



SPIRIT OF 2012 EVALUATION FINAL REPORT



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GLOSSARY

| | |
|------|-----------------------------------|
| BBC | British Broadcasting Corporation |
| BPA | British Paralympic Association |
| CE | Chief Executive |
| DSNI | Disability Sport Northern Ireland |
| GOGA | Get Out and Get Active |
| GP | General Practitioner |
| LRG | Local Reference Group |
| M&E | Monitoring and Evaluation |
| ONS | Office of National Statistics |
| RAG | Red, Amber, Green |
| SIM | Social Impact Measurement |
| TLVA | Team London Young Ambassadors |
| ToC | Theory of Change |
| UK | United Kingdom |
| USP | Unique Selling Point |
| YAP | Youth Advisory Panel |

1. INTRODUCTION

1.1 Overview of the Report

Section 1: This section includes an overview of the report, the background and aims of Spirit, the aims of the evaluation and an explanation of the Theory of Change (ToC).

Section 2: This section presents the methodology for the evaluation. It outlines the evidence base upon which this evaluation is based and includes the methodology for each component of the evaluation: formative, process and summative.

Section 3: The findings section of the report begins with a discussion of Spirit's participants and volunteers, thus presenting the outputs of Spirit's investments. It then presents the main findings of the evaluation, structured by Spirit's impact statement areas of: (1) the wellbeing of individuals, communities and society; (2) perceptions towards disability and; (3) social cohesion and understanding. Whilst the first and second years of the summative evaluations structured findings by Spirit's thematic outcome areas, it was considered by both Spirit and the evaluators that it would be more useful to structure the final evaluation report by Spirit's impact areas, for succinctness and to avoid repetition.

Section 4: This section focuses upon the conclusions that can be drawn from the findings over the three-year period, structured by the three questions posed in section 1.3.

Section 5: The final section of the report presents subsequent recommendations for Spirit and its grantees to take forwards during the next phase of Spirit's strategy (2018-2021).

1.2 Background and Aims of Spirit

Spirit of 2012 ('Spirit') is a funding charity, established in 2013 with a £47 million endowment from the Big Lottery Fund. Spirit funds partners across the United Kingdom (UK) that provide opportunities in sports, physical activity, arts and culture, volunteering and social action. Spirit was founded to continue and recreate the spirit of pride, positivity and social connectedness that people experienced during the London 2012 Games. It uses national events as catalysts for its funding and invests in creating positive outcomes for people and communities.

Spirit's Impact Statement summarises its approach to distributing public money. Spirit's primary lens through which it judges the success of its investments is in the achievement of social outcomes (social change) and believes that *by enabling people to participate in a wide range of inclusive activities and engaging together in their communities it will:*

- Improve the wellbeing of individuals, communities and society as a whole;
- Improve perceptions (including self-perceptions) and attitudes towards disability and impairment; and
- Lead to greater social cohesion and understanding.

1.3 Aims of the Evaluation

In October 2014, Spirit commissioned inFocus Enterprises Ltd (inFocus) to undertake an evaluation of the Spirit fund across the UK. The three-year evaluation is split into three components to assess the following:

- Set up and early delivery of Spirit (formative);
- The operations and process of Spirit as a funder (process); and
- Cumulative impact of Spirit's investments (summative).

Therefore, each year of the evaluation, inFocus undertook formative, process and summative analysis.

There are three overarching evaluation questions that have emerged over the course of the evaluation and are reflected upon within the conclusions section of this report:

1. To what extent is Spirit working with its intended target population of isolated or disengaged people, via its current grantee portfolio?
2. How successful are the Spirit-funded projects at delivering outcomes within the areas of wellbeing, disability and social cohesion for these target populations within which they work?
3. What kind of funder is Spirit perceived to be, internally, by Spirit staff and externally, by grantees and other key stakeholders?

The evaluators took a theory-based approach to the evaluation. The evaluation presents evidence regarding the contribution that Spirit has made towards change. It does not attribute change to Spirit; this would not be appropriate because there are many influencers on an individual, community and society. Theory-based evaluations always present the contribution that the initiative has made towards change.

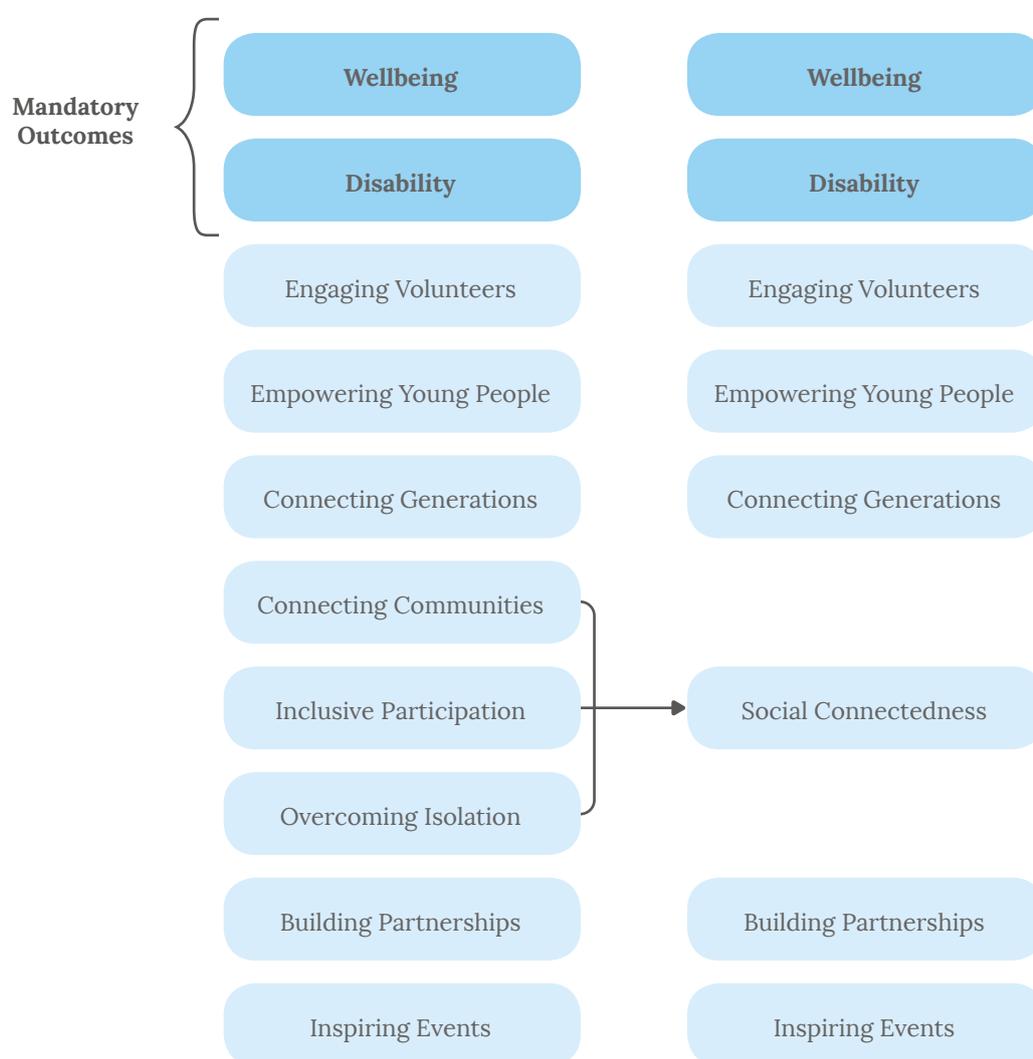
1.4 Spirit's Theory of Change

The evaluators used participatory methods to create a Theory of Change (ToC) during the early stages of Spirit's formation as an organisation. The main assumptions around how change could be brought about by Spirit grantees' projects were defined across several thematic areas of the ToC, and these were used each year to guide the evaluation efforts and establish how plausible, relevant and valid the ToC is, making adjustments to the key change pathways as a result of new insights.

In 2015, Spirit had 10 thematic areas across its ToC. In early 2016, Spirit's ToC was reviewed to better reflect the emerging priorities and to incorporate feedback received from stakeholders. Three of the ten thematic areas (Connecting Communities, Inclusive Participation and Overcoming Isolation) were merged into a new theme - Social Connectedness (please see Figure 1). Spirit's simplified ToC can be found in Appendix 1.

The ToC was initially used to guide grantee selection, with an emphasis upon commissioning two or more of Spirit’s outcomes from any grant applicant (both wellbeing and disability are compulsory outcomes). Subsequently, it was also used as a basis for a shared measurement framework¹ and a data collection tool called a Social Impact Measurement (SIM) workbook, which were promoted to all grantees for incorporation into their own Monitoring and Evaluation (M&E) practices to report project outcomes back to Spirit.

Figure 1: Evolution of Spirit’s Outcome Areas



1. Shared measurement refers to organisations that are working on similar issues, developing a common understanding of what to measure and developing tools that can be used by many charities, social enterprises and funders working towards similar goals.

2. METHODOLOGY

This section presents the methodology for the evaluation. It outlines the evidence upon which this evaluation is based and includes the methodology for each component of the evaluation: formative, process and summative.

2.1 Evidence Base

Of the 36 grants awarded by Spirit to date, the evaluation has engaged with 28 of the projects in some capacity over the course of the three years. The way in which the evaluation has engaged these projects is detailed in Figure 2.

Figure 2: Projects Engaged by the Evaluation (Blue Highlight)

| Project | Organisation | Engaged in Process Evaluation | Engaged in Formative Evaluation | Engaged in Summative Evaluation (Case Study) |
|------------------------------------|---|-------------------------------|---------------------------------|--|
| Asda Active Sport Leaders | UK Active | Y1 | | Y1 |
| Big Big Sing | Glasgow Life | Y1 | | |
| Circus Aurora | Streetwise Community Circus | Y2 | | |
| Cultural Shift | Stockton ARC | Y2 | Y2 | |
| Do It For Real | UnLtd | Y1 | Y1 | |
| Emerge | The Mighty Creatives | | | |
| Everybody Dance | DanceSyndrome | | | Y3 (Spirit) |
| Legacy 2014 Physical Activity Fund | Scottish Government | Y2 | | |
| Fourteen (Northern Ireland) | Springboard | Y1 | Y2 | Y2 & Y3 |
| Fourteen (rest of UK) | UKCF | Y1 | | |
| Get Out Get Active | English Federation for Disability Sport | | | Y3 |
| Get Set's Road to Rio | Edcoms | | Y3 | |
| Hit the Top | Change Foundation | | | |
| Inclusive Futures | Youth Sport Trust | Y1 | Y1 & Y3 | Y1 & Y2 & Y3 |

| Project | Organisation | Engaged in Process Evaluation | Engaged in Formative Evaluation | Engaged in Summative Evaluation (Case Study) |
|--|---|-------------------------------|---------------------------------|--|
| Inspired Action | British Red Cross | Y1 | Y1 & Y3 | Y2 & Y3 (Spirit case study) |
| Making Routes | Oasis Children's Venture, Battersea Arts Centre, South London Gallery | Y2 | | |
| My Sport, My Voice | UK Sports Association | Y1 | | |
| National Paralympic Day 14 & 15 | British Paralympic Association | Y1 | | |
| National Paralympic Carnivals 2016 | British Paralympic Association | | Y2 | Y1 & Y3 |
| Open Ceremonies | Volunteer Scotland | | | |
| Our Day Out | Creative Arts East | | | |
| Reading Rooms | Verbal Arts Centre | | | |
| Rhythm and Respect | Plymouth Music Zone | | | |
| Team Personal Best | England Athletics | | Y3 | Y3 (Spirit case study) |
| Hull 2017 | Hull 2017 Culture Company | Y2 | | Y3 |
| Spirit of Rugby | Rugby Football Union | Y1 | Y2 & Y3 | Y2 |
| Sporting Memories Uniting Generations | Sporting Memories Foundation | Y1 | | Y1 |
| Seafarers | Stopgap Dance | | | |
| Bringing the Games to Your Doorstep and Camp Glasgow | StreetGames | | | Y1 |
| Team London Young Ambassadors | Greater London Authority | Y1 & Y2 | Y2 | |
| Unlimited Impact | Shape and Artsadmin | Y1 | Y1 | Y1 & Y2 |
| One Million Mentors | UpRising | | | |
| Viewfinder | Beacon Hill Arts | Y2 | Y3 | |
| Voluntary Arts | Voluntary Arts | Y1 | Y2 | Y2 |
| Volunteering Spirit Wales | Wales Council for Voluntary Action | Y1 & Y2 | | |
| Women of the World | Southbank Centre | Y2 | | Y3 |

This report is based on:

- **Baseline and end line quantitative data reports** submitted to the evaluation team in the form of Social Impact Measurement (SIM) workbooks, discussed further in section 2.4;
- **Qualitative evidence collected through the formative, process and summative components of the evaluation** (please see Figure 2): 18 case studies were produced in total as part of the summative evaluation, discussed further in section 2.4; and
- **Secondary information** from final project evaluations, end-of-projects reports, quarterly monitoring project reports and other supporting documentation.

2.2 Methodology for Formative Evaluation

The formative evaluation documents successful results, lessons learnt and best practice during the formative stages of Spirit-funded projects. It does this by focussing on different areas of Spirit's ToC and the understanding of how the activities will lead to the stated outcomes and assumptions underpinning this understanding. The thematic areas reviewed across the three years of the evaluation may be found in Figure 3 below.

Figure 3: Thematic Areas Reviewed Across the Three Years of the Evaluation

| Review Year | Thematic Area | | | |
|-------------------|---------------|------------|---------------------|-------------------------|
| Year One | Wellbeing | Disability | Engaging Volunteers | Empowering Young People |
| Year Two | Wellbeing | Disability | Inspiring Events | Social Connectedness |
| Year Three | Wellbeing | Disability | Engaging Volunteers | Empowering Young People |

The following data collection methods were employed for the formative evaluation:

- Interviews with Spirit grantees who work in at least three of the four thematic areas included in Figure 3; and
- Literature review of documents relevant to all thematic areas of Spirit's ToC.

Key findings of formative evaluation reports document the different routes grantees have taken towards conceptualising and operationalising the assumptions in the thematic areas reviewed. This final evaluation report brings together all evidence from the formative reports.

2.3 Methodology for Process Evaluation

The key aims of the process evaluation are to:

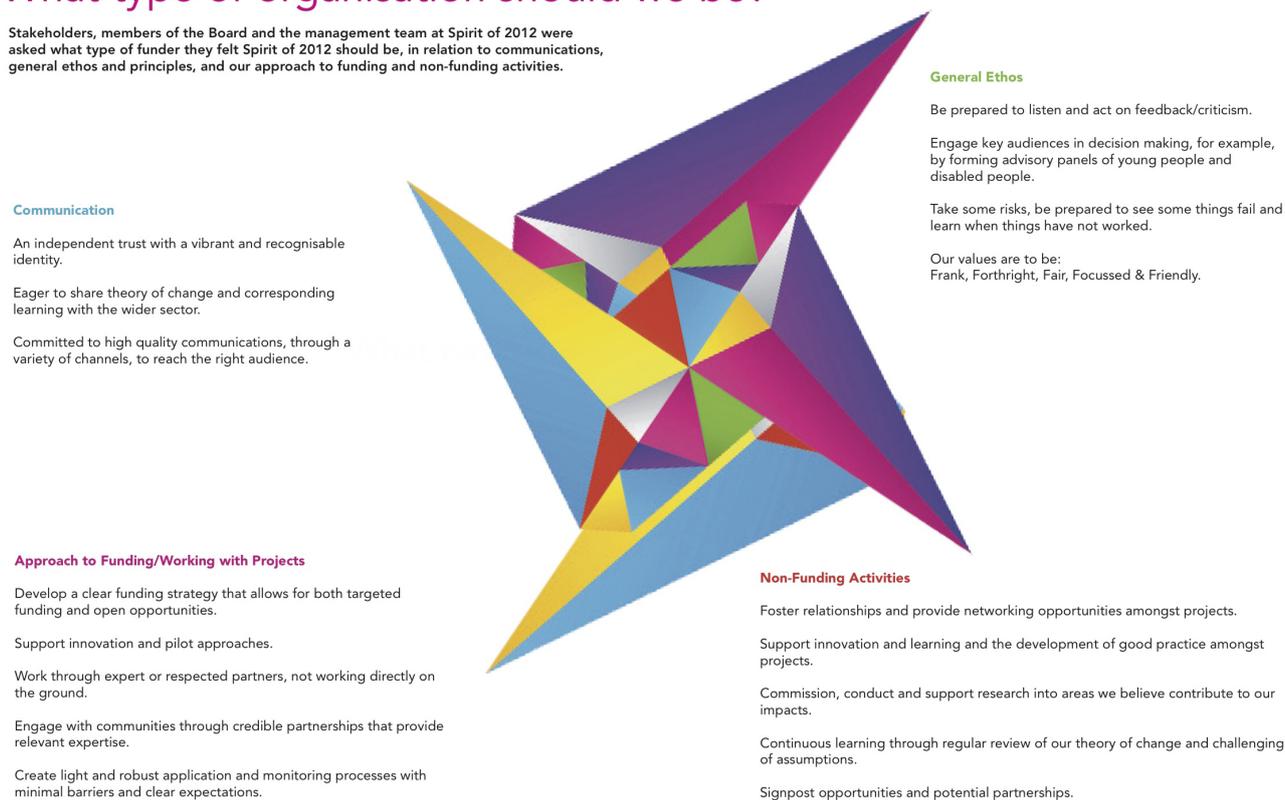
- Critically evaluate Spirit’s grant making structures and support processes;
- Explore and examine pre-identified operational standards; and
- Learn from grantee feedback and share this with Spirit to improve processes and procedures accordingly.

The evaluation team undertook an exercise with members of the board and the management team at Spirit in early 2014 entitled ‘what type of funder should we be?’ The exercise produced a set of values for the areas of communication, approach to funding, general ethos and principles and non-funding activities (please see Figure 4). These values are reflected upon in section 3.5.

Figure 4: What Type of Funder Should we be?

What type of organisation should we be?

Stakeholders, members of the Board and the management team at Spirit of 2012 were asked what type of funder they felt Spirit of 2012 should be, in relation to communications, general ethos and principles, and our approach to funding and non-funding activities.



The process evaluation methodology makes use of quantitative and qualitative data, adopting a mixed methods approach to data collection. The methods utilised in each year of the evaluation may be found in Figure 5 below.



Figure 5: Process Evaluation Data Collection Methods

| Year of the Evaluation | Data Collection Methods Utilised |
|------------------------|--|
| 1 | <ul style="list-style-type: none"> • Review of internal documentary evidence • Grantee online survey • Interviews with 11 grantees, 7 Spirit staff and one with an external stakeholder • Partner network mapping exercise as part of a Spirit learning event |
| 2 | <ul style="list-style-type: none"> • Review of internal documentary evidence • Grantee online survey • Interviews with 11 grantees, 7 Spirit staff and one with an external stakeholder • Partner network mapping exercise as part of a Spirit learning event • Review of additional internal documentary evidence (up to March 2016) • Grantee online survey • Music and Dance Challenge Fund Online Survey (April 2016) • Findings from a Spirit learning event (May 2016) |
| 3 | <ul style="list-style-type: none"> • Spirit case study, including: <ul style="list-style-type: none"> - Interviews with 12 respondents (4 Spirit staff, 2 Spirit Board Members, 2 Spirit Youth Advisory Panel members, 1 Big Lottery Fund staff member and 3 grantees) - Review of internal documentary evidence (up to July 2017) - Findings from a Spirit learning event (May 2017) |

In years one and two, the evaluation produced process evaluation reports. Rather than produce a third process evaluation report, the evaluation team, in conjunction with Spirit, decided that in the last year of the evaluation, it would be timely to consider how the operations and processes of Spirit have changed since it was set up and to reflect this in a case study on Spirit as a funder. The case study focuses on the following key questions, which have also been used to structure section 3.5 of this report:

- Is Spirit effective in engaging and working with its stakeholders?
- Has Spirit created effective grant application/ maintenance processes?
- Has Spirit's targeted funding strategy worked as intended?

