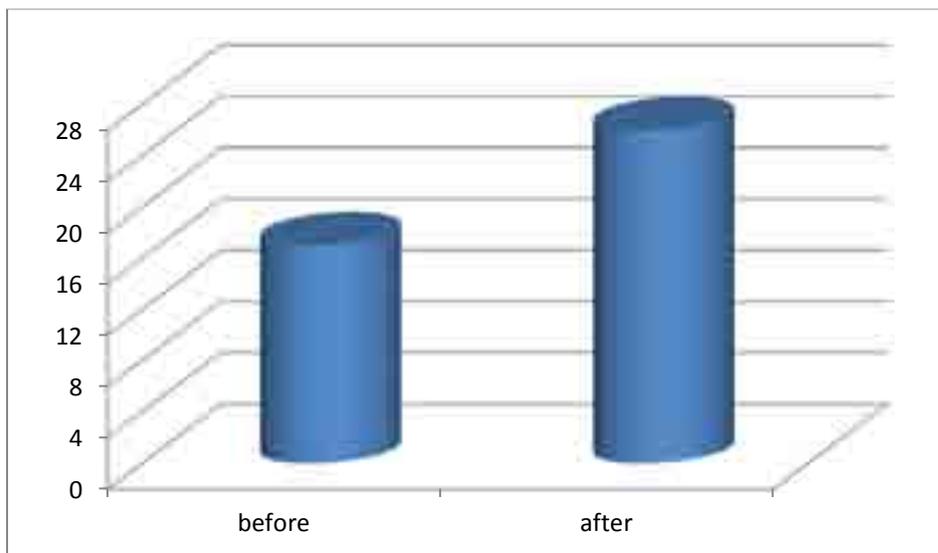
- *I went on the Difficult Conversations training this morning actually which I believed was pitched at volunteers but I found really, really helpful and useful. It is completely relevant to my job and it's something I can just start doing today really.*
- *...quite a number of our volunteers did go and enjoyed things enormously. Again, they really thought they'd learnt a lot and will bring back what they've learnt to their work.*
- *Absolutely relevant, so many areas to do with volunteer management, safeguarding practices etc. that has really helped build our volunteer programme. Will definitely have a big impact on our work in future when museum reopens. We will be ready to have a strong volunteer team.*
- *Training opportunities were fantastic in helping develop both my own and volunteers' skills.*
- *We have fulfilled through the training some long standing training needs for a variety of staff members and volunteers, and have taken feedback from*

attendees to share with others in the organisation.

c) Staff will feel better able to assess volunteers training needs and source training expertise/knowledge internally or externally

The partners rated this at the beginning and end of the project in order to assess overall impact. They could choose 'not well', 'fairly well' or 'very well'. For the following graphs 'not well' was assigned one unit, 'fairly well' two units and 'very well' three units. Each column on the graphs below represents the total partners rating before and after.

Assess volunteers training needs



n=10

Overall the partners felt better able to assess volunteers training needs by the end of the project.

At the start of the project three partners said they didn't do this well. They had no processes in place for this and offered very little or no training (except some very specific formal training for engine drivers). Five organisations said they did this fairly well e.g. *'I feel we are good at assessing team needs but not necessarily individual*

needs and two felt they already did this very well e.g. *'training is linked to the specific job role as described on the job role profiles.'*

At the end of the project partners were much more confident that they were doing this either 'fairly well' or 'very well' e.g. *'we allocate more time to discussing volunteers' training needs with the volunteers themselves so that we can make sure we are meeting their needs as well as the museums'* and *'we are developing new training assessments based on our learning.'*

Partner's explanatory quotes (start of project)

- *At present, we don't offer much training here apart from volunteer inductions and offering follow-up training for volunteers unsure of the till etc. (not well)*
- *We have no measures/processes in place for this at present – except for engine drivers where a formal training plan is followed. (not well)*
- *We have done very little training recently, depending as we do on a number of experienced volunteers, many of who have been helping since the restoration of the Temple in the 1990s. (not well)*
- *I feel we are good at assessing team needs but not necessarily individual needs. (fairly well)*
- *Dependent upon amount of time spent with volunteer and the circumstances. (fairly well)*
- *During a volunteer's induction, their roles and any training they might need to do are discussed. In addition, volunteers have the opportunity to communicate their training needs during the bi-annual volunteer forms, annual volunteer surveys and through their volunteer representatives, which are taken into consideration when trainings are organised. As not all volunteers can attend trainings when scheduled, we plan to expand the access volunteers have to training through posting many of the training materials on a dedicated online space. (fairly well)*
- *We provide basic programme and safeguarding training and inform volunteers of any other training opportunities that arise. (fairly well)*
- *Training is offered for all volunteers for each role, whether it be project based or ad-hoc. Training for teams (such as tour guides) is offered on a needs/demand basis. (fairly well)*

- *Training is linked to the specific job role as described on the job role profiles.
(very well)*

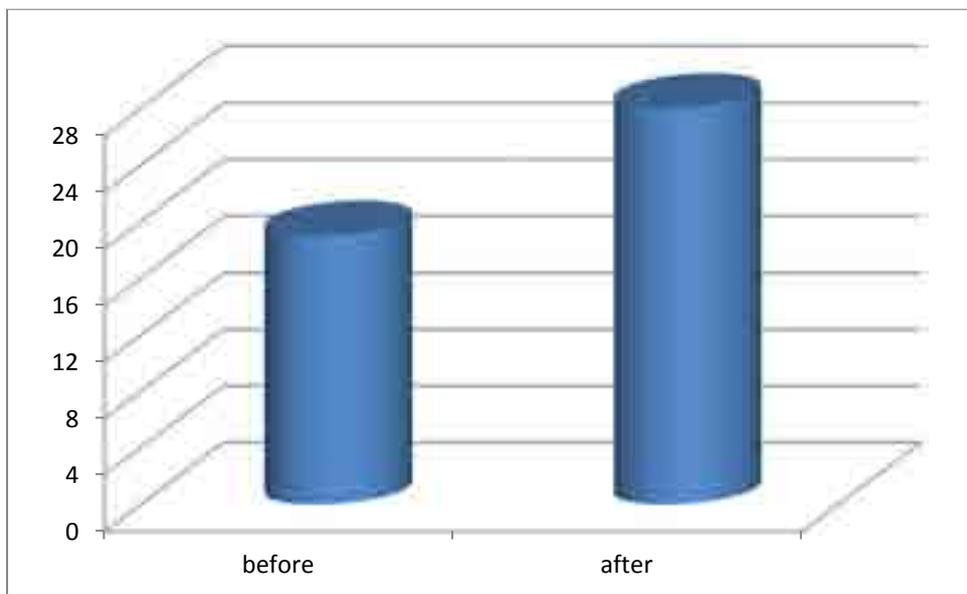
Partner's explanatory quotes (end of project)

