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Llywodraeth Cymru
Welsh Government

Evaluation of the Casgliad y Werin Cymru / People's Collection Wales Digital
Heritage Programme

Impact Report



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EXECUTIVE SUMMARY

Chapter 1: Introduction

- E.1. In December 2013 ERS was commissioned to undertake a longitudinal evaluation of the *Casgliad y Werin Cymru / People's Collection Wales (PCW)* digital heritage programme. This Final Evaluation focusses primarily on delivery undertaken between 2014-16 with a focus on emerging outcomes and impacts.
- E.2. People's Collection Wales is a bilingual, digital platform complemented by a wider programme of activities, allowing users to discover, share and contribute to an online collection of Welsh heritage. The programme is funded by the Welsh Government and delivered by a federated partnership of three national cultural and heritage bodies: Amgueddfa Cymru-National Museum Wales (AC-NMW); National Library of Wales (NLW); and Royal Commission on the Ancient and Historical Monuments of Wales (RCAHMW). Core aims are to '*enable, engage, and transform*' communities.

Chapter 2: Evaluation Framework

- E.3. The evaluation is based upon a 'Theory of Change' approach which establishes a link between programme inputs and impacts. This evaluation has adapted Tanner's Balanced Value Impact Model¹ to assess impacts across four core themes:
- **Social Value:** e.g. knowledge and skills, community cohesion, wellbeing;
 - **Innovation Value:** e.g. new technologies or new ways of working;
 - **Process Value:** e.g. resource savings; efficiency savings;
 - **Economic Value:** e.g. skills development and increased visitor spend.
- E.4. The primary research has involved an e-survey of users (38 complete responses), and consultations with 'Internal Project Partners, Core Team, and Management Group', as well as 'External Strategic Stakeholders and Project Partners'.

Chapter 3: Policy Context

- E.5. The Welsh **Programme for Government 2011-16**² aims to promote digital access and '*the potential for digital media to promote culture through Casgliad y Werin Cymru / People's Collection Wales and other online initiatives*'. In addition, People's Collection Wales aligns with key policy initiatives, including: the Fusion Programme³; and the Wellbeing of Future Generations Act⁴.
- E.6. People's Collection Wales has become increasingly 'agile' and ability to add value to a number of areas of strategic importance e.g. wellbeing, digital inclusion, community cohesion, is well-regarded. Further, the programme has made clear progress in presenting a clear "offer" and ensuring aims and objectives are broadly understood by, and compatible with the aims of internal and external stakeholders.

¹ http://www.kdcs.kcl.ac.uk/fileadmin/documents/pubs/BalancedValueImpactModel_SimonTanner_October2012.pdf

² <http://archive.cynnalcymru.com/sites/default/files/Programme%20for%20Government.pdf>

³ <http://gov.wales/topics/cultureandsport/tackling-poverty-through-culture/?lang=en>

⁴ <http://gov.wales/topics/people-and-communities/people/future-generations-act/?lang=en>

Chapter 4: Programme Delivery

- E.7. The Welsh Government has provided £1,200,000 total core funding to the programme in the Final Evaluation period (2014-16). For 2015-16 the programme implemented and exceeded income-generation targets amidst a decrease in core funding, however funding sustainability remains a key challenge for the programme.
- E.8. Continual improvement is evident across all workstrands and a number of delivery areas, including streamlined management & governance, a strengthened federated partnership, and recovery from the impact of the previous 'technical refresh'. Key Performance Indicators (KPIs) for partner engagement and user contributions show particularly positive gains.

Delivery Best Practice

- E.9. The 'core offer' and remit of training and engaging communities has been crystallised. Where delivery of these services is attached to a defined geographical area and clear strategic aim, delivery is considered particularly effective, e.g. as seen in connection with the Fusion Programme and international collaborations such as Patagonia 150. The international working with Welsh diaspora communities is seen as a key emerging area of work.
- E.10. People's Collection Wales is widely considered a trusted and expert resource, with the programme's non-commercial nature contributing further to this perception.

Delivery Challenges

- E.11. Though the programme is recognised to do "a lot with a little", resource is a key challenge when engaging communities. The programme should consider alternative ways to secure 'on the ground' presence in priority areas, particularly as mediated sessions are considered essential to support key audience groups to use the PCW website.
- E.12. Respondents across all groups consistently cite marketing as a top priority for development. This is based on a desire to ensure that more people have an opportunity to interact with the programme.

Key Learning

- E.13. Key learning in terms of community engagement has taken place, with further development of the lifecycle of the Digital Heritage Stations and Train-the-Trainer approaches, which are considered key to effective use of resource.
- E.14. In addition, the Core Team is considered to have enhanced their skills across a number of areas such as: working with external stakeholders; engaging partners; income-generation; and allocating time more effectively.

Chapter 5: Key Achievements, Outcomes and Impacts

E.15. People's Collection Wales has continually evolved since inception, becoming a more robust and agile programme with a clarified core offer. Key achievements include:

- Contribution to the Welsh Government's Poverty Agenda, particularly through work within Pioneer Areas as part of the Fusion Programme;
- Strengthening of key strategic partnerships, e.g. with Heritage Lottery Fund;
- Achievement of a 'critical mass' of content;
- The development of the 'international offer';
- Development of iBeacon, adopting an approach to innovation which involves piloting, evidencing, and showcasing;
- Development of the technical infrastructure (i.e. microsite and widget offer).

A summary of achievements against PCW Strategic Priorities is included in Table E.1.

Table E.1 Achievements against 2014-17 Strategic Priorities
Priority One: Promoting culture and heritage in Wales and to the world through a sustainable shared and inclusive digital platform. Findings suggest that the programme encourages participation in heritage, for example, users noted: improved understanding and knowledge; increased interest in Welsh heritage, that the programme enables particularly engaged users to play an active role in the preservation of their heritage; and that interaction is considered enjoyable.
Priority Two: Enabling and transforming local communities and individuals to use the People's Collection Wales website, tools and resources to share, present and interpret their own culture and heritage. The programme provides people with increased skills and opportunities to access and contribute to Welsh Heritage, and to support others to do so. Some consultees emphasised communities are " <i>empowered</i> " as a result, enabling those with or without digital skills to document and curate history.
Priority Three: Using the People's Collection Wales website and tools, in collaboration with key partners, to support lifelong learning activities and strategies and create an accessible bilingual online resource for formal learners. Some progress is evidenced, with a small number of educators reporting positive impacts within their teaching as a result of using learning resources from the site. Users (e.g. academics) reported People's Collection Wales' value as a research resource, which is a key development.
Priority Four: Support and advise the Welsh cultural heritage sector in developing a coherent approach to digital issues, identifying opportunities to contribute to the Welsh economy. The programme's collaborative approach has led to more joined-up working within the federated partnership, though clarifying the precise scope of the programme's strategic ambition remains key. In terms of opportunities to contribute to the Welsh economy, business and tourism impacts (e.g. visitor spend) have not been achieved at this stage, though activity is considerably further forward compared to the Interim Evaluation.

Impacts

- E.16. Evaluation findings evidence modest impacts across all four areas of measurement (social, innovation, process, and economic), particularly process and social impacts. Programme impacts for individual users and specific programme activities are explored in-depth as part of both User and Impact Case Studies (Annexes 3 and 4).

Social Impacts

- E.17. There is evidence of emerging social impact across the following areas:
- **Skills and Knowledge:** Users reported modest impact to their digital skills as well as development of softer skills e.g. teamwork and communication;
 - **Research value:** Researchers considered the People's Collection Wales resource to be both "trusted" and comprehensive. Access to resources uploaded by Welsh diaspora communities was also considered valuable;
 - **Career Progression and Volunteering:** Half of those who responded to a question on the impact of the programme on career progression noted some impact, most commonly in terms of external volunteering e.g. increased skills;
 - **Enjoyment:** User e-survey respondents report some impact on their 'social life' e.g. enjoyment, interest in heritage, and opportunity for new experiences;
 - **Community Cohesion:** has been achieved through provision of support to external projects which aim to bring different groups of people together (e.g. inter-generational), and / or enable often underrepresented groups to share their stories (e.g. migrants).

Innovation Impacts

- E.18. The most apparent innovation impact is a 'catalysing effect', with People's Collection Wales' advice and guidance inspiring external partners to adopt new technologies or undertake a related project. Another innovation impact includes the ability to promote Welsh expertise in technologies and approaches both in the UK and internationally.

Process Impacts

- E.19. Headline process impacts include efficiencies and resource-savings for external stakeholders and partners, due to the ability to benefit from the People's Collection Wales platform without having to invest in its development. This is particularly evident for a number of HLF-funded projects consulted, whereby the existence of the site has led to time savings and increased longevity of project outputs.
- E.20. The programme's collaborative approach is also well-regarded; one consultee stated that it has been a forerunner in encouraging a 'joined-up' cultural heritage sector.