2.4 Methodology for Summative Evaluation

The key aims of the summative evaluation are to:

- Analyse the outcomes of each of the awarded grant components individually and collectively against the outcomes in the original project proposals; and
- Include case study research to enable grant recipients and beneficiaries to 'tell their stories'.

The methods utilised in each year of the summative evaluation were as follows:

- Analysis of quantitative data collected through Spirit's internal monitoring system (SIM workbooks);
- Analysis of the Office for National Statistics (ONS) wellbeing data; and
- Six in-depth case studies, primarily based on qualitative evidence (18 case studies in total).

2.4.1 Quantitative Evidence

The Social Impact Measurement (SIM) data provided by grantees was an important source of quantitative information for the summative aspect of the evaluation, which looked at the impact of the various grantee interventions upon their respective target populations. Taking into account the diversity of the grantees and of the thematic areas that the grantees collectively address, the evaluators considered the influence of the following independent variables when analysing the three-year findings, as these were felt likely to have influenced the dispersion (or 'range') of the SIM data received. These variables include:

- The different target populations addressed by different grantees;
- The range of grantee interventions applied, including the 'dosage' and length of grantee interventions (i.e. the frequency and intensity of a grantee intervention);
- The 'maturity' of a grantee's project, considered in terms of the length that the grantees' project has been invested in by Spirit, ranging from 0 to 5 years; and
- The grantees' capacity and capability to effectively incorporate Spirit's shared measurement practices and tools and to subsequently collect quality outcome data (i.e. free from significant data errors and using large enough sample sizes), sufficient for inclusion within the analysis (discussed further below).

For the purposes of analysing the change that Spirit's investments have contributed towards, both baseline and end line data are needed. 18 of the 36 projects submitted baseline and end line data. However, for quality reasons, 4 projects had to be removed entirely from the dataset, as their sample sizes were too low (explained further below). In addition, data against individual outcomes was removed from some projects for the same reason. The other 18 projects were either at too early a stage to have end line data, or were small incubation grants or seconded over from the Big Lottery Fund, so were not required to follow the same reporting processes. Therefore, 14 projects², with robust data for the purposes of this evaluation, are included in the database.

Confidence in the representativeness of the sample of respondents is required. A standard confidence level of 95% has been used in this evaluation, and a confidence interval subsequently calculated, as a way of understanding the role of sampling error in the percentage changes from baseline to end line being reported by the grantees. In simple terms, smaller sample sizes used by the grantees during their data collection generates wider intervals. As a rule of thumb, if a grantee wanted to cut its margin of error in half, it would need to approximately quadruple its sample size. For the ultimate purpose of estimating an average percentage change across all Spirit grantees (for example changes in reported levels of wellbeing), any project whose data was based on a confidence interval of greater than +/- 15% was removed from the analysis, to increase the reliability of the result. These reasons combined meant that only 14 projects' data could be used in the final analysis.

In the UK, official data on wellbeing has been collected periodically since 2011, by the ONS. To enable some comparison between Spirit's projects and national data, Spirit specifies that all grantees ask their participants or volunteers the same wellbeing questions asked by the ONS. Therefore, the evaluation compares changes in wellbeing reported by Spirit-funded projects to national data from relevant years collected by the ONS. Of the 14 projects with robust data for the purposes of the evaluation, 8³ had robust data on changes in wellbeing of participants or volunteers.

2.4.2 Qualitative Evidence

The other important source of primary, qualitative data for use within the evaluation was from case studies. Over the three-year period, a total of 18 case studies were developed through a combination of remote and in-person interviews, direct observation through site visits, small focus groups and desk-based review of documentation. The focus of the case studies was varied across the three-year period, to ensure a degree of coverage across all thematic outcome areas of interest.

All 36 Spirit-funded projects address the outcome area of wellbeing and disability; between 13 and 23 projects report to address the outcome areas of engaging volunteers, empowering young people, social connectedness and inspiring events and; fewer than ten projects address

2. *Inclusive Futures, Spirit of Rugby, My Sport My Voice, Cultural Shift, Team London Young Ambassadors, Legacy 2014 Physical Activity Fund, Inspired Action, Voluntary Arts, Our Day Out, Volunteering Spirit Wales, Fourteen (Springboard), Fourteen (UKCF) and Sporting Memories Uniting Generations*

3. *Spirit of Rugby, Cultural Shift, Team London Young Ambassadors, Legacy 2014 Physical Activity Fund, Inspired Action, Our Day Out, Volunteering Spirit Wales and Fourteen (Springboard)*

outcome areas of connecting generations and building partnerships. The case study selection aimed to reflect this, although cannot be considered a truly representative sample. Therefore, some Spirit themes received more coverage than others through the evaluation, through both the case studies and SIM data provided. This is referenced in Figure 6 below. A Red Amber Green (RAG) rating has been used to indicate the volume of evidence available for the evaluation. A list of the projects behind the numbers presented in the table may be found in Appendix 3. This evidence has been brought together and presented under each strategic findings area, as explained in section 3.

Figure 6: Volume of Available Evidence for each Spirit Theme

| Theme | Aims | | Outcomes | |
|-------------------------|---|----------------------------------|---|--|
| | Number of projects addressing the theme | Number of projects with SIM data | Number of projects with evaluation case studies | |
| Wellbeing | 36 | 10 | 17 | |
| Disability | 36 | 5 | 15 | |
| Engaging volunteers | 23 | 1 | 11 | |
| Empowering young people | 15 | 5 | 9 | |
| Social connectedness | 17 | 5 | 7 | |
| Connecting generations | 7 | 2 | 1 | |
| Inspiring events | 13 | 1 | 6 | |
| Building partnerships | 6 | N/A | 2 | |

■ 10 or more cases
 ■ 5-10 cases
 ■ Less than 5 cases

2.5 Data Analysis

Quantitative data from individual SIM workbooks was merged into one database by the evaluation team. Data cleaning was first performed, to remove any projects that did not have both baseline and end line data or could not be considered robust.⁴ Data analysis was then performed using pivot tables, formulae and graphs. The database has been shared with Spirit, for transparency.

Qualitative data was analysed using qualitative software (Dedoose) and other coding methods. For this report, it was not possible to utilise Dedoose to bring together all the evidence, since different reviews were created for the different components of this evaluation. Therefore, all available evidence was manually coded by the consultants against the findings areas of this report, then brought together and discussed by the evaluation team before being written-up into the report.

⁴ Please see the 'Quantitative Data' section under section 2.4 for a classification of 'robustness' for the purposes of this evaluation.

2.6 Validity of Findings and Limitations

As stated in section 1.3, this evaluation presents evidence regarding the contribution that Spirit has made towards change. All quantitative monitoring data presented in this report comes from Spirit's grantees (via Spirit). Whilst the indicators used for data collection are based on nationally validated instruments, the evaluation team has not validated the way in which data is collected by the grantees or the outcome figures reported. This did not fall into the remit of the evaluation and is considered a role of Spirit.

In the first year of the evaluation, the evaluators experienced some difficulties with obtaining quantitative data from individual projects collected through Spirit's internal monitoring, for a variety of reasons including: lack of available data due to the stage of implementation; projects had started prior to the introduction of the monitoring system and; changes to Spirit monitoring requirements. Other issues arose with obtaining data from external evaluators contracted by grantees. The year one summative evaluation report stated that measures have been taken to resolve this for future evaluations, including terms for working with external evaluators for new grantees.

In the second year of the evaluation, just six projects provided complete monitoring data (representing 22% of Spirit's grantees at the time). The main reason for this was changes to the monitoring system, which challenged the consistency of the data from the first to the second year of the evaluation. Spirit did not require projects to set outcome targets, as it was felt this was inappropriate, so this evaluation has not been able to analyse progress of outcomes against expected progress, although it was possible to present changes over time for the 14 projects with monitoring data.

In the third year of the evaluation, 14 out of 36 projects collected robust baseline and end line outcome data.⁵ The rest of these projects are not expected to have data at their current stage or did not have large enough sample sizes to be included in the analysis (explained in section 2.4.1). As in the second year of the evaluation, there was no data on projects' targets in the SIM workbooks. Therefore, this evaluation presents quantitative data from just under 40% of projects.

The evaluators used triangulation to strengthen the validity of findings. In this way, qualitative primary evidence from case studies, the formative and process evaluation components of the evaluation has been used to supplement the quantitative data from the SIM workbooks. Secondary evidence from reports and other documents have also been included in this report.

The case studies are not organisational evaluations; their objective is to be in-depth project-focused assessments against Spirit's outcomes. External evaluations of most Spirit-funded projects are being conducted by other organisations and, where possible, the findings from these evaluations have been included in this report.

5. *Spirit of Rugby, Cultural Shift, Team London Young Ambassadors, Legacy 2014 Physical Activity Fund, Inspired Action, Our Day Out, Volunteering Spirit Wales and Fourteen (Springboard)*

3. FINDINGS

3.1 Participants and Volunteers

Spirit grantees reported that they have reached 2,725,743 participants and 24,904 volunteers as a result of projects funded by Spirit. 'Participation' in relation to these figures reflects different levels and types of engagement. For some grantees, participation figures relate to engaging participants or volunteers intensively on a week to week basis, whilst for others, it relates to the audience at a single event, for example attending a 1-day festival. Additionally, the participation figures submitted to Spirit from grantees have been sourced and calculated in a variety of different ways. For example, participation figures for the Reading Rooms project are from attendance registers for the 30 young ex-offenders that the project regularly engages with. For the Hull 2017 installation 'Blade', as part of the Look Up series, the figure of 403,808 participants was taken from counting people in CCTV footage who were stopping to look at the piece of art. Another example is the 763,013 young people participating in the Get Set Road to Rio project, which provided young people and teachers with an online platform in the run up to the 2016 Rio Olympic and Paralympic Games. The reported figure is projected from a sample of teachers completing an online survey.⁶

The differing levels of engagement and methods of collecting output data have meant that it has not been possible for Spirit to collate full demographic details of participants and volunteers, for example, in relation to gender or age, as this information is not captured consistently by all grantees. It should also be noted that the participation figures do not take into account 'knock-on' events that occurred as a result of events run by grantees. For example, WOW Spirit Bradford audience figures take into account the attendees at their 2016 festival, but not attendees at the events that have been organised as a result of the festival.

3.1.1 To what extent is Spirit working with its intended target population of isolated or disengaged people, via its current grantee portfolio?

From the outset of establishing the trust, Spirit has focused on working with individuals or groups that may be isolated or disengaged from society, with a particular focus on disabled people. In the Spirit ToC, isolation is defined by: feelings of isolation, physical barriers to participation, or isolation through perceived or actual prejudice. Spirit has also focused on supporting and developing the capacity of organisations, community groups and volunteers that can reach these socially marginalised individuals and communities.

6. 5688 teacher users received the Get Set Road to Rio survey, 195 took part in the survey of which 142 had taken part in Get Set Road to Rio activities. The figure 763,013 participants is based on the assumption that 72.8% (142/195) of the 5688 teachers are taking part in activities and each of these teachers then works with an average 183 pupils.

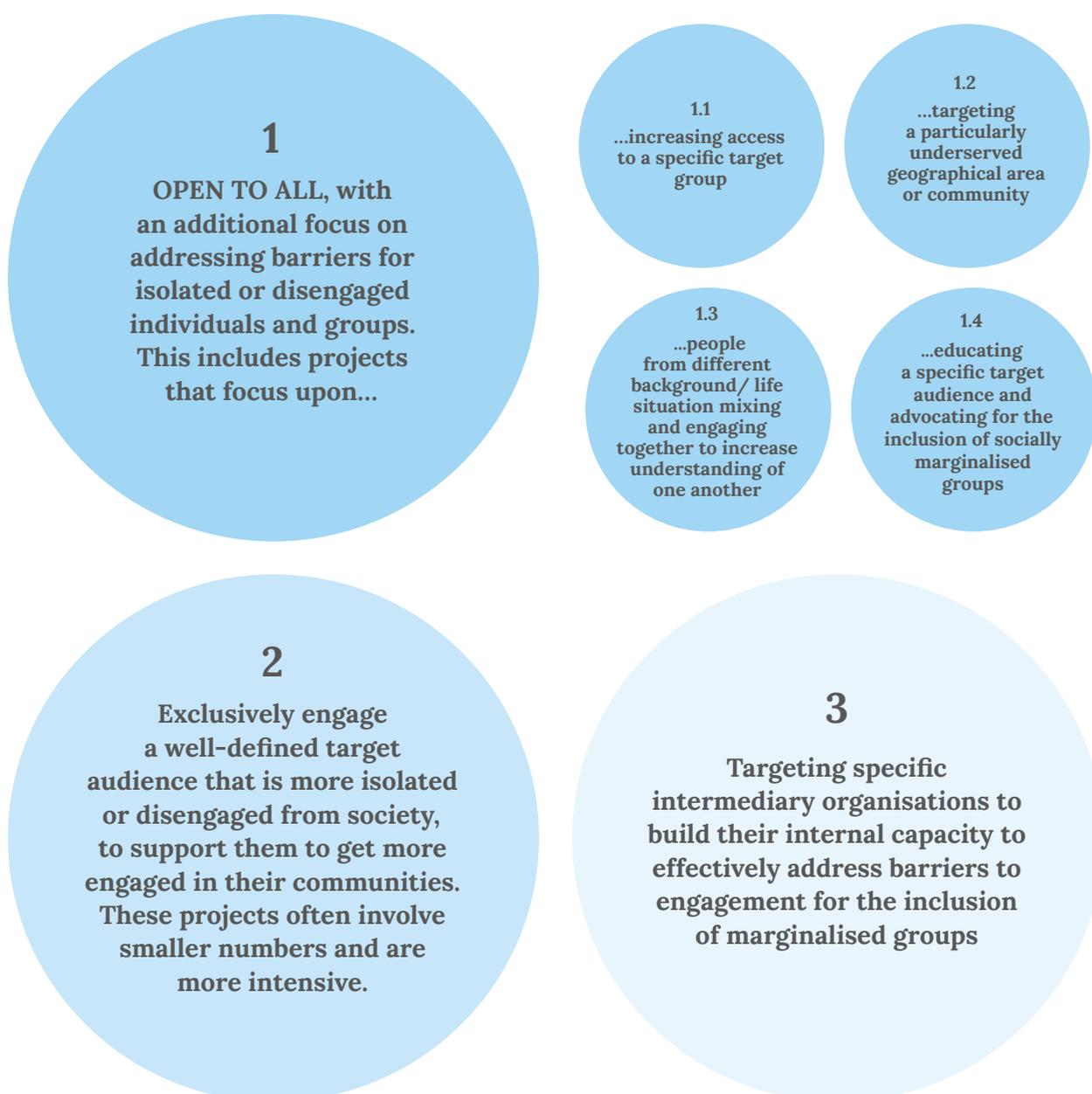


While it is not possible to identify exact numbers of participants who are isolated/disengaged (see above) every Spirit grantee reports that they are engaging with isolated or disengaged individuals or groups in some way, and a number focus exclusively on engaging with these individuals and groups. However, from the figures submitted by grantees and the context of how they work, it is clear that many will also be engaging with individuals and groups that do not fall into this category. This is justified by many grantees based upon their stated aim of being fully inclusive and, therefore, a reasonable extension of this thinking is to enable all young people, or anyone from the general public, to take part in their activities, regardless of background, whilst making every effort to address obvious barriers for more isolated or disengaged groups to join their projects. For example, Dance Syndrome describes its Everybody Dance sessions as **'fully inclusive, allowing anyone, regardless of age, race, gender or disability to come along and join at a pace that suits them in a supportive environment'**, while also ensuring that sessions are designed and co-led by a learning-disabled Dance Leader and a supporting Dance Artist. Some grantees also focus on serving a particular community or location identified as underserved or disadvantaged, for example running cultural events in an area of the UK that has some of the lowest engagement in arts or cultural activities, which will likely also mean attracting some individuals who are not necessarily the most isolated or disadvantaged in their community.

For many grantees, the engagement with a wider audience beyond isolated or disengaged individuals or groups is a key part of their delivery model, as they believe that mixing people together of different abilities and backgrounds (e.g. disabled and non-disabled) can generate learning and understanding. For example, the benefits of members of a community from different backgrounds mixing together was identified in a report submitted in relation to the Fourteen project: **"one of the benefits of bringing people together from a varied set of disciplines and backgrounds is that it has indirectly given LRG [Local Reference Group] members the opportunity to network with people from different areas, to take into account different opinions and values, to effectively challenge and be challenged, to learn the art of diplomacy, to listen to the needs of others and to work through difficult decisions together."** Finally, it is worth noting that a number of grantees engage with a wider audience as a means to advocate for the inclusion of socially marginalised groups, or to educate on the issues affecting them, often using advocates from amongst these groups.

On the next page, the different ways that Spirit grantees engage with participants and volunteers is explored, in particular, how they engage with isolated or disengaged groups. Later in this report (section 5), recommendations are made in relation to how target audiences are identified and defined.

Figure 7: The Different Approaches to Defining Target Audience by Spirit Grantees

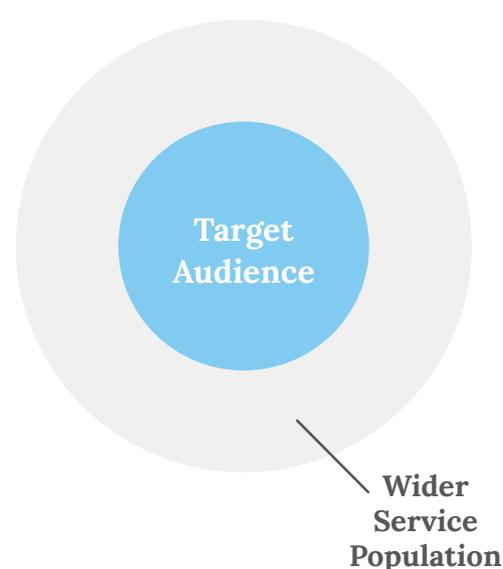


1. Open to all young people, or more widely to all members of the public, but with an additional focus on addressing barriers to attendance for individuals and groups that may be isolated or disengaged from society. This includes projects that focus upon:

- **Increasing access to a specific target group alongside open access to the project.** For example, the *Big Big Sing* was open to the general public but includes projects to engage with specific target audiences such as *Hearts in Harmony*, Capability Scotland's first community choir, made up of over 40 participants with a range of disabilities. *Do it for Real* is open to all young people, but a target number of awards will be set to ensure that disabled young people are recognised and that appropriate support levels are offered.