- *Training is offered on a role to role basis, mostly as a one to one. Feedback is regularly offered by volunteers to line managers in support of their roles, to identify when additional training is needed. Group training sessions have been introduced on a regular basis for the welcome host role as well as schools/families volunteers. (fairly well)*
- *My understanding of the training available and the ways in which volunteers can expand their skills has grown because of this project. The plans for a partnership with Battersea Arts Centre came about after Wandsworth Museum entered into this Volunteering Project with the West London group so this has subsequently altered the way in which we will be working with our volunteers in the future. Plans for how we will work within the new partnership are being developed throughout 2015 and our volunteer policy and roles will be reviewed during this process.' (fairly well)*
- *With the help of the VDO, we are working on a volunteer training plan. Through taking part in this project, I have been exposed to a variety of training options that has shown me how much there is available, and how willing my volunteers are to take part and continue their learning (fairly well)*
- *We learned a good deal in the course of the project and are beginning to put this experience into practice. (fairly well)*
- *We now have more experience of working with volunteers across a broader range of activities, and we allocate more time to discussing volunteers' training needs with the volunteers themselves so that we can make sure we are meeting their needs as well as the museums. (very well)*
- *With the introduction of the Fulham Palace Volunteers Website, volunteers can use the online forum to raise training requests whenever they arise, and the site will be used to post additional training materials, including guides, handouts and videos. (very well)*
- *Have formed a good relationship with all current and new volunteers with regular meetings to discuss training they would find useful and they experience they would like to gain. (very well)*
- *Having explored the wide range of courses on offer via this project, as well as learning about the roles of volunteers across the organisations taking part, I*

feel I have a much greater understanding of training needs and possibilities. (very well)

- *The benefit of working in partnership has been to understand the experience of others in the area of volunteer training and to think about how this can be applied at Strawberry Hill. We are developing new training assessments based on our learning. (very well)*

d) Source training expertise/knowledge internally or externally



n=10

Overall the partners felt better able to source training expertise/knowledge internally or externally by the end of the project.

At the beginning of the project most partners felt they did this 'fairly well' already e.g. 'we can source it but we are not always financially able to supply it' and 'the Museum has good external contacts and so smaller training could be sourced. We can also ask colleagues for their recommendations.' None of the partners felt they did this 'very well' but by the end of the project the majority of partners felt they now did this 'very well' e.g. 'this project has brought me greater understanding of what training is available as well as who to speak to about training' and 'throughout the project I have developed an increased awareness of what training opportunities

exist for volunteers and how to find them. This includes internally, externally and across the partners.'

Partner's explanatory quotes (start of project)

- *We have largely relied on 'learning on the job', guidance being provided by hand-outs and advice from experienced volunteers. (not well)*
- *It has been difficult to manage this, plus there wasn't the time or resource within the team to support volunteer training. (not well)*
- *The Museum has good external contacts and so smaller training could be sourced. We can also ask colleagues for their recommendations. (fairly well)*
- *Very well for engine drivers – volunteers have accessed free training e.g. delivered by Museum of London, Guide ID. (fairly well)*
- *I have central National Trust volunteering advisor and other consultants to help. (fairly well)*
- *We have excellent HR capacity in house and good links to training through Museum of London etc. (fairly well)*
- *We can source it but we are not always financially able to supply it. (fairly well)*
- *We do not have any issues sourcing training. Staff members regularly train volunteers, both formally and informally, in a number of different areas. When necessary and when budgets allow, outside trainers are brought in, such as in the case of manual handling, or volunteers and staff are sent on courses. (very well)*
- *London Transport Museum's learning department has a wide range of contacts and knowledge but volunteering sits in visitor services who are very much in a 'silo' as there is no training budget. (fairly well)*
- *We can't really afford external training, and it's tricky to organise the volunteers to be quick enough to get onto external courses (free ones). (fairly well)*

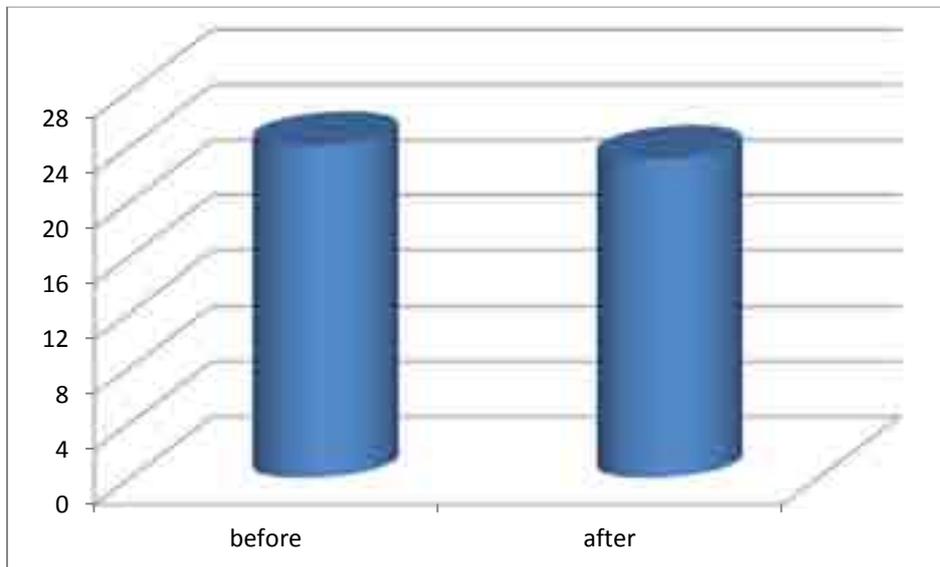
Partner's explanatory quotes (end of project)

- *Our volunteers have used some of the opportunities arising during the project and are more aware of what is available. (fairly well)*
- *Internally - there is a great amount of knowledge amongst staff which has fed into internal training very well, though capacity has been an issue at times. Internal training has often been the first port of call. Externally - as part of the*

project we have sourced external expertise which has proved to be very effective. We have also built up an awareness of other museums approaches to training volunteers which has helped inform our programme. Going forward we will be supported by further external training on certain projects to continue without development. (fairly well)

- Again, this project has brought me greater understanding of what training is available as well as who to speak to about training. Accessing training expertise and knowledge internally has increased since we have begun to work with Battersea Arts Centre. (very well)
- Knowledge of the different providers who have offered training opportunities for the project. (very well)
- There is a wealth of training provided and recommended by NT which I can access very easily through our People Service Centre. I can ask advice from our VDO and now know where to look externally through my experience on this project. (very well)
- Our ability to source internally has always been good, but having met with other organisations and training providers we now have additional external providers to call upon should they be required. (very well)
- We feel more able to approach partner museums about training and practice sharing, and we are more aware of different training providers for both volunteers and staff. (very well)
- We now have volunteers that are able to train other volunteers, such as on the new Volunteers website. (very well)
- Throughout the project I have developed an increased awareness of what training opportunities exist for volunteers and how to find them. This includes internally, externally and across the partners. (very well)

e) Staff will increase their knowledge and understanding of the latest safeguarding legislation and government guidance and feel confident to answer volunteers enquiries



n=10

Overall the partner's knowledge and understanding of the latest safeguarding legislation and government guidance remained the same.

At the start the partners were fairly confident of their knowledge and understanding in this area but some felt opportunities for refresher training would be worthwhile. At the end the partners appreciated the training provided and some described how they had set up channels to disseminate the necessary information to their volunteers e.g. *'we have recently attended training on safeguarding and we've created safeguarding guidance notes for staff and volunteers.'* However, there was a sense that knowledge and understanding in this area could continually be improved upon in order to stay up to date and answer any queries.