Economic Impact

- E.21. When considering the economic impact of the programme two routes are explored: skills development (the benefit of the 71 People's Collection Wales trainees achieving

Level 2 accredited skills) and visitor impacts (over 25% of users who responded indicated involvement in the programme encouraged a cultural tourism visit). It should be noted that economic impacts are somewhat modest as they are supplementary to the core outcomes of the programme.

Wider Impacts

- E.22. A key 'wider impact' is the value users place on their contribution towards preserving resources, stories and histories for future generations.

Chapter 6: Conclusions and Recommendations

- E.23. Headline recommendations have been outlined across four key areas, namely: strategic; operational; audience and users; and income-generation. Suggested priority recommendations are provided below in Table E.2

Table E.2: Impact Evaluation Recommendations 2016
Strategic Recommendations
<i>Refresh and refine programme Strategic Priorities</i> , particularly in terms of international collaboration, digital leadership, and emerging policy priorities e.g. wellbeing, cohesion etc.
<i>Target resources towards activities which directly contribute to the priority areas identified</i> (i.e. community engagement, maintaining the technical platform, promotion of the programme, and developing income-generation and/or financial sustainability), identifying a clear link between benefits and resources invested.
Audience & User Recommendations
<i>Marketing and targeted promotion is considered to be a key priority for the programme going forward.</i> A clear strategy should be developed which supports awareness raising of the People's Collection Wales programme, aims, and services, as well as key successes to date amongst target audiences recognising the dedicated resource necessary to achieve this.
<i>Clearly define priority target audiences for the programme, where applicable in relation to the specific programme services and products.</i> Aim to better understand specific audience needs in relation to free and paid-for services (and associated pricing strategy), as well as the 'user experience' and 'engagement journeys'
Operational Recommendations
<i>Replicate the 'innovation roadmap' used to achieve successful implementation of iBeacon projects when undertaking new activity</i> i.e. Generate an idea based on clear demand and availability of resources > Pilot and test an idea within defined timescale > Disseminate and scale (<i>evidence-based approach</i>)
<i>Mediated sessions are essential for particular audience groups to enable their full participation in training.</i> Identification of target audiences should aid the ability to direct resources towards those communities and individuals who may benefit most from mediated sessions, according to the priorities of the programme.
Income-generation (cross-cutting theme)
<i>Further clarify and develop opportunities for generating income alongside core activities.</i> Areas for exploration may include tourism, expansion of paid-for-services and products, tiered pricing strategies for particular audience groups, and/or creative funding campaigns e.g. crowdfunding or 'sponsor a beacon' etc.

1. INTRODUCTION

- 1.1 In December 2013 ERS was commissioned to undertake a longitudinal evaluation of the Casgliad y Werin Cymru / People's Collection Wales (PCW) digital heritage programme. The programme, funded by the Welsh Government, is now in its seventh year since inception and fourth year in its current form. This Final Evaluation, reporting in 2016, focusses primarily on activity undertaken during the period 2014-16, though findings from the previous Interim Evaluation are also taken into account to assess progress against this benchmark and provide robust recommendations. Due to the timing of the Interim Report, soon after a comprehensive technical refresh, the Interim Report focussed more closely on process issues and lessons learned through delivery. This Final Report places greater emphasis on outcomes and impacts.

Report Structure

- 1.2 The report structure proceeds on the following basis:
- **Chapter 1: Introduction** provides an overview of the People's Collection Wales programme and its evolution, evaluation aims and a high-level summary of the Interim Evaluation. Strategic priorities for the period 2014-17 are also outlined.
 - **Chapter 2: Evaluation Methodology** details the evaluation methodology and primary research carried out, including: the User E-survey; Stakeholder Consultations; and Case Studies.
 - **Chapter 3: Context Refresh** highlights key recent strategic and policy developments relevant to the aims and objectives of the programme. Future strategic priorities are discussed, alongside internal and external consultees' perceptions of strategic alignment and direction of the programme.
 - **Chapter 4: Project Delivery** discusses key themes and developments relating to delivery of the programme in the recent delivery period. This includes financial information and Key Performance Indicators (KPIs), as well as best practice and challenges across a number of delivery themes, such as monitoring and governance, partner engagement, and sustainability.
 - **Chapter 5: Outcomes and Impacts** outlines the programme's key achievements and progress against objectives in the most recent delivery period. The outcomes and impacts of the programme for different stakeholder groups (to date) are examined in line with the four impact areas which form the basis of this evaluation: social; innovation; process; and economic impacts. 'Impact Case Studies' focussing on each of these areas are also included, alongside User Case Studies.
 - **Chapter 6: Conclusions and Recommendations** presents the programme's key achievements, successes and challenges, alongside opportunities for further development.

- 1.3 To note, throughout this report, terminology relating to particular respondent groups is used including: 'User' (refers to User e-survey respondents); 'External Strategic Stakeholders and Project Partners' (includes consultees external to the programme), and 'Internal Strand Leaders, Core Team, and Management Group' (internal consultees). The term 'user' (lowercase) refers to external audiences including users and partners, and distinguishes 'users' more broadly from the User e-survey respondents.

Evaluation Aims

- 1.4 As detailed within the initial invitation to tender specification, the overarching aims of the People's Collection Wales programme evaluation were to:

- Evaluate the effectiveness of the Welsh Government's investment in the People's Collection Wales programme;
- Provide early evidence of achievement and impact against the programme's strategic priorities.

- 1.5 The **evaluation questions** that this work therefore seeks to answer are:

- **What has been the impact of People's Collection Wales in terms of: Social, Innovation, Process, and Economic value?**
- **What went well, what could be improved and why?**

- 1.6 The longitudinal evaluation has been conducted in two phases. The research methodology for the Final Evaluation is detailed in Chapter 2, and an overview of both the Interim and Final Evaluation aims is provided below. To provide context, a high-level summary of the Interim Evaluation is included overleaf.

- 1.7 **Phase 1: Interim Evaluation (2014)** established a baseline and presented initial findings. The report focussed on: measuring progress towards strategic objectives; highlighting good practice; providing early evidence of People's Collection Wales' impact; and included recommendations to support achievement of the programme's strategic objectives and add value to wider strategic initiatives. Impacts were assessed across four key areas: process; social; innovation; economic.

- 1.8 **Phase 2: Final Evaluation (2016)** aims to provide a comprehensive and robust analysis of the outputs, outcomes and impacts and review of the operation and delivery of the People's Collection Wales programme. A similar structure and methodology to Phase 1 was adopted (in order to track progress against the baseline), but resources were allocated to the different tasks in a way that reflected the differing needs of the Final Evaluation i.e. representing the evolution of the programme's activity and the need for reduced focus on internal process. A greater focus on strategic elements, impacts, and legacy (including opportunities for sustainability) has therefore been applied.

People's Collection Wales Interim Evaluation Summary

The Interim Evaluation (2014) focussed on delivery undertaken from April 2011-13/14, presenting initial findings against the programme's 2014-17 strategic objectives to establish a baseline. Key achievements during this phase of delivery included:

- The completion of the **'technical refresh'**: an update of the website in response to technological changes (e.g. allowing for use of mobile platforms to reflect changing user preferences etc.).
- Overwhelmingly positive feedback in relation to **programme staff**, their enthusiasm and engagement of partners and communities.
- The programme has demonstrated **continuous evolution**, e.g. improvements to governance structure and processes.

Achievement Against Strategic Priorities 2014-17 (Summary)

Priority 1: Promoting culture and heritage in Wales and to the world through a sustainable shared and inclusive digital platform:	<ul style="list-style-type: none"> ▪ Successful development and refresh of a bilingual technical platform, though future funding is crucial to sustainability. ▪ The greatest user benefits of engaging with PCW were <i>'increased knowledge'</i> and enjoyment.
Priority 2: Enabling and transforming local communities and individuals to use PCW website, tools and resources to share, present and interpret their own culture and heritage	<ul style="list-style-type: none"> ▪ Survey responses show that the programme supported some individuals to gain digital skills and knowledge. ▪ Examples of PCW enabling or contributing to the success of external projects and activities were also found.
Priority 3: Using the PCW website and tools, in collaboration with key partners, to support lifelong learning activities and strategies and create an accessible bilingual online resource for formal learners	<ul style="list-style-type: none"> ▪ Successful development of a bilingual, online resource, however technical constraints delayed planned formal learning activities.
Priority 4: Support / advise the Welsh cultural heritage sector in developing a coherent approach to digital issues, identifying opportunities to contribute to the Welsh economy.	<ul style="list-style-type: none"> ▪ Feedback surrounding the strategic purpose of PCW is mixed, and clarification of the programme's leadership role is needed. ▪ No significant evidence of economic impact has been identified at this stage, and this area requires further consideration.