- Targeting a particularly underserved geographical area or community. There will, therefore, be a mix of individuals attending from different backgrounds, but with the assumption that projects will reach more isolated, disadvantaged or underserved groups. For example, the *Emerge* project targets up to 1,000 children and young people aged 11-25 in the production of 24 arts festivals across the Midlands between 2016 and 2019. These festivals are held in three communities that were identified as having some of the lowest engagement in arts and cultural activities. Hull 2017 Culture Company is also running a number of projects that engage with the most culturally inactive residents in the city.
- People from a different background/life situation, mixing and engaging together to increase understanding of one another, particularly targeting disabled and non-disabled people interacting together. An example of this is *Get Out Get Active* (GOGA), which was founded on the principle that disabled and non-disabled people interacting together will lead them to challenge people's perceptions of disabled people (including their self-perceptions) and ensure that individuals, communities and society are more inclusive and positive.
- Educating a specific target audience and advocating for the inclusion of socially marginalised groups. This often involves individuals from the socially marginalised group acting as an advocate. For example, the *My Sport, My Voice* project was a three-year athlete ambassador project that engaged 12 ambassadors to help deliver workshops to raise awareness on how to work with people who have a learning disability. The *National Paralympic Carnivals* project also visited three city centre locations across England, Scotland and Wales and ran 'Come and Try' disability sports sessions for non-disabled people to participate in the sports.

Projects adopting the Type 1 approach to defining their beneficiaries can be regarded as having both a defined **target audience** and a wider **service population** who are being engaged for a number of additional reasons. These range from avoiding singling out and potentially stigmatising the target audience to supporting the social cohesion and inclusivity goals of the project, or other reasons specific to the project in question (e.g. to help meet the costs of the project). However, not all Spirit grantee's have drawn these distinctions with whom they engage and for what reason. For those that have, the proportions of target audience versus wider service population found within Spirit projects is difficult to assess from the current participation data available.





2. Exclusively engage a well-defined target audience that is more isolated or disengaged from society to support them to get more engaged in their communities. These projects often involve smaller numbers and are more intensive. For example, the Verbal Arts Centre works with young people and ex-offenders aged 18-30 on the *Reading Rooms* project to break down barriers and support them to reintegrate into their communities. In addition, the *Our Day Out* project engages older people in Norfolk with culture and creativity through participatory music and dance sessions in a dementia friendly environment.

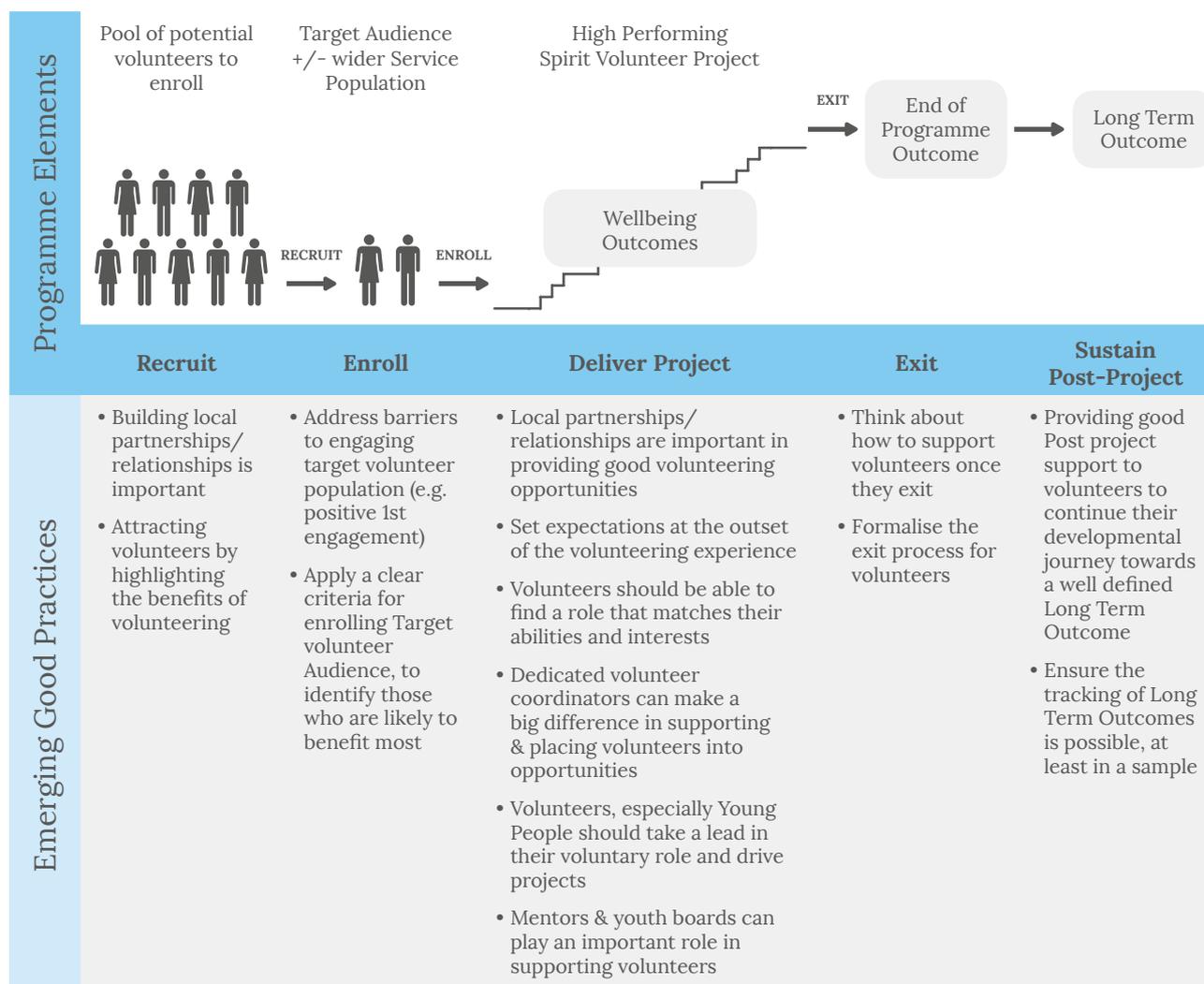
3. Targeting specific intermediary organisations to build their internal capacity to effectively address barriers to engagement for the inclusion of marginalised groups. For example, *Unlimited Impact* works to create and extend strategic alliances with cultural venues and festivals so that they engage with disabled artists, develop strong links with disabled communities in their localities and develop new audiences.

3.1.2 What are some of the main learnings and evidence based good practices identified from the grantee portfolio regarding working with volunteers?

Many Spirit grantees (23 out of 36) focus specifically on working with volunteers and/or supporting volunteering. In this section, some key lessons from grantees in relation to engaging and working with volunteers are explored.

The diagram below relates the good practices and lessons learnt from the Spirit portfolio of volunteer projects to five standard elements of programme design - recruitment, enrolment, project delivery, project exit and post-programme support towards a longer-term (sustainable) outcome.

Figure 8: Evidence Based Good Practices Identified For Volunteer Projects



Many grantees highlighted the **importance of building local partnerships to find volunteers and access voluntary opportunities and the need to take time to build relationships**. Beacon Hill Arts works in partnership with third sector organisations on the *Viewfinder* project to make short films. For the Rugby Football Union (RFU) and its *Spirit of Rugby* project, local partners include community groups, country sports partnerships, universities and local rugby clubs, which support the volunteers with their projects. A Youth Sport Trust member of staff working on the *Inclusive Futures* project identified that, **“I think where we had the biggest gains were where the organisations had strong partnerships in place”**, and for their project in Manchester, a critically important element was the development of excellent relationships with the schools (and the relevant staff), who provided volunteers. The English Federation of Disability Sports (EFDS), which is delivering GOGA, reflected that it can be challenging working with partners that have limited previous experience of working with volunteers, and that it is important to enhance partners’ understanding of the value of volunteering.

A solid recruitment process, quality training and support is a necessary investment to ensure success. One partner stated that they had, “**a more in-depth and sophisticated understanding of how to recruit volunteers and keep them motivated**”, following the work with GOGA. For England Athletics and their *Team Personal Best* project, one of the priorities from the first few months of delivery has been improving knowledge of the volunteering landscape within the sports sector, and spending time visiting clubs and meeting with volunteers within sport.

A lesson from the Spirit of Rugby volunteer project is that understanding motivations behind volunteering is key to a positive volunteer experience: “*What we’ve found is that it’s important to understand the motivations of the people who get involved – it’s so helpful for understanding how to engage with them in the longer term and then engaging with them in the project.*” (RFU member of staff). Each volunteer will have different motivations for becoming involved in a project and different expectations, so will require different types and levels of support. Hull 2017 has engaged 2,527 volunteers of all ages in the project to date. It has strong support in place for the volunteers, offers all volunteers the opportunity to participate in masterclasses and provides support to volunteers with additional needs. These are some reasons why the projects’ existing volunteers have wanted to take on more work than was originally expected and demonstrate very high levels of engagement.

When **attracting volunteers**, the British Red Cross highlighted the benefits of volunteering on the *Inspired Action* project, particularly in relation to **employability skills**. Beacon Hill Arts noted the relevance of volunteering to future jobs in relation to the *Viewfinder* project. The RFU stressed the importance of the balance between rewarding and providing recognition to those volunteers who are doing excellent work on the Spirit of Rugby project, and providing incentives for those volunteers who could do more. When addressing barriers to engagement, staff at both the Inclusive Futures and Voluntary Arts projects highlighted the importance of ensuring that the first engagement with volunteers goes well and that this can lead to more sustained involvement.

Several grantees identified transport as a challenge that influenced the ease of volunteer recruitment. For the British Red Cross, many young volunteers on the *Inspired Action* project don’t have a driving licence or a car to reach training or events where they would be working, which meant that service managers are less eager to take them as volunteers. Staff working on Inclusive Futures in rural areas of Northern Ireland found that a lack of transportation, particularly for young disabled people, was a barrier in connecting young volunteers to clubs and opportunities in their locality.

The RFU highlighted that **setting expectations for new volunteers and providing adequate support from the outset is key to retaining volunteers**. StreetGames found it important for volunteers taking part in the *Camp Glasgow* project to understand the demands of a voluntary role, and UK Active identified that it takes time to develop skills to volunteer, and also to develop new volunteering opportunities through the ASDA *Active Sports Leaders* project

Volunteers finding the right role was also important to grantees, for example, Beacon Hill Arts encouraged volunteers on their *Viewfinder* project to be specific about the role they want to find in an organisation. Within the *Inspired Action* project, volunteers are assisted to apply for their preferred role within British Red Cross and service managers then work to find the



best possible placement for each young participant and, when needed, adapt the vacancy to the young participants' abilities and interests. The RFU has learnt from their *Spirit of Rugby* project that it is key to understand the motivation of volunteers and that it shouldn't feel like an arrangement they can't get out of.

Dedicated volunteer coordinators can make a big difference in supporting and placing volunteers into opportunities, as experienced by the British Red Cross with their *Inspired Action* project. This project utilised engagement workers to coordinate and deliver workshops and liaise with local partners. The Youth Sport Trust noted on the *Inclusive Futures* project that without the dedicated staff member to coordinate volunteers, it would have been a challenge to establish a core group of volunteers and find them good quality volunteer placements (i.e. effectively matching the supply and demand of voluntary opportunities). For the RFU, having dedicated project coordinators who get to know the volunteers on a more personal level has been invaluable on the *Spirit of Rugby* project.

Several grantees highlighted **the importance of young participants leading and driving a project**. It is important to staff of the *Inclusive Futures* project that volunteers have a role in running a project and each is set a budget, towards which it is expected to secure local partnership funding. Volunteers on the *StreetGames Camp Glasgow* project were encouraged to run their own mini-projects. Within the *Spirit of Rugby* project, there is also an importance placed on volunteers taking a leadership role, and UK Active wanted their volunteers to transition from participation to organising projects on the *ASDA Active Leaders* project.

EFDS, the Youth Sport Trust and the RFU identified that **mentors and youth boards can play an important role in supporting volunteers**, by helping young participants to take on more responsibilities, welcoming new volunteers and helping them to enjoy the sessions. The Youth Sport Trust found that this helped participants to come back to *Inclusive Futures* week on week. For the RFU, in relation to their *Spirit of Rugby* project, a success factor for engaging volunteers is the participation of a mentor or key stakeholder from the same age demographic as the volunteer, who can dedicate time in their working week to focus on understanding and supporting the project.

The British Red Cross identified the importance of supporting volunteers on the *Inspired Action* project to **transition on from their voluntary placement** and use the skills and knowledge they have gained from the experience. Staff on the *Spirit of Rugby* project are working with stakeholders to find other opportunities for volunteers who wish to continue to volunteer. Additionally, the coordinators at *WOW Spirit* have helped their youth and adult volunteers to continue to engage with each other following the 2016 Bradford *WOW Spirit* Festival, through the ongoing 'Speakers Corner' initiative, partly via continuing the campaigns started at the festival.

3.2 Wellbeing of Individuals, Communities and Society

This section summarises several of the key findings under the related Spirit outcome themes of wellbeing, engaging volunteers and empowering young people.

3.2.1 Has the volunteers' and participants' wellbeing increased through their participation in Spirit-funded projects?

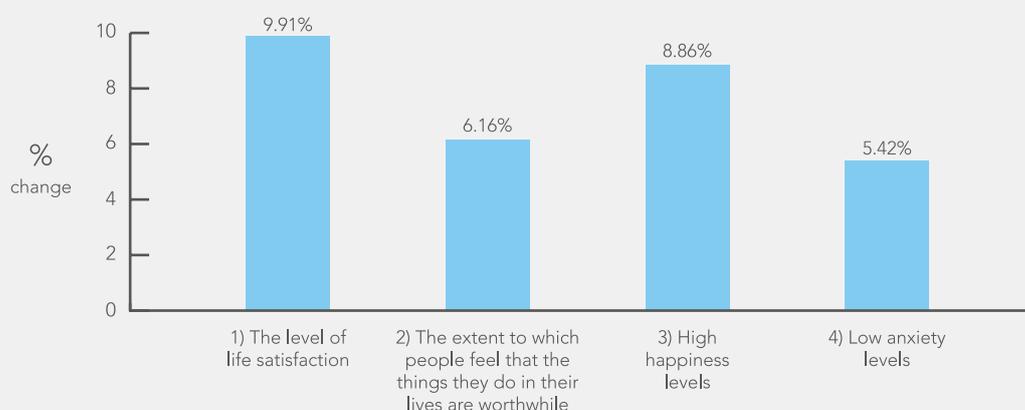
There has been an average 7.9% increase from baseline to end line in the number of Spirit-funded participants or volunteers who report high levels of wellbeing. This improvement is based on data from 8 projects that collected robust baseline and end line data on the wellbeing of participants or volunteers involved in their projects. Data was also collected from one project, *Emerge*, at baseline and midline (6 months later). However, since a midline data point is different to an end line data point and, thus, not comparable, it has been excluded from the analysis.

In the UK, official data on wellbeing has been collected periodically since 2011, by the ONS. To enable some comparison between Spirit's projects and national data, Spirit specifies that all grantees ask their participants or volunteers the same wellbeing questions asked by the ONS. These are as follows:

| Area of Wellbeing | Question Asked |
|-------------------|--|
| Life satisfaction | Overall, how satisfied are you with your life nowadays? |
| Worthwhile | Overall, to what extent do you feel the things you do in your life are worthwhile? |
| Positivity | Overall, how happy did you feel yesterday? |
| Anxiety | Overall, how anxious did you feel yesterday? (over 16s only) |

All areas of wellbeing increased from baseline to end line, with the largest improvements being in the number of participants or volunteers' reporting high⁷ levels of life satisfaction (up by 10%) and feelings of positivity (up by 9%) (please see Figure 9).

Figure 9: Percentage Change in Participants' or Volunteers' Wellbeing



⁷ 7 or more out of 10

Average change in the total number of participants or volunteers who reported high levels of wellbeing (7-10) as a percentage of the total number of participants between baseline and end line is presented in Figure 10. The data also indicates that **projects that focus on sustained volunteer or participant engagement are more likely to demonstrate improvements in wellbeing than projects that engage volunteers or participants in a one-off activity.** All projects that reported increases in wellbeing incorporated long-term engagement of either beneficiaries or volunteers (or both) into their project design. This is in line with initial findings in the first year of the evaluation, which reported that although positive outcomes could be seen from one-off events and short-term engagement, for longer-term outcomes to be attained, projects need to couple events with more regular and 'deeper touch' activities. For example, the StreetGames case study registered positive outcomes from *Camp Glasgow*, but recognised that the camp, by itself, would not transform the lives of the young participants.

Figure 10: Changes in Wellbeing Reported by the Participants or Volunteers of Spirit-Funded Projects

| Project | Primary beneficiary and volunteer engagement | Average % change in high levels of wellbeing from baseline to end line |
|------------------------------------|---|--|
| Cultural Shift | Long-term beneficiary engagement | 24.18% |
| Our Day Out | Long-term volunteer engagement, short-term beneficiary engagement | 22.45% |
| Legacy 2014 Physical Activity Fund | Long-term beneficiary engagement in physical activity | 11.23% |
| Fourteen Northern Ireland | Long-term beneficiary engagement in combined activities | 10.24% |
| Team London Young Ambassadors | Long-term volunteer engagement; short-term beneficiary engagement | 9.49% |
| Spirit of Rugby | Long term volunteer engagement; one-off beneficiary engagement in physical activity | 5.01% |
| Inspired Action | Long-term volunteer engagement; long-term beneficiary engagement | 2.38% |
| Volunteering Spirit Wales | One-off volunteering | -0.69 |

Green indicates a positive change of 5% or more, amber indicates no change or a positive change between 0-5% and red indicates a negative change.

Average changes in high levels of wellbeing from baseline to end line reported by the individual projects will now be discussed in turn (the full dataset can be found in Appendix 4).

Cultural Shift: This project works across three strands, offering creative practice and participation, strategic shift and dissemination and sharing. An element of the first strand, called 25 days, has worked intensively with a small number of people with learning disabilities to address barriers to participation and organise workshops for participants to produce a

film. Feedback from a workshop in January 2017 reported that the project made participants feel ‘part of something’. *Cultural Shift* reported the largest increase in the proportion of participants with high levels of wellbeing from baseline to end line (24%). However, this figure is based only on wellbeing scores in the area of life satisfaction, as data from the other three areas of wellbeing was from too small a sample to be included.⁸ Moreover, the total number of survey respondents was 34 at baseline and 27 at end line, so the representativeness of the sample is less robust (confidence interval of +/-11.75% at a confidence level of 95%). As more participants complete the programme, it will be interesting to see if these results are maintained.

Our Day Out: This project, which works with participants with dementia and their families and friends, reported the second highest increase in the proportion of respondents with high levels of wellbeing from baseline to end line (22%). The latest available monitoring report (February 2017) notes that staff had also seen the positive impact upon beneficiaries as a result of increasing the ‘dosage’ of the project from once to twice per month, as participants would subsequently **“look forward to a day out!”** (*Our Day Out* member of staff). A participant of the project named Peter also described how the dance sessions led to positive benefits beyond the project itself. He explained that the sessions were strenuous at first but made him feel happier afterwards, so he was keen to keep doing the exercises outside of the sessions too. However, this data is also based on wellbeing scores for life satisfaction only, as data from the other three areas of wellbeing was not available for this evaluation. Nevertheless, the project is trialling the use of the Canterbury Wellbeing Scale, which is for use with people with dementia, and the wellbeing data generated from this will soon be available.