Partner's explanatory quotes (start of project)

- *As an ex-teacher I was given full safeguarding training. (fairly well)*
- *Looking forward to more training with this project. (fairly well)*
- *I have a legal background and tend to keep in touch with basic statutory and good practice procedures. (fairly well)*

- *Would appreciate more opportunities for training in this area as it does not seem to be available in our borough. (fairly well)*
- *I need a refresher, but am knowledgeable. (fairly well)*
- *London Transport Museum has a policy but this is being updated as it was not up to date. (fairly good)*
- *We have both undertaken multiple courses in safeguarding children and vulnerable adults. (very well)*
- *We have made studies of guidance from government and developed our scheme for assessing our activities. (very well)*
- *We have a protection of children and vulnerable adult's policy in place, which is updated regularly, and all staff and any volunteers that work with schools and children attend a two hour training session on the subject. In addition, several staff members have attended training on the law relating to volunteering. (very well)*
- *Recently had training from another project regarding this. (very well)*

Partner's explanatory quotes (end of project)

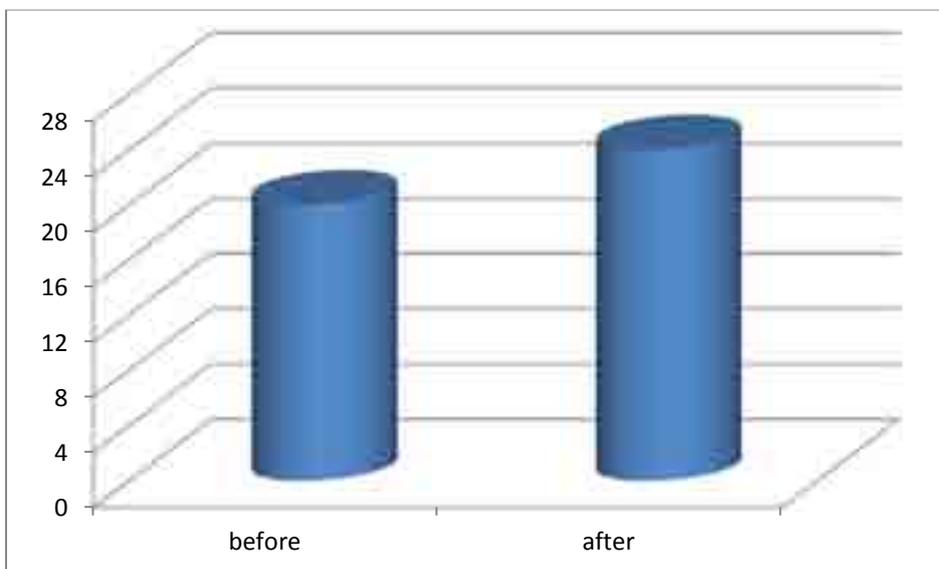
- *I have not been given any guidance or training from my organisation. I hope to go on the training provided by this project in April. (not well)*
- *This is a relatively new area for us but we are beginning to learn (not well)*
- *This is something I have some understanding of and again, I am able to draw on new colleagues for any information I need or am not aware of. This is an area I would like to continue improving upon however, to make sure I am up to date and can answer any queries. (fairly well)*
- *We are currently reviewing our safeguarding policy with the guidance of an NSPCC consultant, which will result in a greater understanding of our measures across the museum. As part of the review all staff will be continually updated/informed on all legislation/guidance and current practiced within the museum. We feel fairly confident in answering volunteer enquires related to this. (fairly well)*
- *I have had training re volunteers and the law delivered by the Museum of London previously but have yet to attend anything on this as part of the project .(fairly well)*
- *Thanks to training provided as part of this project and our own recent work our*

knowledge in this area is much improved and our safeguarding policies have been updated. (very well)

- We have recently attended training on safeguarding and we've created safeguarding guidance notes for staff and volunteers. (very well)
- With the new Volunteers Website, all the training materials related to safeguarding are available to all volunteers whenever they need to access it. (very well)
- Confident in safeguarding and child protection strategies and regularly train volunteers in this. (very well)
- Had lots of training. (very well)

f) Staff will feel more confident in recruiting, managing and communicating with volunteers (and understanding their needs better)

Recruiting volunteers



n=10

Overall partners felt a little more confident in recruiting volunteers after the project.

At the beginning of the project three partners felt their skills in this area were 'not good' and sometimes their ability to recruit volunteers happened by luck. Some

wanted a more focused approach. Some partners already felt confident about their organisations ability to recruit volunteers. For two organisations this project really helped e.g. *'have developed knowledge of places to advertise for volunteers as well as new contacts to use for recruitment'* (rated 'not good' at the start to 'very good' at the end). One partner who said they were good at recruiting volunteers at the start stated that they had got even better: *'our skills in recruitment have been much improved as part of this project and enquiry and conversion rates are currently very strong.'*

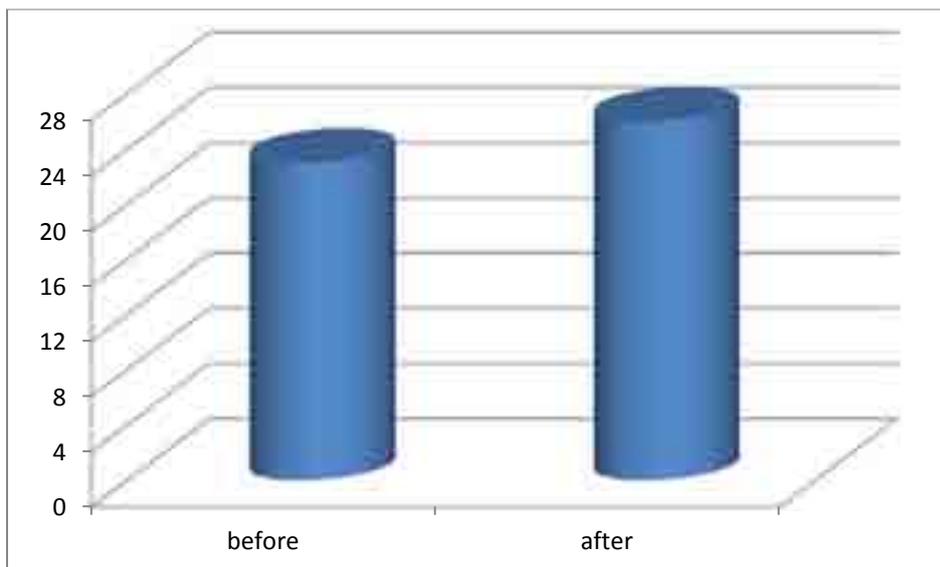
Partner's explanatory quotes (start of project)

- *We have advertised in the CUS but now just our website with links to Roehampton Uni. (not well)*
- *We call on a group of experienced volunteers and recruiting has been done by word of mouth, personal recommendation. (not well)*
- *We have always had volunteers at the gallery in the education team, but more by luck. (not well)*
- *We have a steady stream of volunteers but need to focus more. (fairly good)*
- *Recruitment success often depends on type of volunteering opportunity. (fairly well)*
- *For the majority of our volunteer roles, we get regular enquiries from potential volunteers through our website, the H&F volunteer centre, word of mouth, as well as through other channels. We only have difficulty recruiting for two of our 21 roles, these being handyperson and garden steward. In addition, our volunteer recruitment programme is well organised and mostly run by volunteers. (fairly well)*
- *Could do with setting aside more time for this. (fairly well)*
- *Plenty of experience and long standing reputation as volunteer employer. (very well)*
- *Dedicated coordinator. (very well)*
- *We only recruit to fill roles. We do this in news letters, online and other media. (very well)*

Partner's explanatory quotes (end of project)

- *We are improving. (not well)*
- *At present, we have proven our ability to fill roles with very able, skilled individuals. (fairly well)*
- *At present there is no Volunteer Co-ordinator at our museum and we do not have the time to recruit large numbers of volunteers, however we have been successful at recruiting for specific short to medium term projects. (fairly well)*
- *Targeted recruitment has worked very well. (very well)*
- *Supported by whole property. (very well)*
- *Our skills in recruitment have been much improved as part of this project and enquiry and conversion rates are currently very strong. (very well)*
- *Have developed knowledge of places to advertise for volunteers as well as new contacts to use for recruitment. (very well)*
- *Recruitment happens on an event/project basis, which is a very structured approach. Otherwise it is on a role to role ad-hoc basis. (very well)*

Managing volunteers



n=10

Overall partners felt a little more confident in managing volunteers after the project. Most felt fairly confident in their skills at the start of the project but some saw room for improvement. More partners rated their skills in this area 'very good' at the end of the project. Sometimes time was an issue to manage volunteers as well as partners would have liked.