Delivery Recommendations

Recommendations were defined under three areas: strategic; audiences and users; and operational.

Strategic Recommendations:

- **Establish a defined role** for the programme (in particular, defining PCW's intentions in relation to: leadership; preservation; innovation; economic impact; and learning).
- **Financial sustainability** requires consideration i.e. a proactive approach to external investment and income generation (whilst remaining open and accessible).

Audience and User Recommendations:

- **Improve understanding of the programme's users**, and their behaviours, characteristics and preferences to support evidence-based decision making.
- **Increase the published information** about the PCW programme which is available on the website, including the programme's aims and achievements.
- Ensure that a **sustainable model for community engagement** is introduced, which is realistic in the context of available resources.
- Further develop virtual or **online community** engagement methods.

Operational Recommendations:

- **Improve and streamline the programme's governance and management structure.** Clarify roles and authority for decision making, and strengthen the core partnership.
- **Maintain technological functionality** (seen as an integral to maintaining the PCW 'brand') and prioritise resolution of issues raised by users above new innovations.
- **Increase user-generated/community content** to enhance status as the 'people's' collection and prevent

Summary of the Interim Evaluation Recommendations and Progress Made:

- 1.9 At this stage it is also relevant to briefly consider the programme's achievements and progress made against the Interim Evaluation recommendations. Overall, it is clear that the recommendations have been acted upon and progress made across the Strategic; Audience and Users; and Operational Recommendation areas. In summary, the recommendations have been addressed as follows:

Table 1: Summary of Interim Evaluation Recommendations and Progress Made	
Recommendation	Progress Achieved
Strategic Recommendations 2014	
Establish a defined role for the programme	Evidence that the role of People's Collection Wales in terms of its 'core offer' has been crystallised and is well-understood. This works particularly well within focussed geographical and strategic scope e.g. Pioneer Areas, cementing a clear understanding amongst stakeholders and project partners of the programme's remit.
Take a proactive approach to financial sustainability	Income-generation targets have been implemented and achieved.
Audience and User Recommendations 2014	
Improve understanding of the programme's users	<p>People's Collection Wales undertook work to understand the programme's users based on Simon Tanner's audience groups⁵. The main objectives of this work were to:</p> <ul style="list-style-type: none"> Relate the Tanner Audience definitions to the People's Collection Wales programme audiences; Begin consideration of priority audience groups; Further consider engagement journeys for users.
Increase published information about the People's Collection Wales programme available on the website	<p>ERS note an increased amount of information on the People's Collection Wales website, for example, in terms of the Digital Heritage Station offer, and increased visibility of Champions' contributions.</p> <p>Relatedly, work has recently begun to produce brochures which showcase certain People's Collection Wales services.</p>
Ensure a sustainable model for community engagement	Resource remains a key challenge for the People's Collection Wales programme. Emerging work to scale back 'on the ground' commitment (e.g. establishing blended learning and 'Skype surgeries') indicate efforts to use resources more efficiently. Working through intermediaries already in contact with communities also appears to be an effective approach.
Develop virtual or online community engagement methods	The social media presence of the programme and ability to communicate with users has been improved since the Interim Evaluation period.

⁵ ERS was commissioned to carry out [Audience Work](#) to contribute towards the above objectives in August 2015. This work built on the findings of the [Digital Engagement Framework Workshop](#) (March 2015), led by Jasper Visser and Jim Richardson alongside ERS, and ERS' [Data Mapping Work](#) (October 2015), complementing ongoing work on Marketing Strategy and activities by the Programme Team.

Operational Recommendations 2014	
Improve and streamline the programme's governance and management structure.	This objective has been successfully achieved with feedback indicating that current processes are fit for purpose and that morale and relationships have been maintained and strengthened.
Maintain technological functionality and prioritise user issues	The technical functionality has improved and been maintained following the technical refresh and the platform remains stable.
Increase user-generated and community content	It is felt that the website has achieved a 'critical mass' of content. Whilst the technical refresh undertaken previously had a negative impact on user contributions, KPIs indicate that combined user and wider (external) partner contribution have now exceeded pre-refresh levels, almost doubling this figure for the most recent period available (25,909 contributions in 2015-16).

- 1.10 Where applicable (i.e. where there are opportunities for further development and where these opportunities remain relevant to programme aims) recommendations relating to the above themes have been incorporated into Chapter 6's recommendations. Key themes taken forward include: clarifying People's Collection Wales' offer, further developing online communities, recognising the resource required for effective community engagement, and continued generation of user and external partner content.

People's Collection Wales Programme

- 1.11 The following section briefly sets out the evolution of the People's Collection Wales programme in terms of phases of delivery and development of the programme's aims.
- 1.12 People's Collection Wales is delivered by a federated partnership of three national cultural and heritage bodies: Amgueddfa Cymru-National Museum Wales (AC-NMW); National Library of Wales (NLW); and Royal Commission on the Ancient and Historical Monuments of Wales (RCAHMW). The People's Collection Wales programme has involved the development of a bilingual, digital platform which allows users and institutions to discover, share and contribute to an online collection of Welsh people's history and heritage. The core offer of the website is complemented by a wider programme of activities which aim to support, for example, digital and cultural inclusion, lifelong learning and skills, and cultural tourism.

Programme Evolution

- 1.13 The People's Collection Wales programme has undergone three main 'phases' of delivery since its inception. These phases are briefly outlined overleaf.

Initial Development Phase (2008-2011)

- 1.14 The initial phase established the beta version of the Casgliad y Bobl / People's Collection site, as well as the federated partnership, brokered by Aberystwyth University. A delivery model and workstrands were also developed, with the People's Collection Wales programme (including initial website) launched in August 2010 as a free-to-use web-based tool dedicated to documenting the story of Wales and its people⁶.

Phase 2: Technical Refresh (2011-13/14)

- 1.15 The federated partnership has delivered the People's Collection Wales programme since 2011. Alongside this, the Welsh Government, through Museums Archives and Libraries Division (MALD), has maintained a non-delivery role monitoring and supporting the People's Collection Wales programme. KPIs for the Programme are agreed with the Welsh Government on an annual basis and are monitored on a quarterly basis by MALD.
- 1.16 A key undertaking during Phase 2 was the technical refresh, which involved an update of the website and technical infrastructure in response to technological changes such as an increased use of mobile platforms, social media, and changing user preferences. The website remained live during the refresh though there were some functionality restrictions which impacted on programme activities.
- 1.17 At the same time, delivery became more programmatic, with more focus on a holistic package of People's Collection Wales' offerings alongside the website. A phased programme of re-engagement with community, educational and wider operational stakeholder partnerships was implemented⁷. Increased momentum was generated in the re-engagement period, though a risk was noted around the increasing complexity of the programme and whether this would impact on progress with the core product i.e. the online resource.

Phase 3 (2014/15-present)

- 1.18 Current programme delivery is carried out according to the aims and objectives set out in the 2014-17 Business Plan. Broadly, the programme's 'headline' activities in 2015-16 (with the website at the core of this) focussed on:
- Support for the culture and poverty strategic agenda;
 - Key themes such as Patagonia 150; First World War commemorations;
 - Developing People's Collection Wales' training and skills offer, including via Digital heritage Stations;
 - Development of services relating to iBeacon, API applications, microsite developments;
 - Digital Leadership.

⁶ People's Collection Wales (2013), Information for the Minister of Culture and Sport

⁷ PCW (2013), Information for the Minister of Culture and Sport

- 1.19 Recent, significant developments affecting People's Collection Wales delivery in Phase 3 (outlined in detail in Chapter 4) include:
- Funding changes (a reduction in core funding from the Welsh Government);
 - Governance Structure (i.e. changes to the Management Group)
 - Workstrand Changes (i.e. Marketing Strand changes, Learning Strand development)

Programme Vision 2011-17 and 2014-17

Evolution of the Programme Aims

- 1.20 The People's Collection Wales programme's formally defined aims and objectives have evolved throughout the phases of delivery outlined above. Since 2011, annual business plans have been produced to guide strategic direction and operational activity, with a longer-term strategy produced for the period 2014-17. The 2014-17 strategy included new areas, for example, exploring additional funding opportunities.
- 1.21 The overarching vision has developed across the overall programme timeline:
- **2011-12:** providing '*a unique platform for the contribution of online material*' relating to Welsh heritage -in both Welsh and English languages- highlighting an early focus on establishing the online tool.
 - **2012-13:** '*developing enthusiastic and continued participation of users, frequent contributions and the constant sharing of information and stories*', showing a greater emphasis on continuation of engagement in building the site content '*through the work of the People's Collection Wales Working Strands*'.
 - **2014-17:** '*Participants will have open and free access to a trusted virtual platform and programme of mediated and unmediated services. This will provide the opportunity for every person in Wales, and those interested in its culture and heritage, to improve their understanding and achieve accredited skills to publish their own material.*'
- 1.22 The overarching vision for 2014-17 highlights the importance of utilising the skills and knowledge of the federated partnership across all work to be carried out, resulting in '*improved capacity and capabilities of local communities to document and share their own history and heritage*'. The vision also stresses the importance of programme sustainability.
- 1.23 The 2014-17 Strategy outlines four strategic priorities as well as the People's Collection Wales' core principles to 'Enable, Engage and Transform'. These are detailed overleaf.