Legacy 2014 Physical Activity Fund: The aggregation of all *Legacy 2014* projects’ wellbeing data, resulted in the third highest increase in the proportion of respondents with high levels of wellbeing from baseline to end line (11%). Improvements were consistent across the wellbeing areas of life satisfaction, feelings of having a worthwhile life and general feelings of positivity and anxiety. The final evaluation of this project found that 49% of participants reported an improvement in their life satisfaction, 26% indicated it had stayed the same and 6% felt their life satisfaction had reduced. It states, **“For more than half the participants, fitness and fun featured strongly in their anticipated benefits as they started the project activities, whilst more than 1 in 3 felt they would benefit in terms of their levels of activity, weight, and health risks as well as have the opportunity to benefit from meeting people.”**⁹

Fourteen Northern Ireland: *Fourteen Northern Ireland* data currently indicates an increase in the proportion of participants with high levels of wellbeing of 10%. Whilst the proportion of participants who reported high levels of positivity is currently only showing a relatively small change from baseline to end line (2% increase), all other areas of wellbeing improved by more than 10%. In addition, all statistics are based on high questionnaire response rates, between 1,948 and 4,099 people, so the increases are significant. An example of improved wellbeing of participants of *Fourteen Northern Ireland*-funded projects is demonstrated through the case study outlining Helen and Joan’s experiences, who have been involved with the Long-Term Condition Management project implemented by the Old Library Trust in Creggan. Helen had

8. Please see limitations section 2.4.1 for an explanation of how data has been classified as robust.

9. Rogerson, R. and Sadler, S. (2017) *Legacy 2014 Physical Activity Fund Programme Evaluation*, P37



had depression for two years and Joan is a diabetic. They were referred to the project by their General Practitioner (GP) and attended two exercise classes per week, receiving tailored support from the trainer. Joan stated that the classes, “**get me out of bed**” and that, “**I’ve grown, both physically and mentally**”. With a tear in her eye, Joan said, “**If I hadn’t been there [to the class], I don’t know where I would be today**”. Further details on Helen and Joan’s experience can be found in the *Fourteen 2017 Case Study*.

Team London Young Ambassadors (TLYA): This project reported an average increase in high levels of wellbeing of almost 10%. The largest increases in wellbeing were seen from people’s high levels of life satisfaction (13% increase) and high feelings of positivity (13% increase). The number of participants who felt that the things they do in their lives are worthwhile remained almost the same (2% increase). Data was not collected on participants’ feelings of anxiety because the target group was young participants and the ONS Guidelines recommend leaving this question out for this target group.

Spirit of Rugby: *Spirit of Rugby* reported an average increase in high levels of wellbeing of 5%. The project was still ongoing at the time of data collection so this represents an interim finding. However, the project presents a mixed picture in relation to changes in wellbeing. Whilst participants’ high feelings of positivity increased by 27% and high feelings that the things they do in their lives are worthwhile increased by 6%, participants reported high levels of life satisfaction actually decreased by 9%, and there was a 3% increase in the number of participants with medium or high levels of anxiety). The *Spirit of Rugby* case study found that projects in the 15 different locations and have demonstrated mixed success. Further analysis of individual projects is needed to understand which interventions are registering increases in participants’ wellbeing, which are registering decreases, and why. We expect that this reflection will take place as part of the project’s full evaluation.

Inspired Action: This project, which aimed to increase the number of disabled and non-disabled young people taking up volunteering opportunities with the Red Cross, reported an average increase in high levels of wellbeing of 2%. Whilst participants’ life satisfaction increased by 10% and feelings that the things they do in their lives are worthwhile increased by 2%, feelings of anxiety remained the same and feelings of positivity reduced by 3%.

Volunteering Spirit Wales: The participants taking part in surveys for this project were volunteers supporting at one-off festivals, so pre- and post-surveys were conducted with a sample of individuals before and after single events. The data collected from these surveys presents a mixed picture. Whilst an average decrease in high levels of wellbeing of -0.7% was recorded by this project, some areas of wellbeing have improved for the participants

and others have worsened. The number of participants with high levels of life satisfaction reduced by 6% but the number with high feelings of positivity increased by 4%. The number of participants who felt that the things they do in their lives are highly worthwhile remained the same (at 80%) and the number with low feelings of anxiety reduced by just 1%. Some of those conducting the surveys were unable to say whether the same individuals took part in both baseline and end line, which impacts on the quality of the data. Regardless, it may be unreasonable to expect a change in wellbeing after single events.

There is also some qualitative evidence of changes in wellbeing, both from projects that submitted wellbeing data and projects that did not. Some select examples may be found below. The WOW case study 2017 reported that several interviewees highlighted the importance of WOW providing a space to enable participants to reflect on how they live their lives. Additionally, one WOWser commented upon the effect of WOW on their mental wellbeing: **“WOW helped me to self-heal, I feel I am a better, stronger person that has learnt how to deal with experiences”**.

A volunteer of the *Inspired Action* project noted the sense of achievement they felt after beginning their participation in the project and then throughout their engagement. The volunteer stated, **“At the end of the day when I went home I was exhausted but really pleased myself as I’d completed a full day at the British Red Cross office and felt I had achieved something...[after a few months], I already felt that I had accomplished a big barrier, which left me with a big smile on my face, even before being a part of the Inspired Action team on the day [of an annual learning event] along with other young people”** (Quarterly Monitoring report, January – March 2017).

There was an indication from some of Spirit’s Creative projects that participants felt happier after participating. A *Rhythm and Respect* participant described how drumming, **“gives me inspiration, makes me laugh and uplifts my spirit”** (*Rhythm and Respect*, Quarterly Monitoring Report, December – March 2017). Similarly, Research with participants in DanceSyndrome’s *Everybody Dance* workshops showed that they report many improvements in their lives after a workshop. For example, one participant commented, **“Jen often says, ‘I am changing people’s lives through dance’ and she is 100% correct!”**

The changes in wellbeing reported by Spirit-funded projects are also compared to national data from the ONS in Figure 11. The table suggests that **Spirit is targeting participants with lower than average levels of wellbeing**. Participants’ scores for wellbeing at baseline are lower than national averages in 2014-2015 in the areas of anxiety yesterday, life satisfaction and happiness yesterday. In particular, a minority (36%) of the population in 2014/15 reported medium-high anxiety, whereas half of Spirit’s participants reported medium-high feelings of anxiety at baseline.

Participants’ scores for high levels of wellbeing at end line exceed national averages for 2015-2016 in the areas of life satisfaction and happiness yesterday. Spirit’s participants’ scores for high levels life satisfaction at end line were 6% higher than national averages in 2015-2016 and Spirit’s participants’ scores for high happiness yesterday were 2% higher. Feelings that the things they do in their lives are highly worthwhile were reported to be 78% by Spirit participants, the same figure as the national average. Whilst projects reported a

positive change in participants' levels of anxiety yesterday, down by 6%, this figure is still higher than the national average for medium-high levels of anxiety yesterday in 2015-2016.

Figure 11: Changes in Spirit-Funded Project Participants' High Levels of Wellbeing Compared with Changes in Average National Wellbeing Scores from 2015-2016¹⁰

| Area of wellbeing | ONS 2014-2015* | Spirit baseline | ONS 2015-2016* | Spirit End line |
|--|----------------|-----------------|-------------------|-----------------|
| Life satisfaction | 77% | 70% | 76% | 80% |
| Worthwhile | 78% | 72% | 78% | 78% |
| Happiness yesterday | 75% | 68% | 75% | 77% |
| Anxiety yesterday (medium-high level) | 36% | 50% | 37% ¹¹ | 44% |

*<https://www.ons.gov.uk/peoplepopulationandcommunity/wellbeing/bulletins/measuringnationalwellbeing/2015-09-23>

It is worth noting that many of Spirit's grantees have encountered challenges with measuring wellbeing and there have been particular concerns about asking participants how anxious they felt yesterday. Indeed, ONS recommends not asking this question to participants under the age of 16, so Spirit grantees have followed this guidance. Therefore, whilst 9 projects collected robust baseline and end line data for participants' changes in wellbeing, only 5 projects collected this data for *anxiety yesterday*. Other concerns included the perceived insensitivity of the question and it was felt by some grantees that if a respondent reported high anxiety, then a follow-up procedure would need to be put in place, to ensure that the participant is receiving the necessary support, with obvious implications for project design. These considerations have been widely discussed by Spirit's grantees and a task force has been set up to take the discussions further. Nevertheless, despite initial challenges with the wellbeing questions, some projects such as *Making Routes* and *Fourteen* in Northern Ireland, are now collecting robust wellbeing data.

3.2.2 Have volunteers developed new skills or qualifications through their participation in Spirit-funded projects?

This section summarises specific outcomes under the thematic area of volunteering that relate to improvements in wellbeing, particularly for young participants. Section 3.1. discussed the outputs of volunteering. Spirit's ToC posits that volunteering improves wellbeing and one of the reasons for this is that high quality volunteering will lead to skills development. Longer-term outcomes relating to skills development may include increased employability skills and increased propensity for life-long learning, discussed further below.

10. Please note that the ONS data reports mean ratings (please see here for the methodology used: <https://www.ons.gov.uk/peoplepopulationandcommunity/wellbeing/bulletins/measuringnationalwellbeing/oct2015tosept2016#quality-and-methodology>), whereas the evaluation collects information on the number of participants who respond with a high score of 7 to 10, as a percentage of the total respondents. Unfortunately, the team does not have access to data that is analysed using the same methodology, so the data presented cannot be considered an exact comparison.

11. Although there was a slight increase in the percentage of ONS respondents reporting low levels of anxiety between 2015 and 2016, there was also an increase in the percentage of respondents reporting very high levels of anxiety (up to almost 20%).

There is strong qualitative evidence to support the statement that volunteers are developing new skills or qualifications through their participation in Spirit-funded projects. The second year of the evaluation found that in most projects where a case study was completed, young volunteers particularly expressed how they were transferring what they had learned through their volunteer placements, especially leadership skills, into their daily lives. *Asda Active Sports Leaders* and *Inspired Action* case studies provide two good examples of young volunteers who gained employment, partly because of the skills they gained through volunteering. *Inspired Action*, *Camp Glasgow* and *Spirit of Rugby* case studies all further demonstrate that volunteering is being used by many young participants to build skills which are of high relevance to their future careers.

3.2.3 Have participants' confidence and self-esteem changed as a result of participating in Spirit-funded activities?

There was strongest evidence that confidence improved for those participating as volunteers. More research is needed to explore whether there were increases in confidence for beneficiaries engaged in non-volunteering roles. The idea that volunteering builds confidence and self-esteem is supported by a review of evidence carried out by the Institute for Volunteering Research to inform the ongoing evaluation and rollout of the *Asda Active Sports Leaders* project. The review found that young volunteers learn new skills and build confidence and self-esteem, which are key ingredients for leadership.¹² **Years one and three of the evaluation collected formative information on empowering young people and engaging volunteers and almost all interviewees reported that volunteers got more than just a sense of enjoyment from the experience, it also increased their confidence and autonomy, especially for young volunteers.** The *Inspired Action* case study found that an increase in confidence was the most notable improvement observed and, similarly, the *Inclusive Futures* year 1 and year 2 case studies reported that the development of confidence was a common theme amongst the volunteers and other stakeholders interviewed. In response to the question what kind of skills have been developed by the young participants, a staff interviewee stated, **“The big one was confidence – confidence to meet new people, confidence to try new activities, and I think that was in both the disabled and in the non-disabled volunteers”**. A spotlight on an *Asda Active* participant (from a Year 1 case study) can be found below.

SPOTLIGHT: LUKE REES, A YOUNG SPORTS LEADER FROM BLAENAU GWENT



Luke Rees, a young Sports Leader from Blaenau Gwent, addressed the Welsh Prime Minister and other Assembly Members at the Senedd in Cardiff about how becoming a sports leader helped him move from being disillusioned with his schooling to becoming motivated, engaged and confident. He acted as the host at this high-profile event, and also at an event held at the House of Lords (*Asda Active* Year 1 case study).

12. Ockenden, N, & Stuart, J 2014, *Review of Evidence on the Outcomes of Youth Volunteering, Social Action and Leadership*, The Institute for Volunteering Research: London.

There were many other examples across the case study interviews of participants' outlining how their confidence and self-esteem had improved as a result of participating in Spirit-funded activities:

“ I never used to do stuff like this, I would have just avoided it. I feel better about myself. ”

VOLUNTEER, HOWL BRIDGE,
GOGA YEAR 3 CASE STUDY

“ You feel like you can talk to people a bit better, you can put yourself forward a bit better. ”

VOLUNTEER, HULL 2017 YEAR 3 CASE STUDY

“ I have definitely come out of my shell, I am not as reserved as I used to be. ”

YOUNG VOLUNTEER,
INCLUSIVE FUTURES YEAR 1 CASE STUDY

Evidence from case studies demonstrates that involving young participants in the design and delivery of project activities is more likely to generate improvements in their confidence and self-esteem. *Inspired Action* is one example of this, which found that when volunteers are treated as 'partners in the process' and this is coupled with appropriate training, they experience greater levels of improvement in their self-confidence. Similarly, the *Sporting Memories Uniting Generations* Year 1 case study found that over and above passive attendance, the young participants were active in planning and delivering the activities and in taking responsibility for the interactions, which built confidence in themselves and a real connection between the young and older people with whom they interacted.

However, for those projects whose main participants are young people, it is not enough for the projects to be young-person led. Adequate direction, guidance and support is also needed. The RFU learnt through its' *Spirit of Rugby* project that, **“for some projects, starting with a blank piece of paper just doesn't work – they need to have that direction”** (*Spirit of Rugby* interviewee). In addition, young participants need to be able to articulate an improvement in confidence, self-esteem and other skills, if this is to serve the young participants well going forwards. A member of staff from *Inclusive Futures* explained how the project promotes a message amongst its' leadership and volunteers that as well as learning new skills, young participants also need to be able to reflect on and articulate these skills, so that they can then use them in different settings.

3.3 Perceptions Towards Disability

Changing perceptions towards disability has been a key focus of Spirit, with all grantees encouraged to identify and put in place strategies to overcome barriers to participation and engagement for disabled people in their projects. Both *Spirit of Rugby* and *Team London Young Ambassadors (TLYA)* reported that the Spirit grant had raised their awareness of the need to develop new strategies to engage with this population. A number of Spirit grantees work more directly to change perceptions towards disability, with disabled people as their primary target audience, but also engaging a wider population¹³, to deliberately drive a change in their perceptions of disability. An example would be those projects which create an environment in which disabled young people can mix with non-disabled young people, or supporting disabled people to be advocates to the wider public.

This section primarily explores learning questions relating to those projects working towards the outcome of changing perceptions towards disability, rather than the inclusive participation of disabled people within a grantee's project. Before exploring the learning questions, it is important to note that the majority of Spirit grantees working towards the outcome of 'Perception towards disability' identified challenges with using the questions provided by inFocus and Spirit (selected from existing questions relating to disability in use in the UK), primarily in relation to:

- Lack of clarity with some questions over what the 'right' answer should be;¹⁴
- Difficulty with comprehension of the questions, particularly with young people with intellectual disabilities, where in some cases a lack of understanding of the questions would lead to parents completing the questionnaires instead;
- Separating "non-disabled" and "disabled" people into distinctive groups within questionnaires, which some grantees felt reinforced negative perceptions around disabled people's capabilities versus a non-disabled person; and
- People not identifying with being disabled.¹⁵ This was noted as a challenge with questionnaires designed to be completed by disabled people, for example, a staff member working on the Inclusive Futures project reported: **"I think the other thing that we hadn't necessarily thought of before, is the number of young people with disabilities who don't consider themselves to have a disability and, therefore, they wouldn't tick on a survey or say they had a disability, whether that was when they were going to a session or when they were reporting and so because of that we are currently in the process of changing our internal language to 'young people with additional support needs' to hopefully make it a more positive statement"**.

13. Service population is defined as anyone engaged by a project that is outside of a well-defined primary target audience. In the context of Spirit funded projects this could be ALL young people or the general public.

14. For example; "Thinking about disabled people in general, how much of the time, if at all, do you think they can lead as full a life as non-disabled people? (All of the time, Most of the time, Some of the time, Rarely, Never)"

15. It may also be that disabled people are put off from completing questionnaires if they feel they are being 'labelled' as disabled, similar to Principle 3 from the English Federation of Disability Sport 'Talk to Me Principles' which advises that "many people do not identify with being disabled are put off by advertising that focuses on disability".

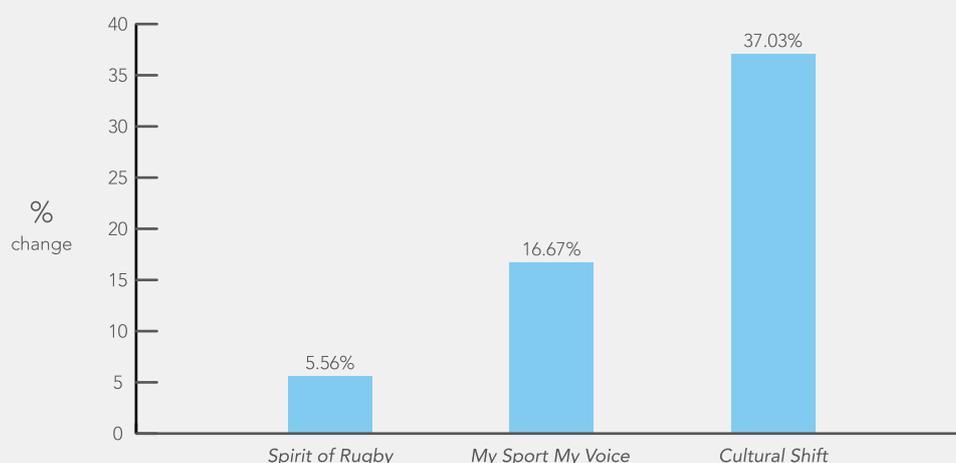
These challenges have led some grantees to move away from using questionnaires, towards data collection methods that are more focused on qualitative data. For example, the team at *Inclusive Futures* have worked with the Welsh Council for Voluntary Action, on how to better engage with young people on surveys using drawings as the main medium for expression. Similarly, coordinators at the *Making Routes* project ran a ‘creative evaluation moment’ for staff at Oasis Play that brought together two disabled and non-disabled members of staff from the three *Making Routes* organisations (Oasis Children’s Venture, Battersea Arts Centre, South London Gallery) to explore three open questions, for example, around the topic of perceptions, language and attitudes towards disability.

Only a small number of Spirit grantees use the common disability questions, and consequently, the data in this section is primarily qualitative in nature. It is important to note therefore, that whilst there is evidence of individual grantees working towards changing the perceptions of disability, with in-depth and valuable learning emerging from these examples, it has not been possible to generalise the findings across all the Spirit grantees who are working towards this outcome or to understand the extent to which changes are taking place.

3.3.1 Has there been a change in how integrated into society people feel as a result of Spirit’s investments?

Three grantees showed an increase in the extent to which disabled people felt more integrated in their communities (see Figure 13). Although they were the only projects to use the standard disability integration question provided by Spirit, there **was also qualitative evidence that showed that projects’ disabled participants were feeling/ becoming more integrated in their community**. For many grantees, this integration related to mixing together disabled and non-disabled people in activities. One participant in the *Voluntary Arts* project identified that, **“Probably the one thing [positive impact of the Spirit funding] would be getting more people involved in volunteering and working alongside young disabled people would have been the biggest positive change certainly, you know, there are a lot of young people out there, without disabilities who’ve never come in contact with somebody with disability or work with them before”**.

Figure 13: The Percentage Change in the Extent to Which Disabled People Feel Integrated in their Community



Disabled volunteers in the *Inclusive Futures* project who were interviewed for the year 2 case-study did not make any strong distinction between themselves and any of the other volunteers, which the evaluator felt, to some degree, was an indication that working within a mixed team of disabled and non-disabled volunteers avoided reinforcing any differences. The case-study of the *ASDA Active Sports Leaders* project also found evidence that the project helped young, disabled people feel more integrated in society and have more positive attitudes toward participation. Three ‘Spotlights’ on how integrated into society disabled people and their families felt as a result of Spirit’s investments may be found below.