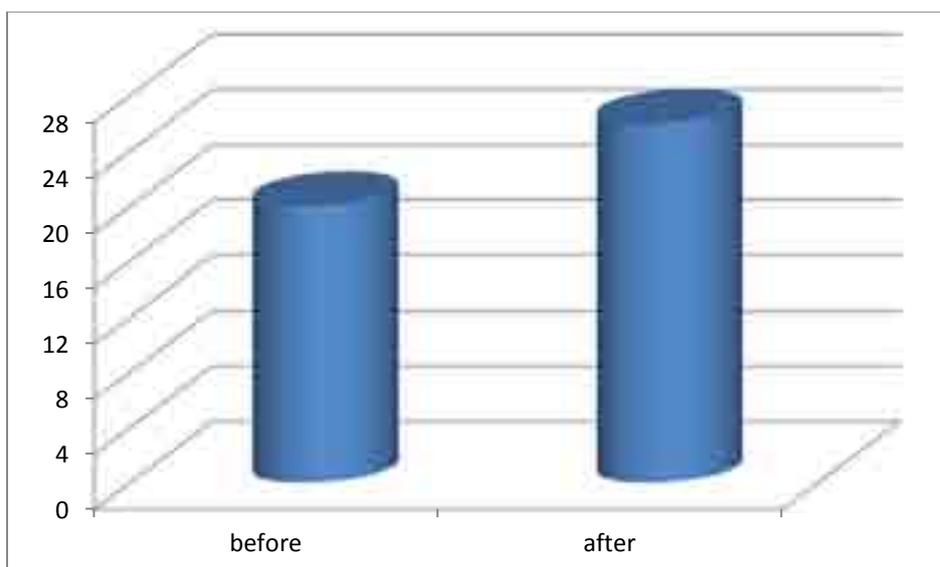
Partner's explanatory quotes (start of project)

- *We are supportive and try to open doors for all our volunteers. (fairly well)*
- *Good understanding of what this should be but difficult to achieve with work load. (fairly well)*
- *The existing group is well integrated and organiser maintains regular contact. (fairly well)*
- *Depends on regularity and type of volunteering. (fairly well)*
- *We have in place a clear volunteer management structure, with every volunteer assigned a line manager, and, in some cases, a supervisor as well. Line managers / supervisors have regular meetings with their volunteers, and volunteer representatives are available to meet with volunteers in different volunteer areas. We also have a problem solving procedure in place where issues cannot be dealt with informally. In addition, staff members have attended trainings on successfully managing volunteers. (fairly well)*
- *Volunteers have always expressed positive feedback to us, retention has been difficult though. (fairly well)*
- *We have a good pool that donate over 20,000 hours but we can always improve and be more consistent. (fairly well)*
- *We each manage volunteers in our areas e.g. front of house, education. (very well)*
- *We have had some very good guidance on this and are pretty well set up. (very well)*

Partner's explanatory quotes (end of project)

- *We are able to manage volunteers and their work competently but struggle to find time to arrange meetings to discuss work/progress/any issues arising for volunteers. (fairly well)*
- *We have good relationships with our volunteers and there is fairly good two way communication. (fairly well)*
- *Overall volunteers are managed well through training/inductions for volunteers and management expectations could be improved. (fairly well)*
- *Supported by team and whole property and NT as an organisation. (very good)*
- *Our volunteer management is improving as we transition to new forms of volunteering. (very well)*
- *We take the time to discover what volunteers would like to achieve from their experience with us. (very well)*
- *Am regularly meeting with volunteers and assessing their interests and needs. (very well)*
- *I have learnt in project but only attended the training re young volunteers. (very well)*

Communicating with volunteers



n=10

Overall partners felt more confident in communicating with volunteers after the project.

Most were fairly confident in their skills in this area at the start of the project but some saw scope for improvement e.g. trying different communication methods. A couple of partners mentioned internal obstacles to volunteer communication. After the project partners commented on improvements made, one organisation had launched a volunteer website, where they were now able to communicate on a daily basis with their volunteer team; another was looking into new forms of communication beyond their current offer.

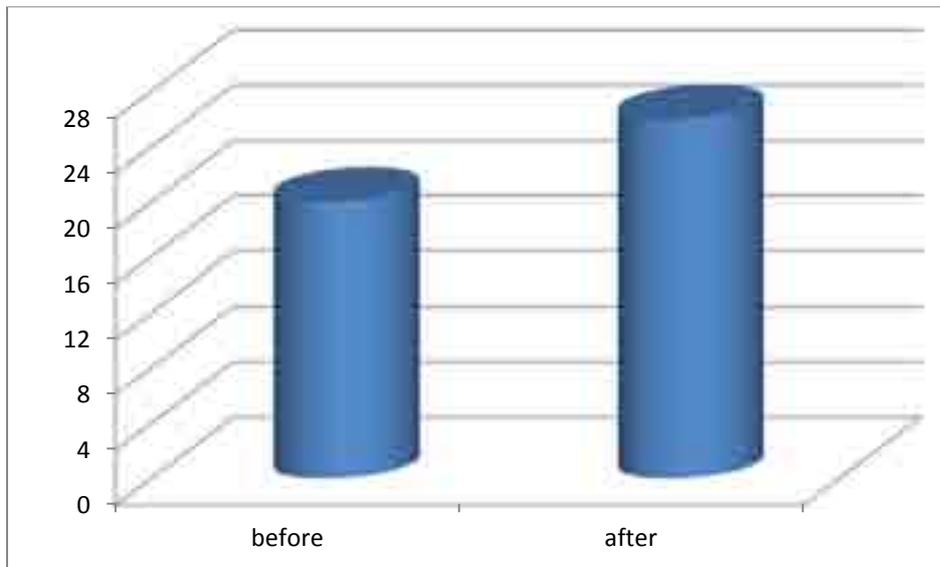
Partner's explanatory quotes (start of project)

- *Not happening effectively at present. Needs to come from higher up staff structure. (not well)*
- *Regular email and verbal chats. (fairly well)*
- *We have a database as well as lots of informal communication. (fairly well)*
- *Informal lines of communication are well-established. (fairly well)*
- *Depends on regularity and type of volunteering. (fairly well)*
- *We use various communication channels to reach our volunteers, including regular emails and mailings, quarterly newsletters, training sessions, bi-annual volunteer forums, annual surveys, volunteer representatives, start of season meetings and volunteer events. Even with all of these activities, communication still remains one of the most challenging areas for us, and we are working toward being able to facilitate better communication between staff and volunteers and also between the volunteers themselves. In addition, we would like to give volunteers the framework to take ownership of many of these communication channels. (fairly well)*
- *Volunteers have always expressed positive feedback to us, retention has been difficult though. (fairly well)*
- *We use many methods newsletters, email, web, friends organisation but we could look to new ways – social media. (fairly well)*
- *Each staff member is responsible for their own team, which can lead to discrepancies. (fairly well)*
- *We have made efforts with newsletter, feedback sessions etc. (very well)*