- **Priority 1:** Promoting culture and heritage in Wales and to the world through a sustainable shared and inclusive digital platform;
- **Priority 2:** Enabling and transforming local communities and individuals to use the People's Collection Wales website, tools and resources to share, present and interpret their own culture and heritage;
- **Priority 3:** Using the People's Collection Wales website and tools, in collaboration with key partners, to support lifelong learning activities and strategies and create an accessible bilingual online resource for formal learners; and
- **Priority 4:** Support and advise the Welsh cultural heritage sector in developing a coherent approach to digital issues, identifying opportunities to contribute to the Welsh economy.

Programme Key Deliverables

1.24 For the combined delivery periods 2014-15 and 2015-16, key deliverables for the programme and work strands relate directly to the 2014-17 strategy, with priorities including:

Community Engagement & Learning

- To continue to offer digitisation and oral history training, with the option of accreditation, in particular developing work with key communities and audiences e.g. students, NEETs;
- To establish **Digital Heritage Stations** in key locations (via provision of digitisation equipment and training) to enable communities to upload and publish their own materials to the People's Collection Wales website. A focus on supporting digital skills and inclusion, particularly disadvantaged communities;
- To support **lifelong learning and formal learning** through the resources and training provided by the programme, including creation of a bilingual formal learning section for People's Collection Wales as part of Phase 2 of delivery;
- To identify and/or train further **People's Collection Wales Champions** i.e. individuals who show enthusiasm and support for the People's Collection Wales website project.

Innovation & Technology

- To explore opportunities for developing new partnerships in the cultural heritage and tourism sectors using **iBeacon technology**, including installation of iBeacon in key locations;
- To complete the Application Programmable Interface (API) to allow **development of 'microsites'** (i.e. stand-alone platforms which link to the People's Collection Wales website and utilise the People's Collection Wales' technological infrastructure). The aim is to enable stakeholders to develop their

own microsites on relevant themes, projects, or commemorations whilst linking to People's Collection Wales, as well as aiming to increase the publishing of content.

Strategy, Partnerships & Investment

- To explore new and innovative methods to **increase the programme's budget** by 10 per cent (£50,000) through investment from external funding sources and/or income generation;
- To explore and agree a **digital preservation** strategy and clear position on preservation in relation to People's Collection Wales' services;
- To aid in the facilitation and development of an **all-Wales digital cultural and heritage strategy**;
- To further the **partnership with BBC Research and Education Space** (BBC RES) regarding access to archival material.

Content

- To contribute to the **digital elements of national initiatives and events** such as the First World War commemoration, Patagonia 150 commemoration, and Welsh Rugby.

2. EVALUATION METHODOLOGY

- 2.1 This Final Evaluation builds on the Interim Evaluation carried out in 2014, with a greater emphasis on evidencing emerging outcomes and impacts. The Final Evaluation adopts similar research tools and structure (to enable progress against the baseline to be tracked), though resources have been allocated to reflect the differing needs of the Final Evaluation.
- 2.2 The broad evaluation approach is outlined in Figure 1 below.



Figure 1: Summary of Final Evaluation Methodology

Evaluation Framework

- 2.3 The evaluation is based upon a Logic Chain approach which establishes a '*Theory of Change*' between inputs, activities, outputs, outcomes, and impacts. This allows attribution to be traced between the resources allocated towards the programme and the resulting outcomes and impacts for different audiences and stakeholders.
- 2.4 The programme-level Logic Chain for delivery period 2014-17 is provided overleaf.

PCW Programme Logic Chain 2014-17

Mission: Open and free access to a trusted virtual platform. Opportunity for every person in Wales to improve their understanding of culture and heritage and improve skills.

Inputs	On-going Work	Outputs	Outcomes	Impacts
Overall Budget: £1,650,000 Revenue: £1,500,000 Capital: £150,000 National Library £487,850 Staff Time National Museum - Amgueddfa Cymru's £966,350 Staff Time Royal Commission on the Ancient and Historical Monuments of Wales £115,300 Staff Time	<ul style="list-style-type: none"> Marketing /Promo (Mar.) Enquiries (Comm.) Edit e.g. Front pg (Cont.) Ingest content (Cont.) Moderation (Mod.) Stats Dashboard (Tech.) 	<ul style="list-style-type: none"> Uptime, speed of pg. load Number of users Media coverage Moderated elements Marketing materials (etc.) Harvested content 	<ul style="list-style-type: none"> Bilingual, trusted, non-controversial resource & brand User experience / satisfaction User Generated Content Long term preservation Sustainable re-use of content 	Social: Preservation of cultural resources; understanding of and access to Welsh cultural heritage Process: coherence and partnerships across Welsh digital heritage sector Economic: Benefits of using content
	Strategy Development	Outputs	Outcomes	Impacts
	Facilitate development of Wales digital heritage strategy	<ul style="list-style-type: none"> Meetings with key partners Framework/Principles 	All Wales digital heritage strategy agreed across partners & sector	Process: Cohesion across Welsh digital heritage
	Projects	Outputs	Outcomes	Impacts
	Application Programme Interface (API) Dev. Lead: Tech	<ul style="list-style-type: none"> Multifunctional API enabling pull push data from identified platforms 	<ul style="list-style-type: none"> API keys granted Contributions via API Items visible on other platforms 	Innovation: Pioneer API use Process: Money saved by partners by having tech available
	Formal Learning Programme Lead: Learning	<ul style="list-style-type: none"> Vol of learning content Learning section users Schools & Museums, Archives and Libraries (MALs) Engaged 	<ul style="list-style-type: none"> Trusted source of education resources Increased skills of teachers Engage MALs using PCW platform 	Process: Time, £ savings (teachers, schools, local MALs) Social: Increased Welsh context; Increased access (cultural pov.)
	Innovation Labs Lead: Innovation	<ul style="list-style-type: none"> Hack Days Crowdsourcing opps. Hyper-local trails Routes to commercialisation 	<ul style="list-style-type: none"> Engagement with HEIs (e.g. IT , place name studies) Unique apps within historic SME usage of PCW content 	Innovation: Leadership in digital heritage using 'edge to core' Social: Input to academic studies Economic: Support SME growth
	Commemoration / Events e.g. Cymru'n Cofio, Dylan Thomas 100 Lead: Content	<ul style="list-style-type: none"> Relevant & timely content for commemorations Cymru'n Cofio 	<ul style="list-style-type: none"> Micro site approach to events Usage of relevant content Subject specific user-generated content. 	Social: Increased understanding of Wales & WWI and awareness of commemorations
	Volunteers/Champion Development Lead: Community	<ul style="list-style-type: none"> Events Held Accred. digital skills NEETs supported History grads supported 	<ul style="list-style-type: none"> Volunteers engaged (Int.) Digital Heritage Stations Digital skills Referrals to Careers Wales 	Social: Communities share and interpret own cultural heritage. Access /use of digital services. Economic: Work readiness
	Cultural Tourism Partnerships Lead: Community	<ul style="list-style-type: none"> Partnerships with: hotels, local authorities etc. Web cross-refs / links 	<ul style="list-style-type: none"> Users / web visits via tourism websites such as VisitWales Usage of tourism apps 	Economic: Increased /longer visits to Welsh cultural heritage
	Phase 2 Technical Dev. Lead: Tech	<ul style="list-style-type: none"> Consultations for Phase 2 Phase 2 spec defined 	<ul style="list-style-type: none"> Implementation of user focussed modifications / features Semantic web 	Innovation: Best practice leadership in digital heritage technology

- 2.5 As an indirect consequence of undertaking evaluation and monitoring activity, the Logic Chain approach was adopted by the programme to assist in business planning and monitoring of progress. (Evaluation and monitoring processes are discussed in more detail in Chapter 4).