SPOTLIGHT: PARTICIPANT OF VOLUNTARY ARTS PROJECT



Many disabled people, their carers and family members reported the difference Voluntary Arts activities had made to them:

“My son has dyspraxia and often struggles with craft projects due to limited fine motor skills, meaning he is frustrated that he cannot complete the task to the level he wants to. The simple flowers made at the Framework knitters museum gave him a sense of accomplishment. Thank you.”

“I am housebound due to a severe chronic illness and am very limited in what I can do and rely on others for care. It’s hard to feel part of a community when housebound but participating in the Woollen Woods helps me feel like I’m part of something.”

Participants in different projects within the Woollen Woods project.

SPOTLIGHT: PAULINE, CULTURAL SHIFT



Pauline was encountering barriers to opportunities, prior to this professional and artistic development opportunity:

“Occupation as a project felt fairly ambitious at the outset as I had become quite isolated, disillusioned and detached from the art and disability arts worlds. It was proving harder and harder to get work with fewer opportunities being created nationally and virtually no opportunities being created in the Newcastle area at the time. Whilst working with Vici, a transformation has taken place. I am now in a new position professionally with a disabled led arts organisation wanting to take my play to the next level, with disabled actors from around the country keen to work with me and a mainstream arts venue offering to support the next stage of my development.”



3.3.2 Has Spirit enabled a reduction of barriers for disabled people to participate?

A number of participants interviewed for the case-studies identified that projects had created an inclusive environment that was open to participants, regardless of ability.

Interviewees for the GOGA project case-study identified that the project provided an opportunity for their families to participate together and both families and carers felt more willing to take part in the activities, rather than just observe. One Youth Sport Trust staff member working on *Inclusive Futures* also stated that, **“I think one of the things we underestimated at the start was the impact we could make on carers who supported the young people and how we could work with them to help them see what the young people could achieve. At the national camps, so when we had them for 3 days, their carers would come and we would have some specific staff working with the carers...”**

A number of grantees and the participants in their projects identified different factors that they considered important in creating a safe and inclusive space. Disabled volunteers at *Inspired Action* identified feeling safe in a non-disabled environment and getting to work at their own rhythm to be essential elements for a positive experience. Interviewees at GOGA highlighted the importance of having a positive first experience when attending an activity, and how support and reassurance is vital. GOGA staff described how this is embodied in the ten English Federation of Disability Sport Talk to Me Principles¹⁶, and was mentioned by one of the participants in the case-study, Neil, who contemplated walking away from his first engagement but, due to a staff members' open manner, overcame his personal fear of bikes and joined in.

In an interview with a staff member working on the *Viewfinder* project the interviewee stated the importance of having a qualified support worker at their sessions who has medical, moving and handling training, and that this can free up the facilitators within the organisation to really focus on the creative delivery. The staff member also stated that it is key to get the right balance between challenging and supporting participants, so that they are **‘participating in something safe where they also feel challenged’**. Both the Youth Sport Trust and the British Paralympic Association (BPA) identified the importance of making sure that settings were accessible. An *Inclusive Futures* interviewee stated: **“We did a huge amount of work around the influence of settings so not just, say it was a sports hall venue where some of the sessions would take place, the coordinators tried to use lots of difference settings, so whether that was leisure centres or schools or sports clubs, to try and help them to see how they could make their venues accessible but, equally, how they could better cater for people with disabilities”**.

16. These principles result from research conducted by EFDS with disabled people, which explored what helps to make activities more appealing and accessible

Disability Sport Northern Ireland (DSNI) staff delivering Inclusive Futures in Northern Ireland were one of several grantees to identify distance and transport issues as existing barriers to inclusivity.

There is also evidence that Spirit grantees increased the confidence of people with a disability. In relation to the data on the optimism and confidence of disabled people from the 2015 survey data sets from the British Paralympic Association (BPA), well over half of the people with disabilities (62%) felt that taking part in the *National Paralympic Day* had left them with a 'more' or 'much more' positive attitude. The project level monitoring data from 2015 for *Inclusive Futures* also suggests that all the young volunteers (101) gained self-confidence and support from the organisation to use their experiences to engage more volunteers/ educate others on disability sport.

SPOTLIGHT: EWAN'S STORY, INSPIRED ACTION



Ewan (22) is a young disabled person who lives near a big city in Scotland. He is a wheelchair user and has been participating in Whizz-Kidz clubs as a volunteer for a while. Last year, Whizz-Kidz informed Ewan about a volunteering opportunity in the BRC team in Edinburgh. He was keen to take it, as he saw that working with young people could contribute to his plans to become a teacher. However, Ewan was not used to using public transport by himself, and found that making travel arrangements difficult. After discussing the issue with the Whizz-Kidz supervisor, he decided to speak with the *Inspired Action* Engagement Worker for the region. During their conversation, they discussed what IAEW could do to help Ewan overcome the transportation challenge and what Ewan's contributions could be as a BRC volunteer. That talk left Ewan feeling more confident about what to expect from the placement and the activities he would carry out as a volunteer. With support from the BRC team, Ewan was able to arrange transportation, and as a result, gained confidence about using public transport in general.

SPOTLIGHT: EVERYBODY DANCE



It was at one of these weekly workshops that Becky started her journey with DanceSyndrome in 2014. She loved the sessions so much she went on to complete DanceSyndrome's unique 'Dance by Example' leadership training course, which gives people with and without disabilities the skills to lead community dance workshops. Becky's confidence grew enormously thanks to the training. This increase in confidence, combined with her improved dancing and leadership skills, enabled Becky to independently take on the role of Dance Leader at a local day centre, separate from DanceSyndrome. She now runs her own dance class there every Friday and takes part in many additional activities for DanceSyndrome.

Many Spirit grantees worked to support partner organisations to run more inclusive sessions or to engage more with disabled people (for example, with show-casing the work of disabled artists). Hull 2017's partners are encouraged to thoroughly consider how accessible their projects are for disabled audience members, such as through ensuring that they have signed and audio captioned performances. Similarly, three of the venues that received funding from *Unlimited Impact* felt that being part of the project helped to improve the venues' confidence in showcasing and supporting the work of disabled artists. The most prominent example of this is Strike a Light festival, which programmed four works by *Unlimited Impact*-sponsored disabled artists as part of the 2016 Spring festival, and has organised events, such as a discussion on 22 April around programming disabled artists, thus demonstrating its commitment to this theme. It was stated by an interviewee that one of the most surprisingly beneficial outcomes of *Unlimited Impact* came from the training on disabled access that took place. They identified that many people attended the training and were able to pass what they had learnt on to other members of staff. An internal resource pack was also put together so that staff could access the training online. It was stated that there was a real appetite for the training, which made it easy to facilitate, and boosted staff members' confidence. An interviewee of the Brighton festival stated that the disabled access training, funded through *Unlimited Impact*, has given staff the information, tools and confidence to be able to welcome disabled audiences.

At least three Spirit grantees have developed written guidance to help organisations to take a more inclusive approach to their activities. The Youth Sport Trust has developed an inclusive volunteer guidance document with the English Federation for Disability Sport, providing top tips on creating an inclusive setting. A 'Guide to Accessible Recruitment' document has also been drafted as part of the *Making Routes* project to share knowledge and good practice with regards to the development of an accessible recruitment process. A number of briefing papers are available through the *Voluntary Arts* project, such as 'Events checklist', 'Disability and Access', and 'Making your Performance accessible to people with Hearing and Sight loss'; these offer practical advice and assistance whilst reinforcing the message of mainstreaming.

There is limited information available at this stage on what grantees define as 'inclusive' or the extent to which sessions are inclusive.

While a large proportion of Spirit grantees aim to be fully inclusive in their provision of activities and other grantees are working to help other organisations to take a more inclusive approach, from the data available for this evaluation, there does not appear to be any common guidelines that all grantees follow on what an 'inclusive' session should 'look like' or involves. For example, as we explore below, GOGA follow the ten English Federation of Disability Sport 'Talk to Me Principles' which include the 'Welcome me' principle shown to the right, but it's not clear if other grantees follow similar guidelines (or put practical measures in place to avoid the risk that a disabled participant in their project has an unpleasant first experience). The evaluators recommend (see Section 5) that Spirit engages with the various grantees that offer inclusivity training and



support to organisations and individuals, and identify if there are common guidelines that could be shared more widely with all Spirit grantees.

In addition, with the data available, it was not possible to explore to what extent individuals with specific impairment types were able to attend inclusive activities provided by Spirit grantees. However, gathering information in this area is not easy and is likely to present challenges, given the different approaches taken by grantees concerning what data is acceptable to collect from beneficiaries. For example, will asking about specific impairments within a questionnaire, lead to greater degrees of separation between “non-disabled” and “disabled” people, by inadvertently labelling people and placing them into distinct groups and categories?

3.3.3 Has Spirit affected people’s awareness of the issues facing disabled people in the communities in which it works?

There is evidence to show that grantees helped increase the awareness of some of the practical barriers affecting disabled people’s participation. The importance of the integration of disabled and non-disabled artists working together in order to facilitate learning and understanding was stressed by participants in the *Unlimited Impact* project. A dance choreographer who worked with a group of disabled dancers for the first time found that for a successful partnership to take place, they needed to be able to integrate their style with the needs of the participants and understand what would work. In the *Inclusive Futures* case-study, there was evidence of increased awareness of the practical barriers affecting disabled people’s participation, for example, transport needs from adult stakeholders. The majority (60%) of attendees responding to BPA’s 2015 survey considered that the *National Paralympic Day* had a positive impact on disability issues. At *Inspired Action*, volunteers receive a two-hour session on Disability Awareness; to date, 27 training sessions have been delivered, and it was reported that 95% of training session participants in the *Inspired Action* project felt more confident in their understanding of the challenges disabled people face as a result of the training. A volunteer at *Inspired Action* found that encouraging uptake was challenging, as people felt they already knew about disability: **“It would be good to have all staff involved in disability awareness session so they could understand what it possible to do and to treat the individual like a person and see beyond the chair, don’t make assumptions and be inclusive”.**

3.3.4 Have people’s perceptions of disabled people changed, as a result of Spirit’s investments?

There is evidence from several grantees that Spirit-funded projects have changed perceptions towards disabled people, for example, that participants can be ‘physical’ when playing sports or the recognition of young disabled volunteers’ potential. There is evidence from the national evaluation of the *Inclusive Futures* project that the increased levels of empowerment amongst young people has helped to change the perception of disabled people. Baseline evidence from young volunteers, showed that over three quarters of them began with a positive attitude to self and ability. Following the National Camp, 98% agreed that attending the camp had made them feel more positive about their self and their abilities. At *Inclusive Futures* in Manchester, the case-study identified that volunteers saw the potential and value in themselves and in each other, and this was recognised by the adult stakeholders with whom

they worked. One adult stakeholder at Manchester City Council stated: **“I know some of my colleagues have been really surprised at how good these kids have been. So the perceptions there have changed, because you give the kids these jobs and they get on and they do it”.**

All interviewees in Scotland stated that the *Inspired Action* project played a role in helping them to recognise young disabled volunteers' potential. Research commissioned by BPA for the ParalympicsGB Carnival suggested that a large majority of those attending (69%) consider that the Carnival “caused” them to have a “more” or “much more positive” perception of disabled people, while the survey data from 2015 on the *National Paralympic Day* identified that over half (60%) in London (41% at regional locations) thought they had a ‘more’ or ‘much more’ positive attitude to disabled people as a result of the event. For one participant at the *National Paralympic Day*, the event helped form the inclusive understanding that: **“Actually we’re pretty much exactly the same, he’s just like missing his leg from the knee down, but me, him and Wayne Rooney are like kind of the same in that way... it certainly changed [my] mind.”**

Role-models were identified as important for changing the perception of disabled people, for example, participants who have been inspired by Paralympians and what they can achieve, or young disabled volunteers being seen as role-models in their communities.

Young volunteers who were interviewed for the *Inclusive Futures* case study noted how inspired they were when they met Paralympians at the National Camp, and identified that it changed their perceptions of what disabled people are capable of. One volunteer stated, **“We met some Paralympians - I was really inspired by them, I couldn’t believe how fit these people were and what they could actually achieve”**, and another stated, **“the camp totally changed my views on disability sports – they can be so physical”**. The Youth Sport Trust reported back to Spirit that not only did the *Inclusive Futures* project help to empower young people (disabled and non-disabled); it helped the young volunteers to use their experiences to change perceptions, empower and inspire others around disability sport. DSNI (*Inclusive Futures* partner) staff referred to a particular young disabled volunteer that had helped to promote the empowerment ethos embedded in *Inclusive Futures*: **“She really is a great role model for all children and certainly for children in mainstream schools that have disabilities because, maybe they will have looked at her and said maybe I can achieve now.”** The case-study of *Inspired Action* also identified that young disabled volunteers are seen as role models in their communities, according to Whizz-Kidz, the British Red Cross staff and the *Inspired Action* Managers interviewed. At Unlimited, role models within the disabled community are being deployed by some allies. The discussion organised by Strike a Light brought together some role models, such as the comedian Jess Thom and the radio and stage actress Nicola Miles-Wildin, who spoke passionately about the barriers that affect disabled people.

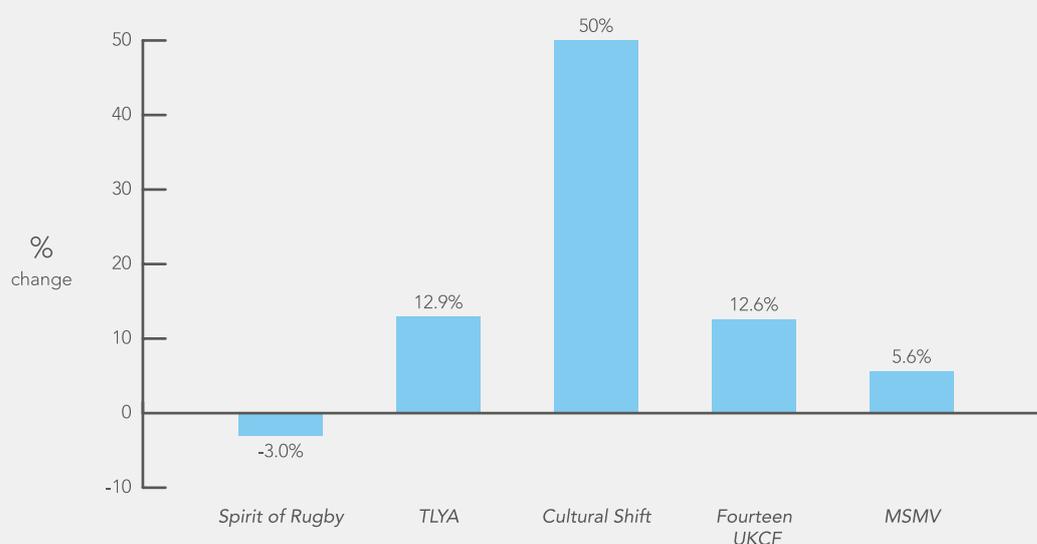
3.4 Social Cohesion and Understanding

This section summarises several of the important findings under the related Spirit outcome themes of Social Connectedness, Connecting Generations, Inspiring Events and Building Partnerships. As shown in Appendix 2, 17 Spirit-funded projects address the outcome area of social connectedness, 13 address inspiring events, 7 address connecting generations and 6 address building partnerships. Therefore, in comparison to the outcome areas of wellbeing (36 projects) and disability (36 projects), there are relatively fewer Spirit-funded projects that address outcome areas relating to social cohesion and understanding. Nevertheless, this section will present all relevant and significant findings.

3.4.1 Have Spirit-funded events inspired and empowered people to get more involved in their communities?

All Spirit-funded projects that measured participants' pride in their communities reported an increase between baseline and end line, apart from one (please see Figure 14). *Cultural Shift* reported a large 50% increase in participants' pride in their community, up from 27% last year. However, this year's data is based on a low number of survey responses (26 at baseline and 28 at end line), so more data would be needed for confidence in the representativeness of the sample. 'Pride in Hull' is being measured by the *Hull 2017* project and the interim report found that there was an increase in the percentage of people who would speak positively about the city to someone from Hull, from 55% in December 2016 to 64% in March 2017.¹⁷ As an example of this, one volunteer consulted for the 2017 case study stated, "***I'm more positive about the city... I'm proud of it now***". The case study found that people have come together around the project and that it has created conversation, excitement and led to many new friendships. *Spirit of Rugby* represented the anomaly across the results set. However, the projects' participants are mostly students from the universities and perhaps a disconnect remains between these more transient populations and individuals who have deeper roots within the community. Further research would be needed to test this hypothesis, however.

Figure 14: Percentage Change in the Extent to Which People Feel Proud of their Contribution to their Community



The second year of the evaluation found that projects provided people with the means through which to engage in more inclusive community activities, reaching isolated people and socially marginalised groups through the activities implemented by Spirit-funded projects. In addition, *Spirit of Rugby* reported a 2.6% increase in the level of engagement people feel in their local community.

17. <http://www.hull.ac.uk/Work-with-us/More/Media-centre/news/2017/city-of-culture-impact-findings.aspx>, accessed on 14.09.2017

3.4.2 Has Spirit affected young participants' voice in their communities?

On the whole, Spirit-funded projects report increases in the extent to which young participants feel they have a voice in their communities. TLYA, *Inclusive Futures* and the *Spirit of Rugby* have all reported improvements in outcomes relating to young people, as below:

Inclusive Futures: 20% increase in the extent to which young people feel listened to in their community.

TLYA: 9% increase in the extent to which young people feel that they can challenge the views and perspectives of other members of their community.

Spirit of Rugby: 4% increase in the extent to which young people feel they have the ability to get involved in running projects/activities.

Inclusive Futures provided disabled and non-disabled young participants aged 14-19, with the opportunity to work alongside each other to support and deliver physical activities in schools and communities. The final evaluation found a significant impact on volunteers' motivation to participate in their community. It states, "**Volunteers in case studies felt positive about their ability to make a difference in their communities. Many planned to continue volunteering, although some were unsure about how to do so.**"¹⁸

TLYA was the Mayor of London's volunteering project for schools, where young participants take on social action projects, ranging from issues as diverse as homelessness, bullying and gardening.¹⁹ Spirit funding began in 2014 and ran for 3 years. TLYA has registered increases in: the extent to which young people feel proud of their contribution to society (13% increase); extent to which young people feel able to create change in their community (6% increase) and; extent to which young people feel that they can challenge the views and perspectives of other members of their community (9% increase). In June 2016, it is reported that TLYA was awarded the Department for Education Character Award for Greater London.²⁰ Sadiq Khan, the Mayor of London, stated:

"The Team London Young Ambassadors programme does a fantastic job of inspiring young people to foster valuable life skills by becoming active citizens in their local area, and bringing communities together in a way that is now more important than ever." (TLYA Quarterly Monitoring Report, July 2016)

3.4.3 To what extent have Spirit's investments connected generations?

The second year of the evaluation reported conflicting data on whether Spirit's investments have succeeded in connecting generations for *Sporting Memories Uniting Generations* project. This year, the evaluation presents an increase in connecting generations outcomes from both *Sporting Memories Uniting Generations* and *Spirit of Rugby*, apart from one

18. Shaw, B et al (2016) *Inclusive Futures: Lead Your Generation*, Evaluation report 2015-2016, LKMco

19. <https://www.london.gov.uk/sites/default/files/team-london-young-ambassadors-brochure-2015-2016.pdf>, accessed on 08/08/2017

20. Team London Young Ambassadors Monitoring Report, July 2016

outlier indicator (please see Figure 15). The *Uniting Generations* case study from year one did not find a pre-existing negative perception of different generations, but did find that younger and older participants did not previously have the opportunity to connect. This opportunity was provided by the project, and the case study found an increased sense of connection between participants of different generations.