Partner's explanatory quotes (end of project)

- *We communicate mainly through emails but also call/post letters where needed. Communication should be more frequent. (fairly well)*
- *For those I work with directly. (fairly well)*
- *We have an excellent coordinator and an improving system of communication. (fairly well)*
- *We keep volunteers up to date with opportunities both within the museum and also elsewhere e.g. visiting other sites. (fairly well)*
- *With the addition of the volunteer website, we are now able to communicate on up to a daily basis with the volunteer team, keeping them up to date on all of the latest news as well as more information on the history of the Palace, upcoming events and training, volunteer opportunities, training materials, staff changes and much more. As dedicated volunteers now maintain and update this website, the volunteers have taken more ownership of the communication channels. All volunteers are encouraged to write blog posts and use the online forum as well. (very well)*
- *I am in constant communication with our volunteer database through emails and in person introducing them to new opportunities and training as well as setting up volunteer events. (very well)*
- *Monthly newsletters, emails, 1-2-1s, social events and briefings allow staff to keep volunteers informed. (very well)*
- *We are aware of what we need to do but need to improve our systems. (very well)*
- *We are also now looking into new forms of communication beyond our current offer (currently offer monthly newsletter, session briefings, twice annual feedback meetings). (very well)*

Understanding volunteer's needs better



n=10

Overall partners felt they understood their volunteer's needs better.

At the start most partners felt fairly confident they did this well but there was room to better understand their needs as well as to formalise this process. At the end of the project more partners felt they did this 'very well' and said the training really helped.

Partner's explanatory quotes (start of project)

- *There has not been an infrastructure for this before (not well)*
- *Linked with maintained communication. (fairly well)*
- *We have lots who are regularly on site but could do with formalising our assessment of needs. (fairly well)*
- *Aware of motivations, needs and interests. (fairly well)*
- *Annual survey is used. (fairly well)*
- *Informal lines of communication are well established, many volunteers see each other regularly socially and there is an effective grapevine. (fairly well)*
- *Depends on regularity and type of volunteering. (fairly well)*
- *Through our bi-annual volunteer forms, annual volunteer surveys and volunteer representatives, we have a good understanding of the volunteer needs. Through creating an online space for our volunteers to communicate with each other and with staff members, we plan for our understanding to increase. (fairly well)*

- *We audit volunteers yearly but we should feedback after work projects/placements to improve this. (fairly well)*
- *Again we have had good advice on this. (very well)*

Partner's explanatory quotes (end of project)

- *In the past we have aligned volunteers with the jobs/tasks they are happy to do. As we review how we work with volunteers, we will need to find ways to assess what our volunteers want or need and whether new practises/policies meet these needs. (fairly well)*
- *More so since taking part in this project. (fairly well)*
- *We try to ascertain their needs and ask for their input. (fairly well)*
- *More training could be offered and ongoing support in regular/long term volunteer roles. (fairly well)*
- *We take the time to discover what volunteers would like to achieve from their experience with us. (very well)*
- *Through creating an online space for our volunteers to communicate with each other and with staff members, our understanding has, and will continue to increase. (very well)*
- *Through having a regular interaction with volunteers I feel confident in understanding their needs. (very well)*
- *Extra training has helped here. (very well)*
- *Excellent awareness in the project and training opportunities for volunteers. (very well)*

g) Staff will have planned/are planning more efficient ways of working

All partners, except one, said they had planned or were planning more efficient ways of working. Time to plan is an ongoing issue but taking part in this project had allowed a lot of the thinking to happen e.g.

- *I'm not sure if I have completely pinned it down but at least I'm thinking about it. I'm getting the documents together so we can have a more standardised induction and I'm sure the time will then just follow!*

- *With the benefit of what we've heard what other people do, it's not just the content of what's gone on here, has been hugely valuable to me. From learning about what all these other people do, we've got a better system of actually managing our volunteers with a fairly active co-ordinator.*
- *We will continue to manage volunteers using the templates that were available through the project to evaluate their progression.*
- *We are hoping to use the performing arts students as a more financially efficient resource. They will also help us to start to work more with 16-21 year olds.*
- *Now X and I if we recruit any volunteers we do create specific role descriptions, people have an induction to site. More of an induction process for all volunteers, before it was very disparate. This project has helped to address that. When we have run training we have combined staff and volunteers – encouraged better industrial relationships and better understanding for staff about volunteers.*
- *'Better' and 'fairer' ways of working rather than 'efficient'. Don't think you can necessarily say efficient, volunteers all have different needs. Have learnt that its OK to say no to people who want to volunteer, perhaps need to redirect their interest e.g. friends group etc. and help them to engage in other ways.*
- *Particularly in the fields of volunteer recruitment and the production of our volunteer data.*

h) Staff will feel there is an effective support network in place which they can positively contribute to

Most partners felt there was an effective support network in place which they could positively contribute to.

- *One of my volunteers came to Sarah's training this week and talked to her in-depth about one of the things we do, and now she wants to bring her volunteers to come and see.*
- *Now I can put a face to a name and if I really needed to pick someone's brains I could pick up the phone and call.*
- *The group has been a great resource for me during the project, as have the training opportunities. I hope that I have been able to contribute something to*

the shared experiences and discussions.

- *Feel now a really strong network of museums in West London. Enabled to develop best practice together and OH encouraged to develop independently and understand all unique, nothing imposed on us.*
- *Brilliant working with local colleagues.*
- *I hope that the partnership can continue as a support network, or even to meet to consider other common aspects of our work.*

One partner said she didn't feel there was a support network as far as she was aware of; she managed the project on her own. Another said *'if needed I feel I could ask but not sure anyone would have the time to help.'*

6.3 ACE Goal 5: Every child and young person has the opportunity to experience the richness of museums

Aim 1: to attract and engage young people as volunteers

Through this project three organisations increased their percentage of younger volunteers, Strawberry Hill Trust by 2%, London Museum of Water & Steam by 5% and Orleans House Gallery by 10%. The partners have plans and high hopes for attracting and engaging a more diverse volunteer workforce reflective of West London/their borough through their new volunteer recruitment strategies.

Aim 2: to provide more varied opportunities for programming for children and young people through increased volunteer capacity

Engagement/learning opportunities increased within the partnership over the duration of this project by 22% (not counting Wandsworth Museum because of its relocation to Battersea Arts Centre).

Evaluation Framework

1. What we are trying to achieve under each of the relevant ACE goals

The West London partnership has the potential to deliver outputs and outcomes that will directly contribute towards ACE achieving 4 of its 5 strategic goals for museums and libraries. The 4 goals are identified below and the aims for the project are mapped against the goal to which they are likely to best contribute.