Tanner's Balanced Value Impact Model

- 2.6 This evaluation has adapted Tanner's Balanced Value Impact Model⁸ in order to provide a more streamlined impact assessment based on the premise of the four core values of online resources, namely:
- **Social Value:** e.g. knowledge and skills, community cohesion, wellbeing and enjoyment;
 - **Innovation Value:** e.g. new technologies, new ways of working, or new ways of applying existing technology and ways of working;
 - **Process Value:** e.g. evidence of resource savings achieved through increasing the efficiency of working practice; and
 - **Economic Value:** e.g. the added value to the economy of skills development and increased visitor spend.

Primary Research

- 2.7 Primary research was undertaken with individuals already engaged with the programme, including, as set out previously: Users; External Strategic Stakeholders and Project Partners; Internal Strand Leaders, Core Team, and Management Group.

User E-Survey

- 2.8 A User e-survey was carried out, with the majority of core questions remaining unchanged to allow comparison with the previous User e-survey, administered by ERS in 2014. Some questions were updated or removed to reflect the differing activities of the programme compared with Phase 2 of delivery. For example, questions pertaining to the '*technical refresh*' undertaken previously were removed as this activity has been completed and the questions are no longer relevant to the current position. As in 2014, the survey was provided in both English and Welsh.
- 2.9 It is estimated that there are around 3000 registered users of the People's Collection Wales website. For data protection reasons it was not possible for ERS to send the survey directly to all registered users by e-mail. Considering a low response rate for the Interim Evaluation e-survey (15 completed responses) which was only able to be published on the website and took place during the technical refresh period, it was key that direct survey distribution methods for the Final Evaluation achieved a higher response rate to ensure more robust results.
- 2.10 This time a link to the survey was placed on the People's Collection Wales homepage and the survey was promoted on social media (in both cases, bilingually). In addition,

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http://www.kdcs.kcl.ac.uk/fileadmin/documents/pubs/BalancedValueImpactModel_SimonTanner_October2012.pdf

the survey was circulated to People's Collection Wales mailing list subscribers (385 individuals in total at the time of the survey). In total, 38 complete responses were received (from a total of 70 respondents who began the survey) therefore a confidence interval of 11.58 +/-11.58 per cent was achieved. These response rates represent a considerable improvement on the previous study; however a confidence interval of under 10 per cent is more desirable. In total, 33 of these complete responses came through the English language survey and 5 came through the Welsh language version.

- 2.11 There was a spike in responses in conjunction with newsletter publication (13 total responses on February 16th) therefore it is highly likely that respondents came from within the pool of 385 newsletter subscribers, rather than the 3000 total users. The survey responses presented within this report are therefore indicative and presented as individual opinions and/or case studies rather than as being representative of the total number of registered users. Further improvement of feedback and communication channels with existing users would be beneficial to build up the amount of available information on user behaviours, preferences, attitudes, and perceptions.

External Partner and Stakeholder Consultations

- 2.12 A total of 14 external project partners and stakeholders (e.g. Swansea National Waterfront Museum, British Council) were approached for a telephone interview, based on recommendations from programme management of individuals with whom it would be pertinent to speak. Of the 14 stakeholders approached, 10 interviews were completed (exceeding the target number of 8). A semi-structured pro forma was adopted allowing flexibility depending on the consultee's interaction with the programme. A full list of consultees is provided in Appendix 1.

Internal Management Group Consultations

- 2.13 Management Group consultations were carried out by semi-structured telephone interview. All 6 Management Group members were successfully consulted. To reflect some repeat consultations and allow comparison to Interim Evaluation results, the questions were kept very similar to the previous evaluation. Consultations focussed upon key changes and developments since the previous consultation period.

Internal Strand Leader Consultations

- 2.14 To provide Strand Leaders with the opportunity to reflect and share ideas, we facilitated an evaluative workshop session at a Strand Leaders Group Meeting in July 2016. The topics covered included interactive discussion of '*key achievements*' and '*key learning*' as well as progress towards programme objectives.
- 2.15 This approach was taken to reflect the extensive individual consultation with Strand Leaders as part of the Interim Evaluation as well as the need to provide an opportunity for Strand Leaders to feedback as a group and to focus on key changes and delivery priorities over the Final Evaluation period.

Impact Case Studies

2.16 Following discussion with programme management, four Impact Case Study topics were developed to illustrate the impacts of various aspects of the programme's activity. These were selected to align with the four Tanner Impacts being broadly assessed by the evaluation (social, innovation, process, and economic). The areas of programme activity chosen to best reflect these during this delivery phase were:

- **Pioneer Areas (social impact);**
- **International Collaboration (innovation impact);**
- **HLF (process impact);**
- **Culture Beacons (economic impact).**

2.17 The methodologies for each of the Impact Case Studies has varied, though in general this has involved primary research carried out through telephone and face-to-face interviews alongside field visits to relevant events hosted by People's Collection Wales.

Pioneer Area Impact Case Study (Social Impact)

2.18 ERS attended the Newport Pioneer Area Digital Heritage Station launch event to facilitate face-to-face consultation with community group representatives and members who have participated in the People's Collection Wales programme in the Pioneer Area. Their involvement varied, either including training, loan of equipment, or other activities. 16 individuals were consulted using a semi-structured pro forma.

2.19 The Pioneer Area was selected as the Social Impact Case Study to allow exploration of People's Collection Wales' work with disadvantaged communities, and to understand what effect interaction with the programme has had for the individuals and community organisations consulted.

International Collaboration Impact Case Study (Innovation Impact)

2.20 Four semi-structured Skype or telephone interviews were undertaken with individuals in various international locations i.e. Argentina, USA.

2.21 People's Collection Wales' ongoing work with the BBC RES was initially selected to act as an Innovation Impact Case Study, though ultimately delays within this area of work meant that it was not compatible with the timeframe of the evaluation. The programme's international collaboration work was thus selected to act as an Innovation Impact Case Study to explore examples of People's Collection Wales' use of technology (and new ways of working with technology) to engage international communities in Welsh heritage activities with which they may not have otherwise had an opportunity to participate in.

Heritage Lottery Fund (HLF) Impact Case Study (Process Impact)

2.22 Semi-structured telephone interviews with 4 HLF-funded projects who had used People's Collection Wales as part of their project were completed. An interview with an HLF representative was also carried out.

- 2.23 Work with HLF was selected as a Process Impact Case Study to explore efficiencies created by People's Collection Wales' collaborative approach to strategic partnership working.

Culture Beacons Impact Case Study (Economic Impact)

- 2.24 Through semi-structured telephone interviews ERS consulted with 6 individuals who represent organisations undertaking iBeacon projects alongside or as a result of interaction with the People's Collection Wales' programme (usually involving cultural tourism aims).
- 2.25 The Culture Beacon work was selected as an Economic Impact Case Study to explore potential impacts which could arise from increases in visitor numbers, visitor spend etc. as a result of iBeacon technology. Initially, development of particular trails involving local businesses were to act as a focal point for the Case Study; however, at the time of evaluation these projects were not progressed enough to produce meaningful insights. An alternative avenue of exploration (funding and match-funding generated) was therefore explored, alongside People's Collection Wales' role as a 'catalyst' for organisations to develop and fund projects.

3. CONTEXT REFRESH

Welsh Policy Context

- 3.1 This Chapter summarises relevant strategies which relate to the aims and objectives of the People's Collection Wales programme. As the Interim Evaluation reviewed the full breadth and depth of the policy context in which the People's Collection Wales programme operates in greater detail, this Chapter will instead focus on **key developments and changes** which may have influenced strategic direction over the past 12-18 months, or which may affect the future alignment of the programme.
- 3.2 A key feature of the programme, which was initially highlighted in the Interim Evaluation, is the need and ability of People's Collection Wales to adapt to changing policy priorities. It is therefore important to understand the major policy changes during the period being considered within this evaluation.
- 3.3 Based on consultations, the perceptions of internal and external consultees towards strategy and alignment of the programme are also highlighted, alongside exploration of key strategic themes such as preservation, innovation, and digital leadership.

Key Welsh Government Strategy and Policy

- 3.4 It is key to note the evolution of the Welsh strategic landscape across this phase of programme delivery in order to (re)consider the programme's strategic alignment as well how strategic or policy shifts may have impacted (positively or negatively) upon programme delivery.
- 3.5 In both the interim and most recent delivery period, People's Collection Wales has exhibited strong alignment to a number of Welsh Government and related policy and strategic objectives across the following areas:
- Heritage, Arts & Culture;
 - Learning, Digital Skills and Inclusion;
 - Poverty and Wellbeing.

- 3.6 A key area across this period has included alignment to the Welsh Government's **Programme for Government (2011-16)**⁹ and **Delivering a Digital Wales**¹⁰. The **Programme for Government 2011-16** specifically noted the aim to promote digital access and '*develop the potential of digital media to promote culture through Casgliad y Werin Cymru / People's Collection Wales and other online initiatives*'.