Interestingly, *Sporting Memories Uniting Generations* has reported a reduction of 53% in the extent to which people felt that people gave respect to others from different generations. 74 volunteers and participants at baseline of the *Uniting Generations* project were asked whether they agree or disagree with the statement, 'My local area is a place where people from different generations usually respect each other's differences' and 49 were asked at end line, so a larger sample size would be needed to interrogate whether this is a truly representative feeling amongst participants of this project. There are only two possible responses to the question posed (agree/ disagree), rather than a scale, and it is possible that the project heightened awareness of disrespect between generations (rather than heightening disrespect), although more research would be needed to test whether this hypothesis is correct.

Figure 15: Percentage Change in Connecting Generations Outcomes for Spirit of Rugby and Uniting Generations



Indicator 1: The extent to which people from different generations participate in activities/ projects together

Indicator 2: The extent to which people from different generations feel that they mix together

Indicator 3: The extent to which people from different generations feel that they respect each other

Indicator 4: Positive relationships between younger people and older people

Indicator 5: The extent to which people understand and value the contribution of members from older generations



Evidence emerged from the WOW case study that WOW Spirit is connecting generations of women. The case study explores the impact of the three-day WOW Spirit festival in November 2016 for programmers, WOWsers (youth volunteers), adult volunteers and participants. The evaluator observed the ease with which the individuals in the room interacted, despite there being a range of age and backgrounds. One WOWser identified that, **“we feel that our voices being heard and we are treated like adults”**. The evaluator noted that it would be interesting to dig deeper and explore if this rapport has built up since the first year of the festival or if it is because of the way the preparatory events known as “Think-ins” are facilitated (or both). In addition, both WOWsers and volunteers identified how much they valued getting to know each other and the support networks in place.

The Connecting Generations theme was also an important feature of the Hull 2017 case study. Interviewees of the LGBT50 project explained that the age group of the participants was important, as it was envisaged that people of different ages would come together to discuss how gay culture and acceptance has changed over the years. It was expected that this process could be challenging, as different generations would have different experiences. The project represented the participants’ experiences of gay culture and acceptance through a dance event in July 2017 in Hull. Therefore, the idea of exchange between generations is viewed as a key part of the project.

3.4.4 Do grantees demonstrate increased partnership working as a result of Spirit funding?

Partnership working is key to Spirit’s approach. Whilst Spirit documentation states that just 7²¹ projects address the outcome area of building partnerships, it is considered that all grantees have been encouraged by Spirit to build partnerships. This may be through sharing knowledge and experiences with other grantees or formal partnering with other organisations as part of the project delivery model. For example, the Get Active in Drumchapel project (one of the Legacy 2014 Physical Activity Fund projects) has helped Drumchapel Sports to widen the extent of its community engagement through links to local partner organisations. The end of grant report states that, **“both the quality and the quantity of partnership working has improved”** (p8). Spirit committed to hosting learning events from the outset and the Year 1 Process Evaluation found a clear appetite for these learning events from grantees. The learning events provide an opportunity for partners to come together to network, share lessons and discuss any common challenges. At the Spirit learning event in May 2017, a partnership discussion included how many funding opportunities are now partnership-based, so organisations need to collaborate. The participants also discussed how partnerships must be embedded through structures, rather than through individuals, to mitigate against the risk of staff turnover.

21. Emerge, Fourteen (UKCF and Springboard), GOGA, Making Routes, Spirit of Cricket, Voluntary Arts (KSA)

A spotlight on Get Out Get Active's (GOGA's) emerging outcomes in the area of a partnership working can be found below, and the full account can be found in the GOGA 2017 Case Study.

SPOTLIGHT: GET OUT GET ACTIVE'S (GOGA'S) EMERGING OUTCOMES IN PARTNERSHIP WORKING



Fundamental to GOGA's success is nurturing links between organisations that strengthen opportunities to identify and work with the most inactive people across the UK. Partners at all levels appreciate the strong coordination from EFDS but also the flexibility to design their offers to target inactive people within their local context, which is viewed as 'refreshing' and a 'more grown up partnership'. A local partner stated, **"It's gone from a position where none of us were speaking to the point where we are actually speaking a lot. GreaterSport have really formed the disability group for the whole of Greater Manchester, I had a meeting last week where six boroughs came, so I think it's really reinvigorated working together"**. Partners cited several benefits from the GOGA partnership, which included new links, membership of a coalition and submission of joint funding bids, all of which would not have taken place without the GOGA project.

3.4.5 What exit strategies are in place for Spirit grantees to ensure that any gains made to social cohesion are sustainable?

Information on exit strategies or sustainability plans in place for the current projects is not systematically reported on, so evidence is piecemeal. Nevertheless, projects that include volunteering appear to have stronger documentation on exit strategies, particularly those projects that have finished (and hence there is an evaluation or end of project report available). 18 of Spirit's projects have now come to a close.

The plans in place for volunteers are important for the sustainability of these initiatives. *Inspired Action* reports that 90% of survey respondents stated that they would continue volunteering after completing *Inspired Action* and, anecdotally, it is stated that some young participants have progressed to paid roles as a result of their volunteering experience or are staying on to volunteer regularly with the British Red Cross (end of project report). The *StreetGames* final evaluation found that just under half (46%) of the volunteers were guided into other sports activities after the project finished, with around 23% moving to a local sports club. It stated that, **"Projects are encouraged to not only engage participants in their Pop Up Activities over short periods of time, but to also support them into on-going activities either within their own projects or into other community sessions, clubs or independently."** (p26) Similarly, *Inclusive Futures* was awarded an extension to specifically focus on sustaining the legacy of the project. A stakeholder host organisation stated that, **"The volunteers that have come through Inclusive Futures continue to volunteer in our [stakeholder organisation] ... and you start to see them cropping up at far more, London wide events through the networks that we have ...or integrating into the wider workforce and volunteering programme."** (*Inclusive Futures* Final Evaluation p23). The *Hull 2017* case study also found that although the project is only half-way through its year of implementation, conversations began from last year on how to signpost volunteers to other opportunities post-2017 (staff interviewee). *Our Day Out* trains volunteers to deliver workshops, which will enable the workshops to continue once volunteers are trained to deliver and sustain them.

The British Red Cross' end of project report describes how in the last six months of the project, the team concentrated on disseminating learning on best practice relating to youth engagement, both internally and externally. The volunteer toolkit was a planned deliverable of the project from the outset. And the toolkit was disseminated externally and a national conference was held to launch it and share learning. Internally, an existing training course offered to all British Red Cross volunteer managers was adapted to incorporate learnings from the toolkit and elements of the Disability Equality Course. It is reported that the findings of the project have been shared with the Directorate Management team, with recommendations for changes in the young volunteer engagement approach at the British Red Cross. The British Red Cross is a large and established institution, and it may be argued that it has the institutional capacity and systems in place to promote knowledge sharing and embed learning across the organisation.

Some other projects have considered how their activities may continue after Spirit funding has ceased. Projects that have secured funding from other sources to continue the project into the future include *Big Big Sing*, elements of the *Spirit of Rugby* project and elements of the *Fourteen* project. An amendment to the WOW delivery plans states that income opportunities will be identified from each WOW Spirit city, with a target of raising £5,000 in sponsorship and £4,500 in ticket sales. In Bradford, the WOWsers have continued to regularly meet in sessions called 'Speakers Corner'. *Cultural Shift* launched an Arctic Piranha club night and as this initiative has grown, a small entrance fee has been introduced, which has enabled it to continue. There is a working group of volunteers who come together to plan the next club night and promote it. Finally, *Emerge* reported that following a Spirit learning event that a staff member attended, discussions have begun on strategies for sustaining the work. For example, the Tamworth festival will be combined with the St George's Day Festival and be supported by the local council.

The *Legacy 2014 Physical Activity Fund Evaluation* notes that although many of the projects focus on a discrete set of activities, most sought to maintain either the activity in future or to encourage individual participants to maintain (or increase) their levels of physical activity. It states that, "**most of the projects managed this by encouraging local groups and teams to continue but in these cases there remains the need for support and organisational skills to help them be sustained (and in turn this needs continued funding)**" (*Legacy 2014 Evaluation*, p66-67).²² The importance of sustainable activity is also highlighted in the *Fourteen* process evaluation report, which describes the genuine disappointment of young participants when an activity comes to a close.

Some projects include partnership panels, and have discussed the likelihood of these structures continuing to exist after Spirit funding comes to a close. The *Fourteen* process evaluation reported a perceived low likelihood of the Local Reference Group (LRG) being sustained beyond the *Fourteen* project. It stated, "**there remain mixed views as to the likelihood that the successful activity will be sustained beyond the programme which illustrates the importance of establishing legacies and forward strategies for each community over the coming**

22. Rogerson, R. and Sadler, S (2017) *Spirit of 2012 Legacy 2014 Physical Activity Fund Programme Evaluation Final Report*, University of Strathclyde

months” (Fourteen Evaluation, p56).²³ Many of the members of the LRG are volunteers and may not be able to continue to attend meetings when *Fourteen* funding ends. The *Inclusive Futures* evaluation stated that plans for establishing a Virtual Partnership Panel had been discussed, to include representatives from the each of the partnerships built over the three years of *Inclusive Futures*, with the view to increasing the sustainability of the project.²⁴ However, the Virtual Partnership Panel is at discussion stage only, and it is understood that it has not yet been implemented.

3.5 Spirit as a Funder

This section will present how Spirit views itself and is viewed by others. It seeks to address the following evaluation questions:

- Is Spirit effective in engaging and working with its stakeholders?
- Has Spirit created effective grant application/ maintenance processes?
- Has Spirit’s targeted funding strategy worked as intended?

This section primarily draws upon the Spirit case study undertaken in 2017, but also draws upon evidence from the process evaluations in years one and two of the evaluation.

3.5.1 Is Spirit effective in engaging and working with its stakeholders?

Spirit’s work with stakeholders has developed iteratively and this is an area that Spirit expects to focus more on going forwards, now that Spirit is has been running for a few years and has findings to communicate.

It was reported that Spirit has undertaken stakeholder mapping exercises on more than one occasion. There was also a sense from two Spirit case study interviewees that it would soon be appropriate to update the stakeholder analysis again. This is important for targeting, to make sure that the right messages are getting through to the right people. It also appears that Spirit representatives are now speaking at more events. Spirit is hosting an event in October 2017 to explore the potential to leave social legacies from events, and this will also be an opportunity for Spirit to present itself as an expert in the sector by presenting evidence from its research and facilitating engaging discussions on relevant topics.

Deciding upon the priority target groups and implementing a communications strategy for this target group is important for any organisation. One Spirit interviewee described how not everyone needs to know everything and it would be far preferable to target certain groups of people with specific messages, rather than the public at large. As stated by the interviewee, **“Seven of the right people reading it is infinitely better than 2 million YouTube views”**. Therefore, work has taken place within the Senior Management Team and the Board to discuss and agree on Spirit’s Unique Selling Point (USP) and for these messages to inform all communications.

23. Allies, O. (2017) *Fourteen Evaluation: Process and Progress Evaluation*, Wavehill

24. Shaw, B. et al (2016) *Inclusive Futures: Lead Your Generation*, Evaluation Report 2016-16, LKMco

Spirit's grantees are the most direct stakeholder group. All Spirit case study grantees interviewed saw Spirit as a partner, rather than funder, as the below quotes demonstrate:

“ We feel we're partners - we're contributing to what Spirit is trying to achieve and they are obviously contributing to what we are trying to achieve. ”

“ I do feel like it's teamwork. They are not a funder who just give you the money and tell you to get on with it. It's a real partnership. ”

All grantees unanimously agreed that Spirit is approachable and always 'at the other end of the phone'. Similarly, a Spirit staff member stated, **“I'm pleased with the way that grantees will just ring the office to ask for advice or tell us something good that has happened”**. It is clear that Spirit staff are embodying the ethos of being 'friendly' and 'forthright' (the 'fair and 'focussed' ethos is discussed in the next section). The phrase 'critical friend' was often cited by grantees when referring to Spirit. As stated by a grantee, **“They have held a mirror up to us and challenged us but in a very positive way, I think”**. One grantee referred to their Grant and Learning Manager as a sounding board, acting in a coaching and mentoring capacity. Therefore, as well as ensuring accountability for the grants, Spirit staff can also act in a kind of advisory role, providing guidance and expertise to the grantees. In addition, a member of the Youth Advisory Panel (YAP) also referred to a Spirit staff member as a 'coach' or 'mentor'. Spirit staff have knowledge and expertise in the sector, and are respected by others for it.

All partners report having had a relationship not only with their Grant and Learning Manager, but also with other staff at Spirit. Examples were cited of the Chief Executive visiting the grantee at the beginning of the grant to explain the process to them, which was very much valued by the grantee. Another example was provided of a Grant and Learning Manager attending a project's Steering Committee meetings, and it was recognised that this was unusual for the funder. The grantee found this input very useful and it demonstrates the trusting and open relationship between grantee and funder.

Grantees also agreed that Spirit has played a role in sharing information between grantees.

Spirit holds quarterly learning events, where grantees have the opportunity to meet and discuss, and these are reported to be appreciated by the grantees. Spirit has funded 36 projects to date, with more in the pipeline and, with such large and varied portfolio, it is a risk that Grant and Learning Managers only know about their projects. However, an effort is made by Spirit to share information between projects and forums such as team meetings are used to do this. For example, *Dance Syndrome* was asked by Spirit to speak with another similar organisation that was struggling, so the two organisations were put in touch to discuss.

Other funders in the UK charity sector are considered to be key Spirit stakeholders. It was the contact made with Comic Relief early on in Spirit's lifetime that led to the matched funding that Comic Relief provided on the *Do it for Real* project. Nevertheless, one Spirit interviewee felt that the engagement with other funders in the UK charity sector could be stronger.

Spirit's relationship with the Scottish government has always been important, due to the Legacy 2014 Physical Activity Fund projects that Spirit funds. In addition, one of the Chief Executive's first tasks upon joining Spirit was to engage with the Glasgow Commonwealth Games organising committee and the Scottish Government. It was stated by a Spirit interviewee as part of the case study that there was more of a focus on government stakeholders in the initial stages of Spirit's set-up, whilst another felt that there was beginning to be more of a focus on government stakeholders, such as MPs, now. Nevertheless, the interviewee recognised that it was 'early days' with regards to this engagement.

Spirit's website has gone through several iterations. A website refresh is currently underway, which will include a learning portal. It is aimed at grantees in the first instance but envisaged that it will eventually become a "thriving community hub" that many different people will access. Spirit consulted its grantees about the website, to make sure there is a demand for what is created and that it will be useful. There was also a desire from Spirit to, "give back" to its grantees. Resources will be shared on the refreshed website and content generated by both Spirit and its partners.

The Spirit Year 2 Process Evaluation found that Spirit's strategy for external communication had improved since the first year of the evaluation. It also acknowledged that there was space to further improve external communications, as Spirit's main platform for this was its website. The third year of the evaluation has found that Spirit's social media communication has now 'picked-up'. Spirit now uses social media platforms including Twitter, Facebook, Instagram and YouTube. There is also a desire to respond more to articles, blogs and reports written by others in the sectors in which Spirit works going forwards.

3.5.2 Has Spirit created effective grant application/ maintenance processes?

Spirit's grant application processes have developed and improved over time. According to Spirit interviewees, the first of Spirit's challenge funds was an open call, where any organisation could apply. However, Spirit received 225 applications, which was overwhelming and both extremely time-consuming for Spirit staff to review and disappointing for the many applicants who were not successful. Therefore, Spirit moved to a two-stage application process. Stage two applicants are offered either personalised support, through nominating a team member who will not be involved in assessing the application to work with the grantee, and/or a development grant. Development grants are offered to support the organisation to develop a proposal. This ensures that even smaller organisations have the necessary resources to develop in-depth proposals at stage two. Spirit feels that over the last couple of years, it has learnt how to improve grant application processes and has made adjustments.

It also appears that Spirit is flexible about the method of submitting applications. One grantee interviewee was really appreciative of the flexibility Spirit showed in allowing the applicant to submit a proposal in video format. They stated, "**For us, it was fantastic that we were**

able to submit to stage 1 in video format, because what we do is so visual, it's a real challenge to describe what we do using words, because you need to see it. So we submitted a video application, so that was brilliant, we were really grateful for that. Spirit is able to balance being flexible with being rigorous. Applications are fairly, transparently and rigorously scored, demonstrating that Spirit is living up to its value of being 'fair'.

The Youth Advisory Panel (YAP) was set-up to make sure that Spirit is informed by young people, one of the main target groups it aims to serve. The current Chair's experience of leading the YAP and the impact it has had on him is detailed in the spotlight below.

SPOTLIGHT ON CHAIR OF SPIRIT'S YOUTH ADVISORY PANEL (YAP)



Who did Spirit support?

Carl was approached by Debbie at Spirit in 2015, as they had a mutual contact, and asked whether he wanted to apply to be on the YAP. Carl was interested because it was a good fit with his interests and a great opportunity. He was also excited about being able to shape the role and set-up the YAP structures.

How?

In his words, Carl, *“worked with the Board to make sure that the YAP was: a) a great personal and professional development experience for the young people and; b) to make sure that it wasn't just a tokenistic group of young people who got together every couple of months, but instead it was something that they genuinely had input in.”*

What happened as a result?

Carl says, *“I've been really blessed in that I was really involved from the beginning – I've had a lot of say. From my perspective, there's been a great deal of opportunity and responsibility to make decisions, even more than I probably would have expected”*. Carl thinks that the experience of working with Spirit has been a big learning curve for him. He has been able to cultivate leadership and team building skills, which he feels will help him going forwards and, indeed, already has. Carl states, *“I think my involvement with Spirit has definitely influenced my career path. Being in a leadership position exposes you to what it is to be a leader, and I guess one of the realisations for me is that I really enjoy that and want to do more of it.”* Carl is now an entrepreneur working on his own business. He has learnt many skills, such as how to empower others to make decisions. Carl has taken this learning forwards in his role of Chair of the YAP, and it also likely to utilise the knowledge and skills he has developed in his new role as an entrepreneur.

Grant maintenance processes are another area that Spirit is constantly improving. The Spirit Year 1 Process Evaluation found the following: *“In regards to grant maintenance, the first eighteen months has provided a steep learning curve and numerous changes have been made to improve process effectiveness and quality of support. Hard work in this area from Spirit's*

relatively small team has paid dividends and Spirit are widely viewed as a collaborative and supportive funder. It was reported by a Spirit interviewee as part of this case study that a 6-month period is now allowed for grantees to undertake their baselining, in the acknowledgement that it takes time for new projects to get set-up.

The Spirit Year 1 Process evaluation also reported that there were different viewpoints about the implementation of the monitoring system, which resulted in some complications for projects funded prior to the creation of Spirit's ToC. Similarly, two grantee interviewees as part of a case study noted some frustration with not knowing exactly what data Spirit would require the projects to collect at the outset of the grant, and hence requirements changing. Therefore, there is some tension between Spirit improving its templates and the effect that this has on ongoing projects. It was reported by Spirit interviewees that expectations of grantees are now very clear-up front, which was backed up by the most recent grantee interviewed. Spirit would like grantees to interact with the data they collect and get excited about it, not just collect it because it is a requirement of Spirit.