Goal 2: more people	Goal 3: sustainable, resilient & innovative	Goal 4: diverse & highly skilled leadership & workforce	Goal 5: children & young people
To provide more engaging volunteer opportunities	To establish a strong and productive West London partnership focusing on volunteering	To develop a volunteer structure that has attracted and engaged (or has the potential to attract and engage) a more diverse volunteer workforce – reflective of West London	To attract and engage new audiences, including young people as volunteers
To provide more opportunities for programming for our museum visitors and potential visitors through increased volunteer capacity	To develop better organisational practices and structures ¹ regarding volunteers to ensure a sustainable future	To extend training opportunities for volunteers	To provide more opportunities for programming for children and young people through increased volunteer capacity
		To provide a relevant training and capacity building programme for staff	

2. Success indicators mapped against aims

ACE Goal 2: More people experience and are inspired by museums

Aim	Success indicators	
	Measured outputs	Measured outcomes
To provide more engaging volunteer opportunities		Volunteers will consider that their expectations for volunteering have been fully met ²
		Volunteers will feel part of a wider network beyond their local museums
		Volunteers will be inspired by working with the museum
		Volunteers will feel they have personally contributed to the museum
Aim	Success indicators	
	Measured outputs	Measured outcomes
To provide more opportunities for programming for our museum visitors and potential visitors through increased volunteer capacity	Increase in (or increase in planned) engagement/learning opportunities on offer for visitors	

² Would cover short term volunteering as a step/progression towards new opportunities for volunteers (if that's one of their expectations)

ACE Goal 3: Museums are sustainable, resilient and innovative

Aim	Success indicators	
	Measured outputs	Measured outcomes
To establish a strong and productive West London museum partnership focusing on volunteering	Number of active project partners	Partners feel that they have been part of a successful partnership (top 5 constituent parts that identify what a successful partnership looks like agreed by partners)
	Plans generated for ongoing joint working	
	Number of resources shared as a result of the partnership	
	Increase in planned opportunities for peer mentoring (formal or informal)	
To develop better organisational practices and structures regarding volunteers to ensure a sustainable future	Developed and refreshed volunteer policies/procedures/job roles/volunteer application process	Partners consider that the project has been of strategic benefit to them
	Developed structures for new events	Partners feel they have been able to trial new ways of working and to take risks (or will be able to in the future)
		Partners consider that the project has helped them develop their organisational resilience (top 6 constituent parts that identify what a resilient organisation looks like agreed by partners)
		Partners will feel they have improved their volunteer recruitment
		Partners are satisfied with their new volunteer workforce at the end of the project (i.e. fit for purpose)

ACE Goal 4: the leadership and workforce in museums and libraries are diverse and highly skilled

Aim	Success indicators	
	Measured outputs	Measured outcomes
To develop a volunteer structure that has attracted and engaged (or has the potential to attract and engage) a more diverse volunteer workforce – reflective of West London	<p>New sustainable volunteer recruitment strategy which has (or aims to):</p> <ul style="list-style-type: none"> • Increased retention of volunteers • Increased % BAME volunteers • Increased % volunteers 18-24 years old • Increased families volunteering together <p>Or: developed a sustainable volunteer recruitment strategy reflecting organisations priorities for volunteering</p>	Partners consider their new volunteer recruitment strategies have the potential to attract and engage a more diverse volunteer workforce reflective of West London/their borough – or have already.
To extend training opportunities for volunteers	Opportunities for up to 60 volunteers to take part in training events	Volunteers will feel they have developed their knowledge and understanding, skills and confidence through training opportunities
	Opportunities for up to 300 volunteers from the wider cohort of partner museums to benefit from some aspect of the training offer	
To provide a relevant training and capacity building programme for staff	Opportunities for up to 40 members of the workforce to participate in training	Staff will consider overall that the training and capacity building programme was relevant to their needs and have had/will have an impact on their work
		Staff will feel better able to assess volunteers training needs and source training expertise/knowledge internally or externally

		Staff will increase their knowledge and understanding of the latest safeguarding legislation and government guidance and feel confident to answer volunteers enquiries
		Staff will feel more confident in recruiting, managing and communicating with volunteers (and understanding their needs better)
		Staff will have planned/are planning more efficient ways of working
		Staff will feel there is an effective support network in place which they can positively contribute to

ACE Goal 5: Every child and young person has the opportunity to experience the richness of museums

Aim	Success indicators	
	Measured outputs	Measured outcomes
To attract and engage young people as volunteers	See outputs under goal 4	See outcomes under goal 4
Aim	Success indicators	
	Measured outputs	Measured outcomes
To provide more varied opportunities for programming for children and young people through increased volunteer capacity	See outcomes under goal 2	

3. Overview of the evaluation tools

Baseline: Sept 14			
Data tool	Data	Collect	Manage
Baseline data tally sheets	Quantitative data	Partners & OH	Alice
Volunteer ³ expectations card	Volunteers expectations (<i>discussed with manager</i>)	Partners (keep and redistribute Feb 15 to inform summative feedback form)	Alice
Partners feedback form/survey monkey	Where are partners starting from re: organisational resilience, current processes, knowledge and understanding, skills	Partners/Alice	Alice
Partners informal discussion during initial meeting (early Sept)	Expand on data gathered from feedback form (informal discussion)	Alice & Pippa	Alice

Summative: Feb 15			
Data tool	Data	Collect	Manage
Summative data tally sheets	Quantitative data	Partners & OH	Alice
Volunteer feedback form/survey monkey ⁴	Feedback on volunteer outcomes	Partners	Alice
Partners feedback form (summative) – to bring to focus group	Where are partners finishing re: organisational resilience, current processes, knowledge and understanding, skills	Partners/Alice	Alice
Partners focus group ⁵ 25 th March 2015	Feedback on partner outcomes	Nicky	Nicky

³ New volunteers starting Sept/Oct 2014 & existing volunteers where appropriate

⁴ Submitted by end Feb 2015

⁵ Dawn to attend for OH

4. Quantitative data table

Activity	Baseline	Target	Collecting data
Increase in (or increase in planned) engagement/learning opportunities on offer for visitors	Partner to choose month	More Partner to choose month	Partners keep tally
Number of active project partners	N/A	11	OH keep tally
Plans generated for ongoing joint working	N/A	N/A	OH keep tally
Number of resources shared as a result of the partnership	N/A	N/A	OH keep tally
Increase in planned opportunities for peer mentoring (formal or informal)	No. Sept 14	More No. Feb 15	Partners keep tally
Developed and refreshed volunteer policies/procedures/job roles/volunteer application process/practices	No. developed	More Feb 15	Partners keep tally
Developed structures for new events	N/A	Each partner has developed	Partners keep tally
Sustainable volunteer recruitment strategy which has (or aims to): <ul style="list-style-type: none"> Increased retention of volunteers Increased % BAME volunteers 	volunteer retention rate % BAME volunteers % volunteers 18-24 years old % families volunteering together	Increased retention of volunteers Increased % BAME volunteers Increased % volunteers 18-24 years old Increased families volunteering together <u>Or:</u> developed a sustainable	Partners keep tally

<ul style="list-style-type: none"> • Increased % volunteers 18-24 years old • Increased families volunteering together 		volunteer recruitment strategy reflecting organisations priorities for volunteering	
Opportunities for up to 60 volunteers to take part in training events	N/A	No. of opportunities 60 volunteers participate	OH keep tally
Opportunities for up to 300 volunteers from the wider cohort of partner museums to benefit from some aspect of the training offer	N/A	No. of opportunities 300 volunteers participate	OH keep tally
Opportunities for up to 40 members of the workforce to participate in training	N/A	No. of opportunities 40 members of workforce participate	OH keep tally