Key Strategic and Policy Context for Phase 2 of Programme Delivery

- 3.7 Key policy developments of particular relevance to Phase 2 of delivery are outlined overleaf. During this period, particular areas of focus for Welsh Government have

⁹ <http://archive.cynnalcymru.com/sites/default/files/Programme%20for%20Government.pdf>

¹⁰ Welsh Government (2010), Delivering a Digital Wales

included tackling poverty, wellbeing, and recognising the role of inclusion in culture and heritage in supporting fulfilment of social objectives.

Fusion Programme: Tackling Poverty Through Culture (2015-16)

- 3.8 In 2014, Baroness Kay Andrews' **Culture and Poverty**¹¹ report recommended that the potential for arts, cultural and heritage bodies to broaden participation in culture be harnessed to contribute towards reducing poverty, enabling people to gain skills, develop confidence and a sense of identity, with a focus on Wales' most deprived communities. The report offers 33 recommendations, many of which align with the work of People's Collection Wales. For example, the recommendations include: increasing training sessions using cultural facilities; embedding culture within education using a single portal for resources; supporting the continuing professional development of teachers; engaging in joint working across cultural organisations; and having joined-up conversations about culture and wellbeing.
- 3.9 Stemming from these recommendations, the Fusion Programme was established, aiming to tackle poverty through culture. A Pioneer Area pilot year was implemented for the period 2015-16, with six Pioneer Areas established in Gwynedd, Cardiff and Merthyr, Newport, Swansea, Torfaen, and Wrexham. The 2016 evaluation of the pilot year can be accessed [here](#)¹².
- 3.10 The ability of People's Collection Wales to contribute to the strategic aims of the Fusion Programme is widely recognised amongst the federated partnership and external stakeholders who are involved in delivering against these priorities. Having this strategic focus is also considered to have focussed People's Collection Wales' delivery in a positive direction. These positive contributions are illustrated through the quotes below from external strategic stakeholders consulted with:
- "Delivery for People's Collection Wales has previously been haphazard i.e. where opportunities have arisen. Within the Fusion programme they have been more focussed and strategic, targeting resources (their main resource is the people involved in the programme, and equipment)... The programme is about more than hard outcomes. People's Collection Wales can do accredited training and this is a powerful tool."*
- "I love that idea (using digital heritage to contribute to the other social aims e.g. digital inclusion). Staff time and resources are key; for example, (name of delivery team member) ¹³ is incredibly energetic. It works to deliver the targeted training to those who benefit most and fit into local plans."*
- 3.11 The Pioneer Area programme has subsequently been extended in 2016-17, and there are now 10 Pioneer Areas. People's Collection Wales is continuing to support the Pioneer Area programme and is discussing its 2016-17 activities with the Welsh

¹¹ Andrews, Baroness Kay (2014) Culture & Poverty: Harnessing the Power of the Arts, Culture and Heritage to Promote Social Justice in Wales <http://gov.wales/docs/drah/publications/140313-culture-and-poverty-en.pdf>

¹² <http://gov.wales/docs/caecd/research/2016/160303-pioneer-area-programme-pilot-year-en.pdf>

¹³ Anonymised comment.

Government's lead official for the Fusion Programme. Up to £5000 additional funding has been made available to People's Collection Wales from the Fusion Programme budget to support this work in 2016-17.

- 3.12 Feedback from the Core Team suggests that mapping People's Collection Wales' services against the Pioneer Areas' agenda has been helpful, resulting in a "*more focussed strategy*" and "*joined-up thinking*". This is felt to have led to more clear and crystallised services (particularly around the accredited training) and to have helped Pioneer Areas to shape their provision.

Wellbeing of Future Generations Act (2015)

- 3.13 Reflecting a continued commitment to wellbeing, the Wellbeing of Future Generations Act (2015) was introduced by the Welsh Government to support longer-term thinking, sustainability, and a responsibility towards future generations in Wales. The Act is comprised of seven '*Wellbeing Goals*', five '*Sustainable Development Principles*', and 46 '*National Wellbeing Indicators*'. Emphasis is placed on working together towards a shared, long-term vision.
- 3.14 The Act is relevant to the strategic aims of People's Collection Wales along a number of key themes, including:
- The **Wellbeing Goals**: A Wales of vibrant culture and thriving Welsh language; a Wales of cohesive communities.
 - The **Sustainable Development Principles**: collaboration; involvement.
 - The **National Wellbeing Indicators**: People engaged in arts, culture and heritage; a sense of community¹⁴.
- 3.15 One external strategic stakeholder consultee made the connection that People's Collection Wales is well-placed to make a valuable contribution to the wellbeing agenda, referencing the Wellbeing Act. This connection was corroborated by an internal consultee as a potential area for increased focus.

Future Welsh Government Priority Areas

- 3.16 The implications of the recent Welsh Government election (2016) are still emerging as the government develops its forward strategy, expected to be published in autumn 2016. However, it is likely that a number of future areas of focus may align with the current trajectory of the People's Collection Wales programme; for example, likely areas include:
- Cultural tourism;
 - Promotion of Wales overseas and across the UK;
 - Attracting investment and generating income;
 - Collaboration, including across-Wales working;

¹⁴ <http://www.c3sc.org.uk/news/3941-wellbeing-of-future-generations-wales-act-2015-summary>

- Poverty, skills, and social and digital inclusion.

3.17 As will be detailed in the remainder of the report, the above areas have significant overlap with current and emergent areas of work within the programme.

People's Collection Wales Strategy and Strategic Aims

3.18 The following section considers the extent to which the People's Collection Wales programme aligns with the Welsh Government's and partners' strategic objectives.

Strategic Alignment

3.19 Based on consultations with external and internal consultees, emerging findings indicate a strong sense that People's Collection Wales supports the delivery of **current** Welsh government strategy and priorities. In addition, feedback supports the idea that the programme could be placed under a range of strategic objectives (e.g. health and well-being, inclusion, culture and poverty etc.) and make a valuable contribution to each.

3.20 In responding to shifts in strategic priorities (i.e. as a result of the need to be flexible in response to the evolving Welsh policy context), there is consensus internally that the programme is considerably more 'agile' compared to the previous round of consultations. This success is felt to be evidenced by the decision of Welsh Government to continue funding the programme.

3.21 In general, there is an increased sense that the programme is considered well-aligned and complementary to the federated partner organisations' strategies. People's Collection Wales is considered **part of** the partner organisations' strategies i.e. well-integrated and not functioning separately.

3.22 On the whole, for the external consultee group, there is less **specific** knowledge in regard to the alignment of the People's Collection Wales programme to their own organisations' strategies, though it is broadly considered to align with their overall aims. In some cases (such as in relation to the Fusion Programme and international working, for example) this connection was felt to be incredibly apparent, though future intentions towards similar areas of work were not always considered clear.

Clearly Defined Aims and Objectives

3.23 In terms of whether the aims and objectives of the programme are clearly and consistently understood, recent work has cemented a 'clear offer' in terms of the accredited training model. This wider understanding is felt by internal consultees to have improved overall -particularly amongst strategic partners- and is felt to have facilitated more effective engagement. This is shown through successful partnership working, for example, with Heritage Lottery Fund and BBC.

3.24 For external consultees, awareness of the aims and objectives of the programme as a whole were less widely understood, as they appear to (understandably) concentrate on the priorities relevant to their particular area of work. There were some cases where those engaged in projects were not aware of the wider services offered by People's

Collection Wales e.g. one consultee was not aware that accredited training was offered. A clearer articulation of the full People's Collection Wales offer is therefore recommended.

- 3.25 Based on consultation feedback there were some areas of People's Collection Wales' work which were considered slightly less clear. These are outlined below.

Partner Engagement

- 3.26 There is currently not a universal consensus internally on the role and priority of engagement with local MALs. Some consultees felt that they are an important intermediaries in local communities, whilst (a minority) noted that this activity is not in the business plan and should be only undertaken as a route to access or support communities directly. It is apparent that clarity on the approach to working with local MALs is required.

Geographical Scope

- 3.27 One external consultee highlighted their own lack of clarity regarding the programme's intentions in terms of **geographical scope**. This was expressed in the context of recognising potential to collaborate with People's Collection Wales in the future, and identifying clear avenues for this potential involvement, yet having a lack of awareness as to People's Collection Wales' ambition with regard to international working and which areas would be considered 'in scope'.
- 3.28 A respondent from the internal consultee group expressed that there had been a delay in clarifying future intentions due to awaiting completion of particular areas of work. This could however potentially be made clearer within strategic-level communications as well as at an operational level to ensure valuable collaboration opportunities are not missed.
- 3.29 In strategic terms, the geographical scope of People's Collection Wales is particularly important to clarify at this stage, given the further development of international working. The programme should consider the extent to which it seeks to serve local, national, and international communities and partners and in what ways. There are clear routes to supporting Welsh communities and Welsh diaspora, though balancing both effectively (recognising the core remit as priority) requires a clear strategic position.