Two grantees stated that the way in which Spirit focusses on outcomes has very much influenced their organisation. One interviewee explained that in the past, the organisation had focussed on outputs, not outcomes, in project proposals, because this is what funders in the sector had always wanted. Therefore, the grantee found selling the idea of an outcomes-based proposal to its Board challenging, as they were worried about committing to something that could not be delivered. It was explained by the interviewee to its Board that Spirit would allow modifications to the plan, so long as there was good justification for the change. The interviewee was able to convince the Board of the approach and has very much welcomed the change. The grantee also found that other funders in the sector are now also starting to ask for outcomes-based proposals, which has put them ***“ahead of the game”***. Similarly, another grantee interviewee described how the outcomes-based approach has really influenced their organisation. In the interviewee's words:

“Even though there has been a lot of work involved, it is making us a stronger organisation. It has given us more confidence and I think as an organisation we are more visual, and since we got the Spirit funding we have attracted other funding - we've won awards, there are all kinds of things that have happened, it's almost been like a magnet. So for all the hard work that's gone in, the reward has definitely come out the other end. This has been because of the Spirit funding. We applied to the Big Lottery on reaching communities and got the funding. I've applied to the Big Lottery before and we haven't been successful, so we're obviously doing something better.”

A positive value unanimously cited by all grantee interviewees was Spirit's flexibility. Grantees have sometimes found the M&E requirements of the grant challenging to both understand and implement, and have expressed this to Spirit. In response, Spirit has contracted out an evaluation support contract to provide capacity building support and advice to grantees around M&E. One Spirit interviewee called for grantees to review their M&E frameworks more regularly and for the framework to become, ***“more of a living document”***. In this way, it would seem that Spirit may be even more open to justifiable changes from grantees than they realise, which is learning that current grantees and prospective bidders could take on board.

Overall, Spirit has implemented welcome developments to grant maintenance processes and these are likely to ensure a smoother process for grantees going forwards. The examples above illustrate how Spirit's changing approach has affected grantees and, whilst improvements are certainly welcome, now that processes are improved, there will also be a limit as to how much Spirit should modify these processes whilst grantees are in the middle of running projects, so as to avoid undue disruption for grantees. It is suggested that Spirit could add a fifth value to its general ethos, which is 'flexible'. The flexibility that Spirit has shown has been greatly appreciated by grantees. This flexibility has been demonstrated whilst still ensuring accountability, and all changes have been justified by how they will improve the outcomes of the project.

3.5.3 Has Spirit's targeted funding strategy worked as intended?

Spirit's programme strategy states that its priorities, as a funder are to:

- Fund outcomes, not sectors or methods;
- Prioritise projects that bring different groups of people together, as equals, actively addressing barriers to participation;
- Build locality-based participation, responsive to the needs of the local community;
- Provide regular and sustained opportunities for people to participate;
- Build and support partnership working;
- Build capacity in purposeful planning, monitoring and impact assessment; and
- Incubate Innovation.

Spirit prides itself on being an 'outcomes-based funder'. This was a deliberate strategy of the organisation from the outset and Spirit has maintained this 'focus' (one of its values). Spirit's funding strategy is laid out [here](#), publicly accessible on Spirit's website. There is a sense from two Spirit interviewees that the focus on collecting data against the compulsory wellbeing outcome area has distracted some projects and that, consequently, they have missed an opportunity to collect other outcome data, so some of the richness has not come across in their reporting. Spirit has taken this lesson on board for future grant monitoring.

Most interviewees found Spirit's ToC to be useful in communicating the change it aims to contribute towards. As stated by one grantee, ***"The theory of change was helpful to show us that Spirit was interested in outcomes, rather than outputs... I think it's unusual to have that level of detail from a funder. I think it just helps us to understand what it is they're all about"***. Not all interviewees fully understood the ToC, and there was a sense from all Spirit interviewees that there should soon be another opportunity for further revisions.

All interviewees felt that Spirit is an innovative funder, albeit for different reasons. The sense that, ***"Spirit are innovators, whilst being responsible with the money that they have and how it's used"*** was felt by several interviewees. Some felt that Spirit is innovative from the outset by developing a ToC and others felt Spirit is innovative due to its focus on outcomes. A Spirit

respondent noted that they haven't seen many other funders go as far as Spirit has in trying to establish a common framework.

Being open to change was another cited way in which Spirit is innovative and one Spirit interviewee reflected that Spirit is very nimble and can move quickly. This is an attribute that some of the larger funders do not have. In addition, it was reported that Spirit has been able to fund some smaller, pilot projects. For example, a grantee interviewee stated that Spirit took a risk with funding them because they are a “**small, Northern-based charity**” that, by and large, “**nobody had really heard of**”. However, this was not an undue risk because Spirit clearly explained everything that needed to be in place before funding the organisation could even be a consideration.

One Spirit interviewee stated that an area where Spirit is open to risks is around partnerships. This is because although partnership-based initiatives may have a higher risk of failure, they may also have a higher chance that if they do succeed, they will produce better results, because the partners challenge and stimulate each other. An example of a project using a partnership-based approach is the WOW festival, which takes place over a long weekend. Despite the short timeframe of engagement, the WOW case study has demonstrated some positive results in the areas of engaging volunteers, empowering young people and connecting generations, amongst others.

Overall, case study respondents felt that Spirit was both innovative and a risk-taker but that this was tempered through allocating funds responsively. In this way, Spirit allocates funds to organisations that have a fairly strong track record and are that are organisationally stable. However, Spirit is prepared to support smaller, less established organisation when the right pre-conditions are in place, and to fund some novel or innovative experiments. There is always a focus on how to make the greatest impact on communities and if a project is not going to plan, Spirit is open to change so as to better address the outcomes the project seeks to achieve.

Some interviewees were thinking about Spirit's future and whether it would continue after the intended 10 years of operation. It is considered that next year, the half-way point in Spirit's envisaged lifetime, would be an appropriate time to begin discussing Spirit's future post-2023, and what this may look like.

4. CONCLUSIONS

To what extent is Spirit working with its intended target population of isolated or disengaged people, via its current grantee portfolio?

All grantees identified that they were working with Spirit's target population of isolated or disengaged individuals, from what are often socially marginalised communities, to a greater or lesser extent. This includes projects that specifically engage a well-defined target population of individuals and groups identified as being socially isolated and disengaged in their locale (for example, disabled people, vulnerable older people, ex-offenders or refugee groups), often more intensively and over a longer period. It also includes projects that focus on building the capacity of organisations and volunteers that engage specifically with these groups. Due to the different ways in which grantees engage with their participants and measure their engagement (ranging from regular weekly participation running continuously over several months or years, to one-off participation, for example, in festivals or viewing an art installation), it is not possible to calculate the proportion of participants who might be identified as isolated or disengaged (Spirit's priority target population), in comparison to those that fall outside of this category.

However, a significant number of Spirit grantees intentionally work with a much wider audience, beyond the most isolated and disengaged groups. This is justified through projects' stated aim of being fully *inclusive* and, therefore, anyone may take part in activities, whilst making every effort to address obvious barriers for the more isolated or disengaged groups to join activities. Other grantees target a specific geographic area that has been identified as disadvantaged or underserved. For these projects, open access events are viewed as likely to attract individuals of different backgrounds (with the assumption that proximity is an important factor in attracting more participants who might be from the disadvantaged area and most in need of support). Finally, for those grantees working with individuals that are not isolated and disengaged, it tends to be an important principle that by engaging with individuals from a broad range of different backgrounds, learning from each other may be promoted, or a wider audience may be educated on the issues affecting more isolated and disengaged individuals or groups.

How successful are the Spirit-funded projects at delivering outcomes within the areas of wellbeing, disability and social cohesion for these target populations within which they work?

Spirit is targeting participants with lower than average levels of wellbeing. This might further support the notion that grantees are generally engaging with a high proportion of more socially isolated and disengaged participants, despite the challenges expressed above of understanding the exact split of participants falling into this demographic. Participants' scores for wellbeing at end line subsequently exceeded national averages for 2015-2016 in all areas apart from feelings of anxiety. There has been an average 7.9% increase from baseline



to end line in the number of Spirit-funded participants or volunteers who report high levels of wellbeing. The evaluation also found that projects that focus on sustained volunteer or participant engagement are more likely to demonstrate greater improvements in wellbeing than projects that engage volunteers or participants in a one-off activity.

Volunteers supported through Spirit-funded projects increased their confidence and autonomy, especially amongst younger volunteers. Evidence from case studies demonstrates that involving young participants in the design and delivery of project activities is more likely to generate improvements in their confidence and self-esteem. There is strong qualitative evidence to support the statement that volunteers are developing new skills or qualifications through participating in Spirit-funded projects. Projects have also found that understanding volunteers' motivations is key. Each volunteer will have different reasons for becoming involved in a project and different expectations, so will require different types of support.

There is a range of, mainly qualitative, evidence which shows that Spirit grantees are: helping to change perceptions of disability and of disabled people; increasing the extent to which disabled people feel more integrated in their community; reducing barriers for disabled people to participate; increasing the confidence of people with a disability and; increasing awareness of disability issues. The evidence is primarily qualitative, due to challenges in applying a standardised, quantitative measurement tool by Spirit grantees that also fits with their different models of engaging and working with disabled people. Although the nature of the qualitative evidence means that it can be more challenging to make general conclusions across Spirit grantees, it does provide more in-depth learning about how spirit grantees are ensuring sessions are inclusive for disabled people and how barriers to engagement for disabled people are addressed.

Spirit was founded to continue and recreate the spirit of pride, positivity and social connectedness that people experienced during the London 2012 Games. The evaluation finds that all but one of the Spirit-funded projects that measured participants' pride in their communities reported an increase between baseline and end line. On the whole, Spirit-funded projects report increases in the extent to which young people feel they have a voice in their communities. The evaluation also presents an overall increase in connecting generations outcomes from the two projects that collected data against this outcome, *Sporting Memories* and *Uniting Generations*. The *Uniting Generations* case study from year one did not find a pre-existing negative perception of different generations, but did find that younger and older participants did not previously have the opportunity to connect.

The promotion of joint delivery partnerships is an important element of Spirit's approach, which is considered by a Spirit interviewee to entail greater risks, but has the potential for greater rewards. It was stated that partnership-based projects have a greater chance of demonstrating better results because the partners involved in the project challenge and stimulate each other. The evaluation has not been able to robustly test this hypothesis because no outcome indicators relating to the area of building partnerships have been defined in Spirit's common indicator framework. Nevertheless, whilst Spirit documentation states that just 7²⁵ projects address this outcome area, it is considered that all grantees have been encouraged by Spirit to build partnerships. Partnership working has been promoted through the sharing of knowledge and experience between grantees, both formally, through partnering on projects or in learning events, or informally, by project to project communication. Grantees noted that many funding opportunities are now partnership-based, so there is increasingly a financial incentive to collaborate. They also reflected that to be successful, partnerships need to be embedded through structures, rather than individuals.

What kind of funder is Spirit perceived to be, internally, by Spirit staff and externally, by grantees and other key stakeholders?

There is strong evidence to support the statement that Spirit is a learning organisation. Spirit's work with grantees and other stakeholders has developed iteratively and this is an area that Spirit staff expect the organisation to focus more on going forwards, now that there are findings and learnings to share. Spirit has an ambition of becoming a thought leader in areas such as how to use events as a catalyst for social change and how to empower young people through volunteering, so aims to position itself as an expert in these areas going forwards. Spirit's website has gone through several iterations and the latest includes a section to share resources between Spirit's grantees, as a way of 'giving back' to them.

Spirit's grant application processes have developed and improved over time. Grant maintenance processes are another area where Spirit is constantly driving improvements. Many examples are provided in the evaluation of how Spirit's adaptive approach has positively affected grantees, although the changes have sometimes caused some initial difficulty, such as adapting the data collection methods to fit with a newly developed M&E framework template. Now that processes are improved, there may be a limit as to how much Spirit should continue to modify them whilst grantees are in the middle of running projects, to limit undue disruption for grantees.

All Spirit grantees interviewed in the Spirit case study saw Spirit as a partner, rather than funder. Grantees unanimously agreed that Spirit is approachable and stated that they have relationships not only with their Grant and Learning Manager, but also with other Spirit staff. Spirit often acts as a critical friend and two interviewees saw different Spirit staff members as mentors. These values should not be lost as Spirit develops in future.

Another positive value unanimously cited by all grantee interviewees for the Spirit case study was its flexibility. It is suggested that Spirit could add a fifth value of being 'flexible' to its specified general ethos of being 'forthright, fair, focussed and friendly'. The flexibility

25. *Emerge, Fourteen* (UKCF and Springboard), *GOGA, Making Routes, Spirit of Cricket, Voluntary Arts* (KSA)

that Spirit has shown has been greatly appreciated by grantees. Flexibility has also been demonstrated whilst still ensuring accountability, and all changes have been justified by how they will improve the outcomes of the project. Therefore, Spirit has been able to balance being flexible, with maintaining a rigorous outcome focused approach.

Spirit prides itself on being an ‘outcomes-based funder’. One Spirit interviewee reflected that it has been a painful process, but one that has been worthwhile. The way in which Spirit focusses on outcomes has influenced two organisations for the better, improving the rigour of their M&E systems and, consequently, resulting in the successful generation of funding from another funder. Most stakeholders interviewed for the Spirit case study found Spirit’s ToC to be useful in communicating the change it aims to contribute towards, and Spirit interviewees noted that there should soon be another opportunity to further refresh the ToC.

It is considered that next year, the half-way point in Spirit’s envisaged lifetime, would be an appropriate time to begin discussing whether Spirit should continue past its intended 10 years of operation, and what this may look like.



5. RECOMMENDATIONS

An important question for all social sector funders to consider is not only whether social change is taking place, but also to what extent changes that occur are both enduring and, ultimately, leading to an improvement in life prospects for the individuals and groups with whom they work. Therefore, the key question is, ‘is the social change as meaningful as possible and can the organisation continue to drive its performance towards consistently achieving meaningful impact for more of its target population?’ This question will continue to place high demands upon both Spirit and its grantees, to continually improve the data available to help guide decision making and learning at both the strategic (i.e. Spirit’s overall investment strategy) and operational (i.e. the individual grantee strategy) levels, in the pursuit of greater impact and value for money. However, Spirit has already developed the kind of learning culture and cooperative mindset that can support this type of journey ahead.

The following recommendations are geared towards Spirit and/or its grantees (as stated), and considered in relation to the overall evaluation questions posed in the conclusions section of the report (section 4).

Recommendations to improve the reach of Spirit’s target population of isolated or disengaged people via its grantee portfolio

In relation to engaging with Spirit’s priority target populations of isolated and disengaged participants and volunteers, it is recommended that Spirit considers the following questions:

- **How does Spirit currently assess the extent to which a grant applicant aims to work with Spirit’s target population of isolated or disengaged people? How does Spirit decide upon whether a grantee is working with a Spirit target population or not?**

Given the wide range of individuals and groups that Spirit grantees engage with through their projects, is there a particular set of criteria that would identify a participant to be isolated or disengaged? Are the most isolated or disengaged individuals still the main target population for Spirit or is there a more general focus on people doing more in their communities, and the benefits of individuals mixing together in a community? Will this result in greater or lesser impact in the long-term?

Reflecting upon the current mix of people that are being served within the Spirit portfolio, are there individuals or groups that are receiving more benefit than others from Spirit’s support? For example, are certain models more effective at generating Spirit’s outcomes and are some outcomes more meaningful (i.e. have a greater or more lasting effect than others)? For example, this might include comparing:

- a) A project that helps a disabled individual to successfully volunteer in their community for a fixed period and subsequently results in the participant continuing to volunteer in other initiatives for several years into the future before transitioning into regular employment; with
- b) A project that provides a disabled individual with an opportunity to try a new sport, resulting in their sustained uptake of physical activity and transition into a local sports club.

In addition, is targeting a particular community or location identified as underserved or disadvantaged effective in reaching the most underserved or disadvantaged in those communities? For example, does a cultural event in a traditionally underserved area attract participants that would not normally attend such an event, or does this ultimately depend upon the way in which the event is marketed?

There are a number of projects that have an 'open access' approach and invite any participant to join, regardless of background. While the projects also work to address barriers to engagement for isolated or disengaged individuals or groups, this lack of targeting means that their primary target population (i.e. those individuals for whom they specifically intend to create a social change) is, in some cases, 'everyone' or, in other cases, 'all young participants'. This very loose approach to targeting, therefore, takes little consideration of who amongst this wide mix of people, a project is best positioned to serve well. Does this mean that these projects are engaging with some audiences that do not really need the support on offer or, perhaps, potentially require more support than the project is able to give? Or, do the benefits of an 'open door' policy outweigh a more targeted and proactive approach to engaging the most isolated and disengaged individuals and groups, which may require significantly more time, resource and effort to implement?

- **How can Spirit improve the selection of grantees who work with the 'right' target population?**

Just as it is challenging for a grantee to serve populations with very varying needs equally well, it is similarly difficult for Spirit to effectively develop the expertise and know-how to support the needs of such a diverse range of grantees. Therefore, it is suggested that Spirit establishes a clear set of criteria for establishing the target population and that these criteria are used for grantee selection. It is also recommended that Spirit spends time to better understand the current processes undertaken by grantees to recruit and enroll participants and volunteers into their projects. Additionally, Spirit could request that grantees identify any guidelines that they follow to ensure their sessions are inclusive, for example the ten English Federation of Disability Sport Talk to Me Principles.

There could be a further exploration amongst grantees of the pre-conditions that need be considered and/or the guidelines being followed to make a session optimally inclusive, particularly those working with disabled people as their main target audience and working to develop the capacity of organisations to build their internal capacity to effectively address barriers to engagement for the inclusion of marginalised groups. For example, this might include pre-conditions that families and carers are able not just able to attend but also to join a session, and an emphasis upon a positive first engagement.

Recommendations to improve Spirit-funded projects' outcomes in the areas of wellbeing, disability and social cohesion for the target populations within which they work

To improve the wellbeing of volunteers or participants, it is recommended that Spirit funds projects that focus on sustained volunteer or participant engagement. If Spirit wishes to continue to fund projects that focus on engaging volunteers or participants in one-off events, different measures of success should be defined by Spirit. These measures should emphasise a successful post-event transition for volunteers or participants and the alignment of any short-term outcomes that have been achieved to longer term outcomes. Spirit's grantees should also utilise the measures to consider what post-event support is needed for the volunteers or participants. For festival projects or those that programme a series of one-off events, such as WOW Spirit or the National Paralympic Day festivals, it is important to document lessons learnt, to pass over to the next festival or related event to reduce knowledge loss.

It is suggested that the wellbeing questions remain compulsory for all Spirit-funded projects but that further guidance is provided by Spirit Grant and Learning Managers on different ways to collect data from participants in this area. If a common indicator for measuring perceptions of disability across Spirit grantees cannot be found, Spirit may want to consider adopting 'standards of evidence' for the data and reports submitted by Spirit grantees, for example, that grantees adopt a consistent approach to sampling or data collectors are effectively trained. This would not help to compare data across projects, but would help to ensure that reports submitted to Spirit are of a high quality.

It is recommended that Spirit continues to fund projects that involve young participants in the design and delivery of project activities, whilst supporting the young participants with adequate direction and guidance, as this approach has proved successful for current grantees.