5. Qualitative data table

Activity	Data to gather and tool
Volunteers will consider that their expectations for volunteering have been fully met ⁶	Volunteer feedback card (baseline) Volunteer feedback form (summative)
Volunteers will feel part of a wider network beyond their local museums	Volunteer feedback form (summative)
Volunteers will be inspired by working with the museum	Volunteer feedback form (summative)
Volunteers will feel they have personally contributed to the museum	Volunteer feedback form (summative)
Volunteers will feel they have developed their knowledge and understanding, skills and confidence through training opportunities	Volunteer feedback form (summative)
Partners feel that they have been part of a successful partnership	Partners focus group (summative)
Partners consider that the project has been of strategic benefit to them	Partners focus group (summative)
Partners feel they have been able to trial new ways of working and to take risks (or will be able to in the future)	Partners focus group (summative)
Partners consider that the project has helped them develop their organisational resilience	Partners feedback form (baseline) Partners focus group (summative)
Partners will feel they have improved their volunteer recruitment	Partners feedback form (summative)
Partners are satisfied with their new volunteer workforce at the end of the project (i.e. fit for purpose)	Partners feedback form (summative)

⁶ Would cover short term volunteering as a step/progression towards new opportunities for volunteers (if that's one of their expectations)

Partners consider their new volunteer recruitment strategies have the potential to attract and engage a more diverse volunteer workforce – reflective of West London/their borough – or have already.	Partners feedback form (summative)
Staff will consider overall that the training and capacity building programme was relevant to their needs and have had/will have an impact on their work	Partners focus group (summative)
Staff will feel better able to assess volunteers training needs and source training expertise/knowledge internally or externally	Partners feedback form (baseline) Partners focus group (summative)
Staff will increase their knowledge and understanding of the latest safeguarding legislation and government guidance and feel confident to answer volunteers enquiries	Partners feedback form (baseline) Partners focus group (summative)
Staff will feel more confident in recruiting, managing and communicating with volunteers (including understanding their needs better)	Partners feedback form (baseline) Partners focus group (summative)
Staff will have planned/are planning more efficient ways of working	Partners focus group (summative)
Staff will feel there is an effective support network in place which they can positively contribute to	Partners focus group (summative)

Appendices: Evaluation Tools

- A. Quantitative data tally sheet (for all partners including OH)
- B. Quantitative data tally sheet (for OH only)
- C. Volunteer expectations card (baseline)
- D. Volunteer feedback form (summative)
- E. Partners feedback form (baseline)
- F. Partners feedback form (summative) – to bring to focus group
- G. Partners focus group discussion guide (summative)

A. Quantitative data tally sheets for partners

At beginning of project you need to record:	
No. of engagement/learning opportunities on offer for visitors (partner to choose month) ⁷	
Planned opportunities for peer mentoring in org. (formal or informal) Sept 14	
Volunteer policy/procedures, job roles, volunteer application process/practices in place?	
Structures for new events in place?	
Sustainable volunteer recruitment strategy reflecting organisations priorities for volunteering in place?	
volunteer retention rate (rate perception: poor, OK, good) % BAME volunteers % volunteers 18-24 years old % families volunteering together	
By end of project you need to record:	
No. of engagement/learning opportunities on offer or no. planned for visitors (partner to choose month)	
Planned opportunities for peer mentoring in org. (formal or informal) Feb 15	
Volunteer policy/procedures, job roles, volunteer application process/practices developed/refreshed?	
Structures for new events in place?	
Sustainable volunteer recruitment strategy reflecting organisations priorities for volunteering in place?	
Volunteer retention rate (rate perception: poor, OK, good) % BAME volunteers % volunteers 18-24 years old % families volunteering together	

⁷ e.g. talks, tours, family activities, school workshops, adult events etc.

B. Quantitative data tally sheets for OH

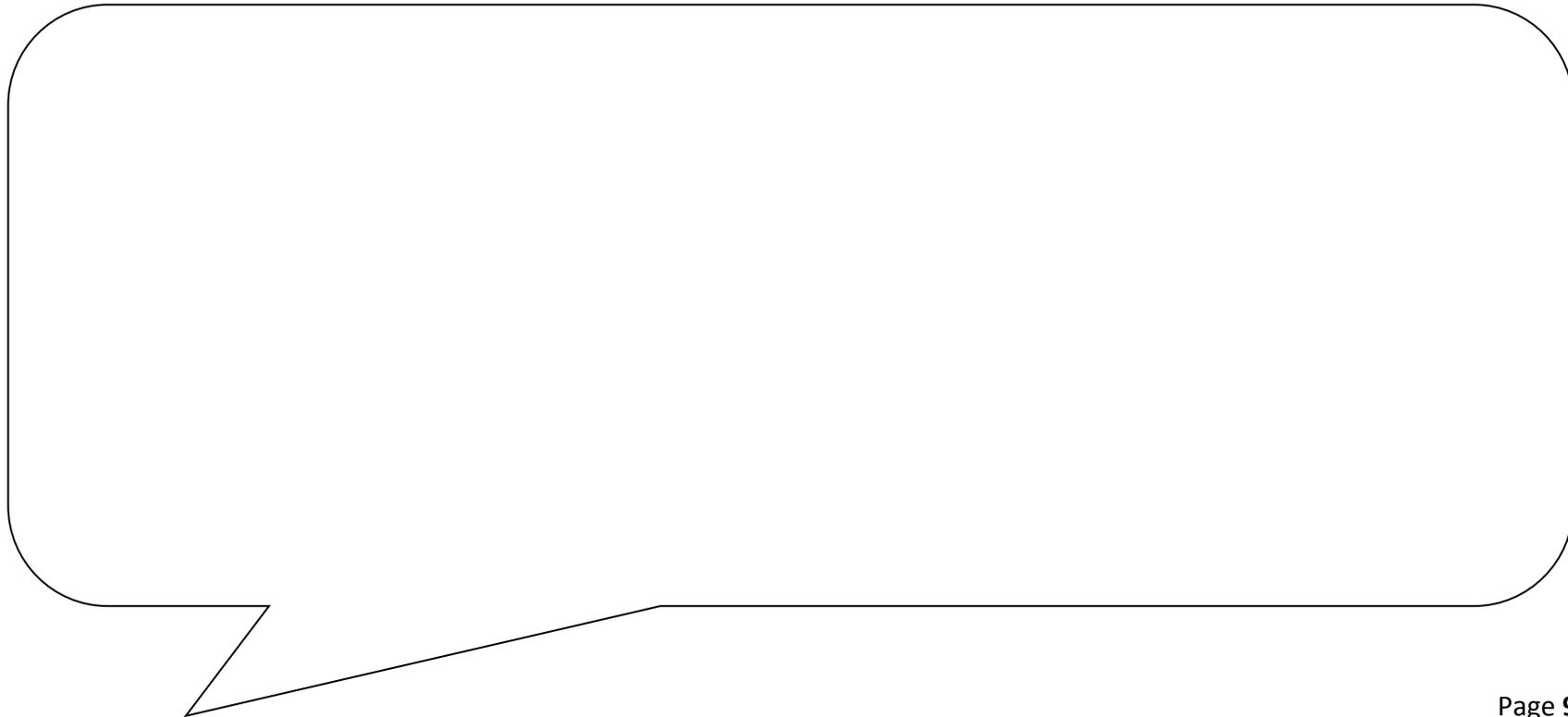
By end of project you need to record:	
No. of active project partners	
Plans generated for ongoing joint working	
No. of resources shared as a result of the partnership	
No. of opportunities for volunteers to take part in training events and no. of volunteers that took part	
No. of opportunities for volunteers from wider cohort of partner museums to benefit from some aspect of the training offer and no. of volunteers that took part	
No. of opportunities for members of the workforce to participate in training and no. that took part	

C. Volunteer expectations card

My expectations for volunteering.....

I want to

- Learn about.....
- Develop my skills in....
- Gain some experience of....
- Make new friends.....
- Try out something new.... etc.