Digital Leadership and Strategy

"(People's Collection Wales) provides a delivery mechanism to do something engaging and exciting. Without an organisation to deliver properly and strategically (organisations) could get lost. People's Collection Wales' involvement drives things to happen on the ground for communities." - External consultation respondent

- 3.30 A number of external consultees considered People's Collection Wales to be "*leading*" within the cultural heritage sector to some extent. In terms of the ways in which People's Collection Wales fulfils this role, the programme's influence on **digital**

practice is more readily evident (with organisations encouraged or assisted to adopt iBeacon trails or Digital Heritage Stations, for example).

- 3.31 One key deliverable for the programme across the most recent iterations of the Business Plan has been to work towards developing a coherent and consistent approach to **digital strategy** across Wales. In 2015, People's Collection Wales successfully worked with partners to develop a '*Digital Strategy for the Culture and Heritage of Wales*', and is currently working towards developing a green paper alongside partners to further develop this area of work. The programme's ability to bring a number of stakeholders together is a positive indication of work undertaken towards this objective.

Innovation

- 3.32 People's Collection Wales' thinking in terms of innovation has been clarified since the Interim Evaluation stage i.e. consideration of both technical and non-technical routes to innovation. Given resource constraints, one internal consultee conveyed their perception that innovation was less of a priority than it had been in previous phases of delivery, and was in favour of concentrating on the core programme remit.
- 3.33 An example of innovation carried out by the programme in the most recent delivery period includes the further development of the Culture Beacon collaborations, stemming from a successful period of testing and evaluation of iBeacon technology. Further, the 'package' of support around Digital Heritage Stations demonstrates an effective combination of embedding technology as a component of a defined offer which effectively contributes to the programme aims. This is considered a particularly innovative way of working by the international communities engaged (based on feedback available).
- 3.34 Where innovation is enacted in support of programme aims, rather than as an end in itself, this appears to have been successful. Given the pace of change it is very difficult (if not impossible) to consistently keep up with '*cutting edge*' digital technology. Therefore the emphasis for People's Collection Wales should be to achieve innovation in the way it works, showcasing or piloting innovative technology in-so-far as this allows improved delivery or improved outcomes in relation to the programme aims.

Preservation

"You are helping to save Welsh Heritage from the masses for the masses. It is a safe and honest look at everyday life." –User e-survey respondent

- 3.35 Corroborating findings from the Interim Evaluation, there is a strong expectation and perception from users and community groups that **the materials they upload are being preserved for the future and will not be lost.**
- 3.36 It is important to recognise that People's Collection Wales is not a digital preservation tool, though channels are available through the federated partnership to preserve items considered to be of national significance. Therefore, the priority is **managing user expectations** and clear communication. It is essential for the programme to

convey clearly to users the extent to which digital resources uploaded to the site are being safeguarded for the future. This is especially important as users consider one unique selling point of the People's Collection Wales platform to be a greater '*sense of permanence*' compared to similar competitors. This is in large part due to user's perceptions of the '*official*' and trusted nature of the federated partnership institutions and associated longevity.

Summary

- Consensus exists that People's Collection Wales has successfully demonstrated **agility and adaptability**.
- When **operating with a clear focus** (e.g. geographical area, specific objective, clear offer, target audience) success in engaging with partners and delivery is enhanced, as seen when engaging with Pioneer Areas.
- People's Collection Wales' ability to **add value** to a number of areas of strategic importance outside the scope of heritage (though related) e.g. wellbeing, culture, digital inclusion, employability, community cohesion, is well-regarded.
- Improvements in engagement of strategic partners and progress in **clarifying clear 'offer'** have been achieved.
- It would be beneficial to improve communication to facilitate **understanding of aims and objectives** across all stakeholder and audience groups.
- It is important to clarify ambition with regard to **geographical scope**, particularly in the context of evidenced successes where a clear geographical remit has aided focus.

4. PROGRAMME DELIVERY

4.1 This Chapter focusses on delivery during the period 2014/15 to July 2016.

Summary of Programme Activity

4.2 Key deliverables during the period in question included:

- Work to support the Fusion Programme in Pioneer Areas;
- Involvement in the Patagonia 150 commemoration;
- Involvement in First World War commemoration;
- Development of the Digital Heritage Station offer;
- Development of digital microsites;
- Community and audience engagement (including overseas communities);
- Maintenance and development of the technical platform.

Financial Summary

Programme Budget Overview

4.3 The Welsh Government has provided £5.75 million core funding in total for the People's Collection Wales programme from 2008-09 to 2016-17. The Programme saw considerable initial investment during the development phase (2008-2011), comprising 34 per cent of the total amount spent between 2011 to 2017. This reflects the higher levels of capital funding required for initial creation of the People's Collection Wales website and technical platform during this earlier stage.

4.4 The federated delivery phase has seen regular instalments of funding, with a total of £1,200,000 provided in the Final Evaluation period (2014-16). Revenue funding has decreased by £100,000 annually from 2014-15 onwards.

Table 2: People's Collection Wales Budget Overview				
		Revenue	Capital	Total
Initial Development Phase	2008-09 to 2010-11			£2,000,000
Federated Delivery Phase	2011-12	£600,000	£100,000	£700,000
	2012-13	£600,000	£100,000	£700,000
	2013-14	£600,000	£50,000*	£650,000
	2014-15	£600,000	£50,000	£650,000
	2015-16	£500,000	£50,000	£550,000
	2016-17	£400,000	£50,000	£450,000
	Total	£2,900,000	£350,000	£5,700,000
*An additional £50,000 allocated towards the technical refresh was previously listed here in the equivalent table in the Interim Evaluation report (2014). Instead, this is now included alongside other additional funding in Table 5.				

- 4.5 Alongside the £100,000 reduction in revenue funding for the period 2015/16, a target for income-generation was implemented. This target was included in the People's Collection Wales Business Plan for 2015-16 and was also highlighted in the Minister's funding letter to the lead delivery partners. For 2015-16 the programme exceeded its income-generation targets as shown by Table 3.

Table 3: Income-generation 2015-16		
Delivery Phase	Target	Income-generated
2015-16	£50,000	£63,478

Lead Partner Allocations

- 4.6 The distribution of funds to each delivery partner for the more recent phases of programme activity is shown in Table 4 below. This shows that AC-NMW and NLW continue to receive greater levels of funding than RCAHMW. This funding split is commensurate with the number of workstrands and key areas within the programme for which they are individually responsible. This includes central costs managed by AC-NMW, and the workstrands co-ordinated by each lead delivery partner. The total funding allocated to each of the partners has declined year on year since 2013-14, reflecting the overall reduction in the programme budget.

Table 4: People's Collection Wales Budget by Delivery Partner							
Lead Partner	Purpose of funding	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
AC-NMW	Strand leadership: Audience Development, Learning, Technology	£295,000	£295,000	£295,000	£202,500	£111,000	£107,500
	Management of central programme Costs (separately for 2014-17).				£110,000	£165,050	£120,300
	Management of technology hosting and development (capital)	£100,000	£100,000	£100,000	£50,000	£50,000	£50,000
NLW	Strand leadership: Community Engagement, Content & Editorial, Moderation	£220,000	£220,000	£220,000	£202,500	£165,050	£120,300
RCAHMW	Strand leadership: Innovation	£46,000	£46,000	£46,000	£46,000	£39,900	£29,400
MALD Welsh Gov.	Management of budget for various items including Challenge Grants, Evaluation, Contingency element for in-year priorities.	£39,000	£39,000	£39,000	£39,000	£19,000	£22,500
	Total	£700,000	£700,000	£700,000	£650,000		

- 4.7 In some cases, additional Welsh Government funding has been leveraged for particular projects or activities to be delivered by the People's Collection Wales programme. Additional funding has been awarded in 2013-14, 2014-15, 2015-16, and 2016-17 (detailed in Table 5 below):

Table 5: Additional Welsh Government funding leveraged					
	Purpose of funding	2013-14	2014-15	2015-16	2016-17
Welsh Government	Technical Refresh	£50,000			
	Pioneer Area Digital Heritage Stations		£23,000		
	Gallipoli Commemoration, First World War		£21,380		
	Extra funding for Frongoch commemoration, First World War			£15,000	
	Extra funding as part of Fusion Programme				£5,000

Funding Sustainability

- 4.8 Taking into account '*additional funding*' as well as additional income-generated, the total combined budgets (including core and non-core funding) for each delivery year are as shown in Table 6 below. 2016-17 is not included as this delivery period is incomplete at the time of reporting. Interestingly, despite a £50,000 decrease in **core funding** between 2013-14 to 2014-15, the **total funds** available (for core and non-core activity) were just £6,000 lower. It must be noted, however, that these figures cannot be considered directly equivalent as the additional amounts awarded were allocated to specific, additional projects; therefore the amount available for **core activity** can still be considered reduced.