Spirit could consider commissioning further research into different areas in which it works to bolster evidence against specific areas and position itself as an expert in the field. For example, research could be undertaken on:

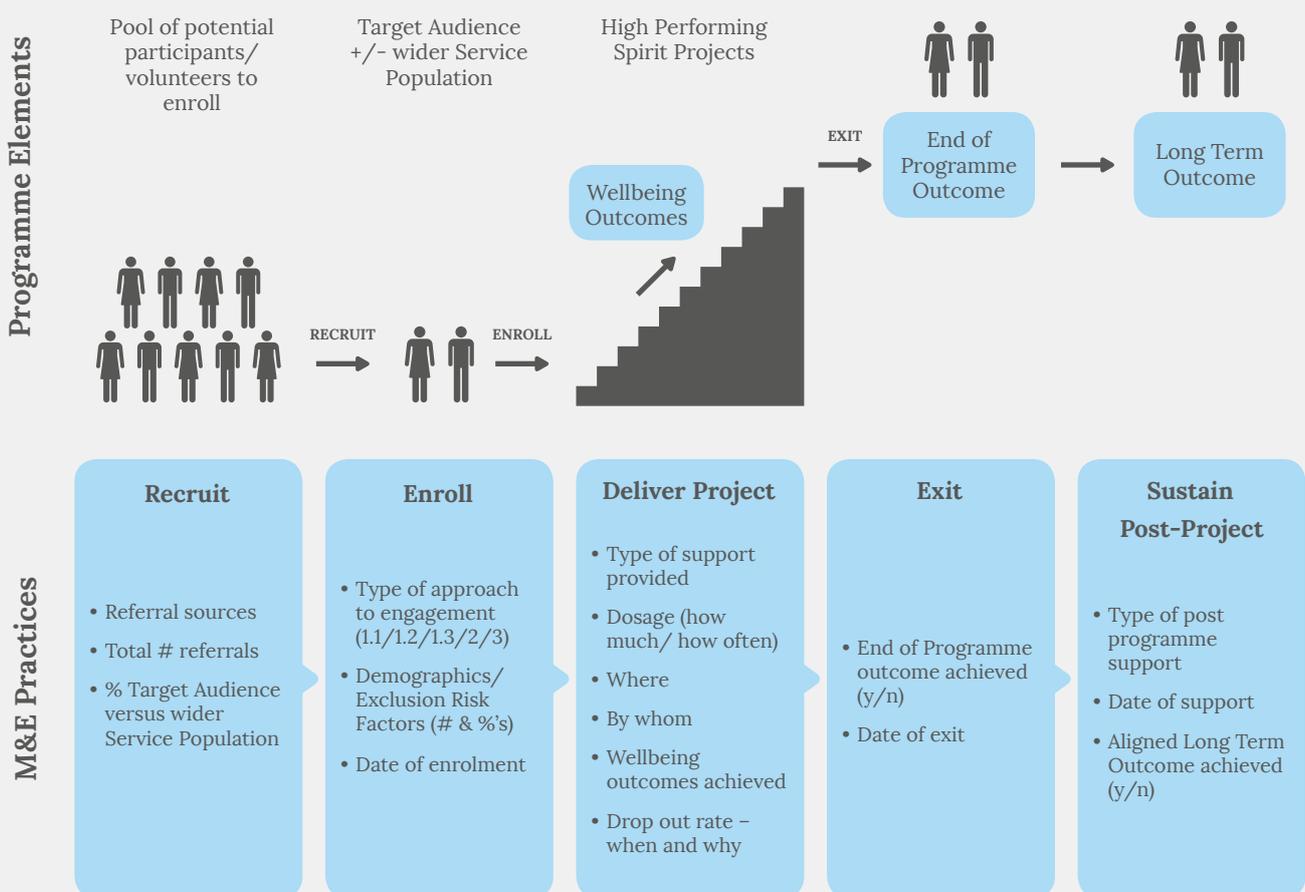
- How to tailor volunteering opportunities to individual volunteers' motivations;
- How Spirit's investments have impacted upon connecting generations in the communities in which it works;
- How to best use one-off events as a catalyst for social change;
- The pre-conditions that grantees are considering to ensure that sessions are inclusive;
- How to address the under-reporting of participants and volunteers who are considered to have a disability; and
- The use of role models in projects as an important approach for changing the perception of disabled people.

How can Spirit further improve upon what it does, to enhance both the initial selection and subsequent management of its grantee portfolio, to deliver long-term and sustainable Spirit outcomes?

Spirit is already acting on feedback from both the evaluators and its grantees that grantees need further support to collect quality data. Due to the different stages of implementation of Spirit-funded projects and some challenges with the robustness of data owing to small sample sizes, this evaluation has presented quantitative data from just under 40% of Spirit’s current projects. Spirit is addressing the robustness of data challenge by contracting an organisation to support grantees with M&E capacity building over the next three years.

It is recommended that Spirit follows the best practice elements of M&E that are illustrated below in Figure 16. This will enable Spirit and its future evaluation partner to aggregate findings more easily to demonstrate the impact of Spirit’s investment.

Fig 16: Monitoring & Evaluation Practices to Support & Manage the Impact of Spirit Projects



It is recommended that Spirit implements a consistent approach to grant maintenance going forwards. Spirit now has some strong templates in place, such as the new quarterly reporting form, which should be carefully explained to new grantees. Ideally, Spirit should limit the number of changes it makes to its grant maintenance process whilst grantees are in the middle of their projects, to avoid disruption. That said, Spirit's flexibility with grantees is greatly appreciated and should be retained because it appears to aide grantees in producing better results (although more evidence would be required to concretely state this).

It is suggested that projects that Spirit funds in future are encouraged to consider exit strategies from the outset to help improve the sustainability of the investment and contribute towards the legacy of the games that Spirit was set up to achieve.

This evaluation considers that Spirit's ToC is due for a re-fresh. In particular, the ToC could be made simpler so that it is easier to communicate. Spirit has three funding strands²⁶, eight outcome areas²⁷ and three impact areas.²⁸ Whilst the programme strategy specifies the three impact areas and three funding strands, the current ToC depicts eight outcome areas. Therefore, it is recommended that a process of assimilation takes place between these two overarching, strategic documents, so that they are aligned. The evaluators consider that a review and reflection upon target beneficiaries (as discussed earlier) would be an appropriate place to start a ToC re-fresh, followed by a reflection upon the impact areas, but any moderations should be discussed and agreed internally within Spirit. Whilst the current ToC aims to show the inter-connected nature of the different outcomes areas, each impact area would likely benefit from its own separate ToC exercise. This would allow for a clearer analysis of the unique challenges and situations faced in working within that impact area, deeper consideration of the external factors²⁹ that play an influencing role in the change pathways and the most important underlying assumptions.³⁰ For clarity and understanding, it is also recommended that each ToC is accompanied by a narrative, to explain the links and rationale behind different aspects i.e. the situation, the long-term impact, the outcomes pathway and how the various activity areas undertaken by grantees are expected to bring about change.

Spirit is encouraged to pursue its agenda of knowledge sharing, disseminating and influencing over the next phase of its lifetime. Some groundwork has been laid in this area and Spirit staff recognise that there is more to be done. Spirit works across a broad range of areas and so should consider in which areas it wants to be considered an expert. As suggested above, Spirit may then wish to commission specific research pieces to bolster the evidence it has collected in certain areas. It is also envisaged that Senior Management and the Board will want to discuss whether Spirit continues post-2023 and, if so, how sustainable funding will be generated and then allocated to prospective grantees going forwards.

26. Active, Creative and Connected.

27. Wellbeing, disability, engaging volunteers, empowering young people, social connectedness, connecting generations, inspiring events and building partnerships.

28. Improve the wellbeing of individuals, communities and society as a whole, improve perceptions towards disability and impairment and lead to greater social cohesion and understanding.

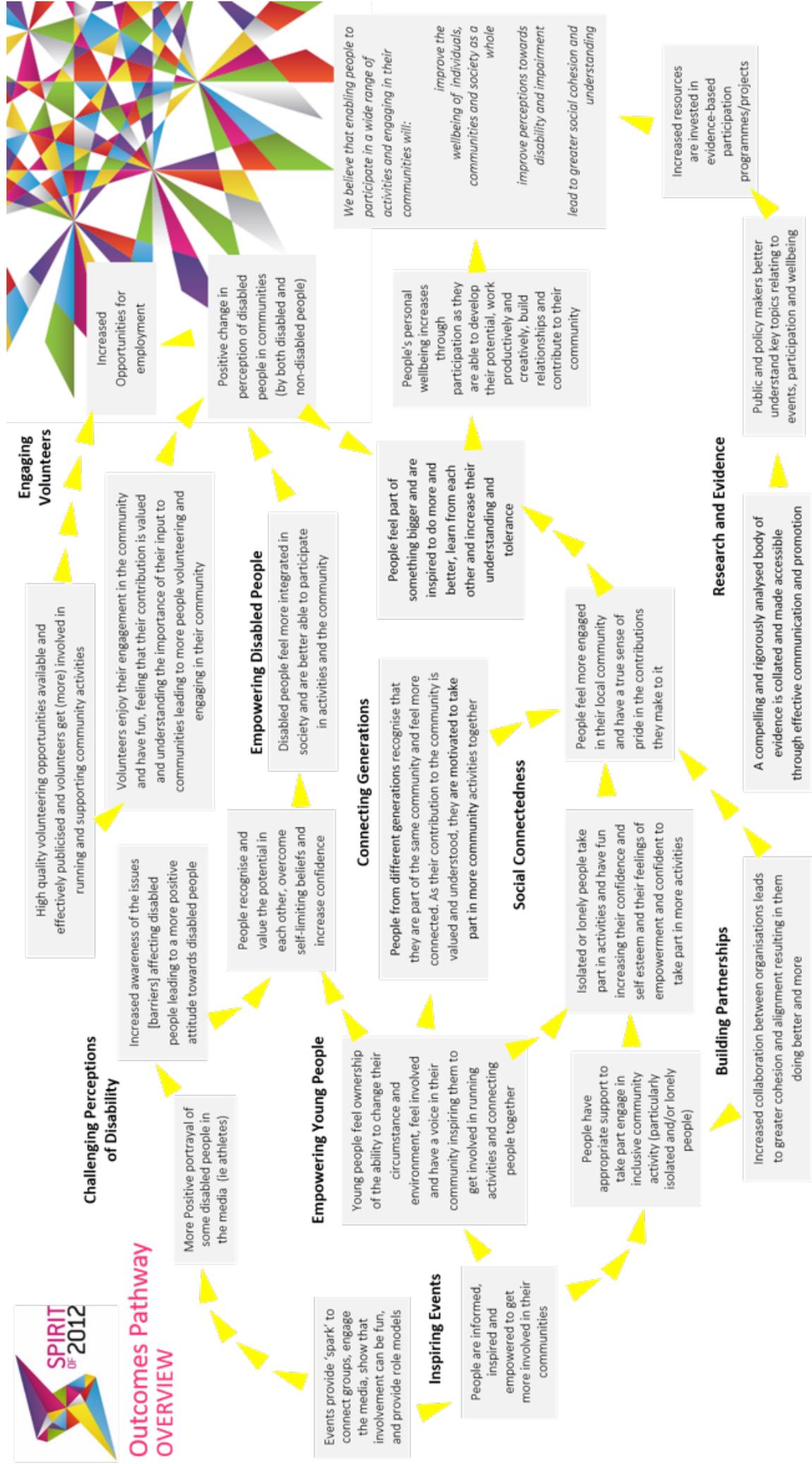
29. External factors are conditions or factors in the external environment/real world that still need to be put in place for the long-term change to occur.

30. Assumptions are the core beliefs that explain WHY a Theory of Change overall makes sense.

APPENDIX 1: SPIRIT'S THEORY OF CHANGE (SIMPLIFIED VERSION - FEBRUARY 2016)



Outcomes Pathway OVERVIEW



APPENDIX 2: THEMATIC AREAS SPIRIT-FUNDED PROJECTS CONTRIBUTE TOWARDS

| | Wellbeing | Disability | Volunteering | Empowering young people | Social connectedness | Connecting generations | Inspiring events | Building partnerships |
|---|-----------|------------|--------------|-------------------------|----------------------|------------------------|------------------|-----------------------|
| Asda Active Sport Leaders (UK Active) | | | | | | | | |
| Big Big Sing (Glasgow Life) | | | | | | | | |
| Circus Aurora (Streetwise Community Circus) | | | | | | | | |
| Cultural Shift (Stockton ARC) | | | | | | | | |
| Do It For Real (UnLtd) | | | | | | | | |
| Emerge (The Mighty Creatives) | | | | | | | | |
| Everybody Dance (DanceSyndrome) | | | | | | | | |
| Legacy 2014 Physical Activity Fund (Scottish Government) | | | | | | | | |
| Fourteen (Springboard) | | | | | | | | |
| Fourteen (UKCF) | | | | | | | | |
| Get Out Get Active (EFDS) | | | | | | | | |
| Get Set's Road to Rio (Edcoms) | | | | | | | | |
| Hit the Top (Change Foundation) | | | | | | | | |
| Inclusive Futures (Youth Sport Trust) | | | | | | | | |
| Inspired Action (British Red Cross) | | | | | | | | |
| Making Routes (Oasis Children's Venture, Battersea Arts Centre, South London Gallery) | | | | | | | | |
| My Sport, My Voice (UK Sports Association) | | | | | | | | |
| National Paralympic Day 14 & 15 (British Paralympic Association) | | | | | | | | |
| National Paralympic Carnivals 2016 (British Paralympic Association) | | | | | | | | |
| Open Ceremonies (Volunteer Scotland) | | | | | | | | |
| Our Day Out (Creative Arts East) | | | | | | | | |

| | Wellbeing | Disability | Volunteering | Empowering young people | Social connectedness | Connecting generations | Inspiring events | Building partnerships |
|--|-----------|------------|--------------|-------------------------|----------------------|------------------------|------------------|-----------------------|
| Reading Rooms (Verbal Arts Centre) | | | | | | | | |
| Rhythm and Respect (Plymouth Music Zone) | | | | | | | | |
| Team Personal Best (England Athletics) | | | | | | | | |
| Hull 2017 (Hull 2017 Culture Company) | | | | | | | | |
| Spirit of Rugby (RFU) | | | | | | | | |
| Sporting Memories Uniting Generations (Sporting Memories Foundation) | | | | | | | | |
| Seafarers (Stopgap Dance) | | | | | | | | |
| Bringing the Games to Your Doorstep and Camp Glasgow (StreetGames) | | | | | | | | |
| Team London Young Ambassadors (GLA) | | | | | | | | |
| Unlimited Impact (Shape and Artsadmin) | | | | | | | | |
| One Million Mentors (Uprising) | | | | | | | | |
| Viewfinder (Beacon Hill Arts) | | | | | | | | |
| Voluntary Arts (Voluntary Arts) | | | | | | | | |
| Volunteering Spirit Wales (WCVA) | | | | | | | | |
| WOW Spirit (Southbank Centre) | | | | | | | | |
| Total | 36 | 36 | 23 | 15 | 17 | 13 | 7 | 6 |

APPENDIX 3: VOLUME OF AVAILABLE EVIDENCE FOR EACH SPIRIT THEME

Projects with SIM Data

| Wellbeing | Disability | Engaging volunteers | Empowering young people | Social connectedness | Connecting generations | Inspiring Events | Building partnerships |
|------------------------------------|---------------------|---------------------|-------------------------------|-------------------------------|------------------------|---------------------|-----------------------|
| Cultural Shift | Spirit of Rugby | Inclusive Futures | Inclusive Futures | Spirit of Rugby | Spirit of Rugby | Voluntary Arts Week | |
| Inspired Action | Fawcett Society | | Spirit of Rugby | Team London Young Ambassadors | Spirit of the Games | | |
| Legacy 2014 Physical Activity Fund | Voluntary Arts Week | | Team London Young Ambassadors | My Sport My Voice | | | |
| Our Day Out | Cultural Shift | | Fawcett Society | Fourteen UKCF | | | |
| Spirit of Rugby | My Sport My Voice | | Inspired Action | Our Day Out | | | |
| Team London Young Ambassadors | | | | | | | |
| Volunteering Spirit Wales | | | | | | | |
| Fourteen Springboard | | | | | | | |

Projects with evaluation case studies

| Wellbeing | Disability | Engaging volunteers | Empowering young people | Social connectedness | Connecting generations | Inspiring Events | Building partnerships |
|----------------------------|----------------------------|----------------------------|-------------------------|-------------------------|------------------------|----------------------------|-----------------------|
| Asda Active | Asda Active | Asda Active | Asda Active | Voluntary Arts | Sporting Memories | Camp Glasgow and Pop-Up | GOGA |
| National Paralympic Day X2 | Inclusive Futures X2 | Camp Glasgow & Pop-Ups | Camp Glasgow & Pop-Ups | Fourteen Springboard X2 | | National Paralympic Day X2 | WOW |
| Inclusive Futures X2 | National Paralympic Day X2 | Inclusive Futures X2 | Sporting Memories | Spirit of Rugby | | Unlimited Impact Y2 | |
| Sporting Memories | Unlimited Impact X2 | Voluntary Arts | Unlimited Impact | GOGA | | Hull City of Culture | |
| Streetgames | Sporting Memories | Spirit of Rugby | Spirit of Rugby | Hull City of Culture | | WOW | |
| Unlimited Impact X2 | Voluntary Arts | Inspired Action | Inclusive Futures Y2 | WOW | | | |
| Fourteen Springboard X2 | Spirit of Rugby | National Paralympic Day Y3 | Inspired Action | | | | |
| Inspired Action | Inspired Action | Fourteen Springboard Y3 | WOW | | | | |
| Spirit of Rugby | Fourteen Springboard X2 | GOGA | Fourteen Springboard Y3 | | | | |
| Voluntary Arts | GOGA | WOW | | | | | |
| GOGA | Hull City of Culture | | | | | | |
| Hull City of Culture | | | | | | | |
| WOW | | | | | | | |

APPENDIX 4: CHANGES IN WELLBEING REPORTED BY THE PARTICIPANTS OR VOLUNTEERS OF SPIRIT-FUNDED PROJECTS

| Project | Life satisfaction | | Worthwhile | | Positivity | | Anxiety | | Average % change in wellbeing from baseline to end line |
|--|-------------------|----------|------------|----------|------------|----------|----------|----------|---|
| | Baseline | End line | Baseline | End line | Baseline | End line | Baseline | End line | |
| Cultural Shift (Stockton ARC) | 65% | 89% | N/A | N/A | N/A | N/A | N/A | N/A | 24.18% |
| Our Day Out (Creative Arts East) | 72% | 95% | N/A | N/A | N/A | N/A | N/A | N/A | 22.45% |
| Legacy 2014 Physical Activity Fund (Scottish Government) | 46% | 66% | 54% | 69% | 51% | 65% | 43% | 61% | 11.23% |
| Fourteen (Springboard) | 59% | 70% | 58% | 71% | 69% | 71% | 47% | 60% | 10.24% |
| Team London Young Ambassadors (GLA) | 73% | 86% | 74% | 76% | 67% | 80% | N/A | N/A | 9.49% |
| Spirit of Rugby (RFU) | 87% | 78% | 81% | 87% | 70% | 97% | 59% | 56% | 5.01% |
| Inspired Action (British Red Cross) | 71% | 81% | 75% | 77% | 69% | 66% | 48% | 48% | 2.38% |
| Volunteering Spirit Wales (WCVA) | 83% | 77% | 80% | 80% | 79% | 83% | 55% | 54% | -0.69 |