D. Volunteer feedback form (summative)

We would really like to find out more about your experience of volunteering with us so we can continually improve our service. Your feedback will be anonymous. If you are filling in a paper copy of this survey please answer the following questions and return the completed form in a sealed envelope to your main organisation contact.

1. Please tell us what your initial expectations were when you started volunteering at your organisation (*please refer to the expectations card you completed at the start*)

2. To what extent do you feel that your expectations have been met (*please circle one answer*)?

not met partially met fully met

Please explain your answer here...

3. Do you feel you have been able to personally contribute something (e.g. your skills, knowledge etc.) to the organisation (*please circle one answer*)?

not really yes a bit yes a lot

Please explain your answer here.....

PLEASE TURN OVER

4. Has volunteering at your organisation inspired you to find out or try anything new (*please circle one answer*)?

not really yes a bit yes a lot

Please explain your answer here.....

5. The West London Museum Partnership has been working together to develop better practices regarding volunteers including offering volunteers more training and networking opportunities. Do you feel your experience within your organisation has made you feel part of a wider network of volunteers across West London (*please circle one answer*)?

not really yes a bit yes a lot

Please explain your answer....

6. Do you feel you have developed your knowledge and understanding, skills and confidence through any training opportunities you have participated in (*please tick one box for each*)?

	not really	yes a bit	yes a lot	Please explain your answer here
Knowledge and understanding				
Skills				
Confidence				

THANK YOU. Please hand this completed form in a sealed envelope to your main contact at your organisation.

E. Partners feedback form (baseline)

In order to help us measure our aims for this project we would really like to find out more about where you and your organisation are starting from. Your feedback will be anonymous. Please answer the following questions and bring with you to the partners meeting on 4/09/2014 (*you don't have to share your answers with others at the meeting if you would prefer not to*).

1. How well do you currently feel you are able to assess volunteers training needs (*please circle one answer*)?

not well fairly well very well

Please explain your answer here...

2. How well do you currently feel you are able to source training expertise/knowledge internally or externally (*please circle one answer*)?

not well fairly well very well

Please explain your answer here...

3. How would you rate your current knowledge and understanding of the latest safeguarding legislation and government guidance (*please circle one answer*)?

not great fairly good very good

Please explain your answer here...

PLEASE TURN OVER

4. How would you rate your current skills overall in recruiting, managing, communicating with volunteers and understanding their needs (*please tick one box for each*)?

	not great	fairly good	very good	Please explain your answer here
Recruiting volunteers				
Managing volunteers				
Communicating with volunteers				
Understanding volunteers needs				

5. We want to explore if partners consider that this project has helped their organisation develop its *organisational resilience*. With other members of staff please discuss to what extent you agree as a team with the following statements:

	1 (don't agree)	2	3	4	5 (fully agree)
My organisation has strong and effective leadership					
My organisation continuously reflects on practices and acts on findings (e.g. develops and uses an evaluation framework)					
My organisation is made up of engaged and involved staff/volunteers					
My organisation continuously updates its information and knowledge base					
My organisation seeks to develop effective partnerships					
My organisation has staff who are knowledgeable about funding streams and can be creative about where/how to apply for different pots of money					

THANK YOU Please bring this form to the partners meeting 4/09/2014.

F. Partners feedback form (summative)

In order to help us measure our aims for this project we would really like to find out more about where you and your organisation are now at the end of the project. Your feedback will be anonymous. Please answer the following questions and bring this form with you to the focus group.

1. How well do you currently feel you are able to assess volunteers training needs (*please circle one answer*)?

not well fairly well very well

Please explain your answer here...

2. How well do you currently feel you are able to source training expertise/knowledge internally or externally (*please circle one answer*)?

not well fairly well very well

Please explain your answer here...

3. How would you rate your current knowledge and understanding of the latest safeguarding legislation and government guidance (and consequently feel confident to answer volunteers enquiries) (*please circle one answer*)?

not great fairly good very good

Please explain your answer here...

PLEASE TURN OVER

4. Do you feel you have improved your volunteer recruitment (*please circle one answer*)?

Yes No Partly

Please explain your answer here...

5. Are you satisfied with your new volunteer workforce i.e. fit for purpose (*please circle one answer*)?

Yes No Partly

Please explain your answer here...

6. Do you consider your new volunteer recruitment strategy has the potential to attract and engage a more diverse volunteer workforce reflective of West London/your borough - or has already (*please circle one answer*)?

Yes No Partly

Please explain your answer here...

PLEASE TURN OVER

7. How would you rate your current skills overall in recruiting, managing, communicating with volunteers and understanding their needs (*please tick one box for each*)?

	not great	fairly good	very good	Please explain your answer here
Recruiting volunteers				
Managing volunteers				
Communicating with volunteers				
Understanding volunteers needs				

8. We want to explore if partners consider that this project has helped their organisation develop its *organisational resilience*. With other members of staff please discuss to what extent you agree as a team with the following statements:

	1 (don't agree)	2	3	4	5 (fully agree)
My organisation has strong and effective leadership					
My organisation continuously reflects on practices and acts on findings (e.g. develops and uses an evaluation framework)					
My organisation is made up of engaged and involved staff/volunteers					
My organisation continuously updates its information and knowledge base					
My organisation seeks to develop effective partnerships					
My organisation has staff who are knowledgeable about funding streams and can be creative about where/how to apply for different pots of money					

THANK YOU Please bring this form to the focus group 25/03/2015.

G. Partners focus group discussion guide (summative)

Introduction

- Introduce self
- Context & purpose of discussion
- Please be as honest as you can as this will provide the most useful information,
- You don't all need to agree with each other – in fact it is more interesting if you don't!
- Not all questions will be relevant to all partners, please join in the discussions as we go along where appropriate.
- Everything will be confidential – we will not use any names in our report.
- We want to hear from everyone & we have a lot of questions to get through during the session so please don't take it personally if I move the conversation on at certain points.
- Confirm permission to record – we don't want to miss anything you say! This will be deleted once the notes have been written up.
- Finish by X
- Partner introductions

1. What do you feel were the strengths of this project? Post-it notes. Flipchart. Discuss.
2. Any particular areas that needed improvement? Post-it notes. Flipchart. Discuss.
3. To what extent do you agree with the following statements? Flipchart, sticky dots. Discuss.

	1	2	3	4	5
	Don't agree			→	Fully agree
Our partnership developed a shared vision and agreed realistic goals					

Our partnership had open avenues of communication					
Our partnership developed compatible ways of working and is flexible					
Our partnership shared creativity, risk, responsibility and resources					
Our partnership made decisions collaboratively					

4. Thinking about developing better organisational practices and structures regarding volunteers to ensure a sustainable future
 - a) Do you consider that the project has been of strategic benefit to you? Yes/No/Partly (hands-up). Discuss (*prompt: in what way?*).
 - b) Do you feel you have been able to trial new ways of working and to take risks (or will be able to in the future)? Yes/No/Partly (hands-up). Discuss.
 - c) Overall do you consider that the project has helped you develop your organisational resilience? Discuss (*refer to summative feedback form*).
5. Thinking about training and capacity building
 - a) Do you consider overall that the training and capacity building programme was relevant to your needs and have had/will have an impact on your work? Yes/No/Partly (hands-up)? Discuss.
 - b) Have you planned/are planning more efficient ways of working Yes/No (hands-up)? Discuss. Do you feel there is an effective support network in place which you can positively contribute to Yes/No/Partly (hands-up)? Discuss.

THANK YOU (*gather in summative feedback forms*)