Table 6: Total Core and Non-core funding (inc. income-generation)				
Delivery Phase	Core Funding (Revenue + Capital)	Additional Funding	Income-generated	Total
2011-12	£700,000	-	-	£700,000
2012-13	£700,000	-	-	£700,000
2013-14	£650,000	£50,000	-	£700,000
2014-15	£650,000	£44,380	-	£694,380
2015-16	£550,000	£15,000	£63,478	£628,478

- 4.9 The Interim Report suggested that the programme team should be proactive in seeking and securing external investment to mitigate the risk posed to programme sustainability as a result of reductions to the core budget allocation. Specifically,

developing an income-generation strategy was recommended to bridge the shortfall in core investment compared to previous years. An income-generation target was implemented in 2015-16 and the programme team successfully exceeded the £50,000 target.

- 4.10 Despite this success, and recognition that People's Collection Wales has successfully aligned with shifting policy priorities despite a reduced core budget, feedback from internal consultees indicates that continued reliance on Welsh Government funding is perceived as a key challenge for the programme, particularly amidst increasing competition for funding between and within institutions. However, there is acknowledgment that the programme has and is taking steps to mitigate this risk and internal confidence in the sustainability of the programme has been maintained. Indeed, there is a perception internally that since the programme continues to be funded this is a testament to its continued value both within Wales and internationally.
- 4.11 Income-generation (taken broadly to include both a) strategies for generating **additional revenue** to fund core and/or non-core services and b) **cost-recovery** to recoup a proportion of funds for delivery of core and/or non-core services to external organisations and funded projects) appears to be firmly integrated within forward plans. The Core Team highlight that this aspect will be explored alongside whatever products and services are provided as part of the Welsh Government core remit.
- 4.12 There is a clear drive to become less reliant on Welsh Government funding. A number of approaches are being explored, including the potential for People's Collection Wales to operate as an 'agency' in order to attain funding from alternative sources. To date, the Management Group and Core Team noted increased attention towards delivery areas likely to support this effort and unlock potential revenue streams, such as Culture Beacons, development of the microsites, and (more recently) international collaboration. People's Collection Wales is also actively looking for opportunities to bring in additional funding from external sources where this aligns with People's Collection Wales strategic objectives and priorities. For example, exploring collaborative grant applications with other organisations (particularly higher education).
- 4.13 The effect of the increased focus on income-generation is necessitating a shift in the way People's Collection Wales delivers. One positive outcome of this is a more structured approach for distribution of resources and valuation of services. The Core Team noted that: *"everything is costed, and we can say yes if it is paid for. We must ensure that people consider us **first** to deliver (in order to secure such funds)"*.
- 4.14 It is recognised that the reduced core funding available does place constraints on core services, which has required its own response, for example, a shift towards remote-support which may lead to *"fewer people on the ground to deliver"*.
- 4.15 Further, as noted in the Interim Evaluation and reiterated by one internal consultee, a challenge exists around income-generation strategies and the need to ensure activity

aligns with People's Collection Wales' principles to avoid conflict of interest, jeopardising the trusted People's Collection Wales brand, or comprising the free at point of use offer which ensures access for key audiences.

- 4.16 From an external consultee perspective, there is a perception from UK respondents that the publically-funded nature of the programme (as opposed to commercially-driven) contributes to the trusted nature of the programme.
- 4.17 Consultees (both nationally and internationally) expressed that People's Collection Wales has a significant amount of '*intrinsic*' value. In particular, for the international individuals consulted with, the resource is considered near-irreplaceable. Within Welsh diaspora communities who have uploaded resources to the site there is a concern this would be "*lost*" in the absence of the platform, especially as they have invested a significant amount of time in uploading to the site. Based on consultations, these communities attached a certain perception of risk and uncertainty to the publically-funded nature of the programme, whereas UK respondents appeared to place greater confidence in the longevity of the platform due to this, which is an interesting distinction. It would require further exploration, but this value to Welsh diaspora communities may be a potential route to increased income-generation.
- 4.18 One internal consultee did note the possibility that income-generation could **strengthen** provision of the free at point of use offer for particular audiences, through identification of further audiences for which it is appropriate to offer paid-for services. Pricing and income-generation strategies for specific audiences could be useful to consider in light of the upcoming People's Collection Wales strategy refresh. Presentation of People's Collection Wales' activities with regard to income-generation should also be carefully considered to ensure a transparent approach.
- 4.19 Further, in terms of forward planning, it was raised by one internal consultee that the short-term nature of the Welsh Government's funding commitment hinders the ability to form a longer-term plan for the programme i.e. the ability to formulate a 3-year budget plan, for example, would be beneficial.

Management and Governance Processes

Federated Partnership

- 4.20 There is consensus that the federated partnership has grown stronger in the period following the Interim Evaluation, with comments indicating increased recognition or 'buy-in' to the value of the programme (citing recent positive developments within the programme). One internal consultee commented that the professional relationships fostered between institutions have also had positive effects "*beyond the scope of the project*".
- 4.21 In terms of the collaborative approach, it was suggested by one internal consultee that the federated partnership remains "*one of the few examples of 3 major institutions working together to successfully deliver a service.*" One external stakeholder also

commented that a collaborative approach had become increasingly important in terms of delivering Welsh Government's cultural and social objectives, and considered People's Collection Wales and the federated partnership approach to have led the way in this regard.

Key Performance Indicators

- 4.22 Table 7 (overleaf) shows the cumulative totals for the programme-level KPIs between 2012 to present (figures for the period 2016-17 show cumulative totals to date and therefore do not represent annual figures).
- 4.23 Due to the '*technical refresh*' of the People's Collection Wales website undertaken in 2013-14, it is challenging to track progress made by the programme. The technical refresh (a significant undertaking, completed successfully) had a negative impact on a number of areas of measurement, with most areas seeing recovery following completion of the refresh. For example, the number of website visitors has more or less increased back to pre-refresh levels.
- 4.24 A number of areas have shown consistent and considerable progress, particularly around development of partnerships, individuals trained, and combined user-generated content; the '*volume of user and wider partner contributions*' to the site has near doubled compared to the initial measurement in 2012-13 (25,909 contributions in 2015-16).
- 4.25 A significant decrease in the number of Champions is noted, though changes to the definition of Champions during this period may have affected the ability to provide comparable figures. It is also noted that the measurements for '*volume of actively engaged or registered local or community interest groups*' has not yet fully recovered to pre-technical refresh levels.
- 4.26 Taken as whole, although the considerable achievements in engaging partners (of various types and in various ways) should not be undervalued, these figures suggest that there is still more work to do in terms of understanding particular community groups, specifically those individuals not necessarily affiliated with a professional organisation or funded project. There are a number of ways in which this could be developed building on current work on audience groups. For example, solidifying the 'definitions', developing targeted marketing strategies (recognising the resource required to do so), or confirming an accurate picture of the number of active users of the site¹⁵.

¹⁵ estimated to be around 3000 by the programme team, but this does not take into account multiple account creation, active users who do not register etc.

Table 7: People's Collection Wales Key Performance Indicators

	Indicator			Cumulative Total 2012-13	Cumulative Total 2013-14	Cumulative Total 2014-15	Cumulative Total 2015-16	Cumulative Total to date 2016-17
Moder- ation	Volume of moderated elements from user generated content			13536	1392	7390	25909	926
	Volume of 'report of abuse' cases dealt with			0	0	0	0	0
Content and contributions	Volume of user and wider partner contributions			13536	1392	7390	25909	926
	Volume of contributions from core partners (AC/NMW,NLW, RCAHMW)	Total	Items	1062	445	8467	9217	3397
			Stories	25	1	0	31	1
			Collections	116	21	23	54	1
			Trails	18	5	0	0	0
Infrastructure and Support	Volume of operational web service uptime and performance				100%	100%	100%	100%
	Volume of support material created and disseminated:							
	Digitisation Guidelines			190	280	243	216	78
	Content Toolkit			190	280	243	216	78
	People's Collection Wales Prospectus			496	285	359	472	78
	Volume of users receiving copyright or legal issues training			93	110	189	216	52
Learning	Volume of learning content and resources produced and published			44	7	929	24	7
	Volume of learning section users		Teachers	41	0	0	32	?
			Advisers	13	0	0	22	?
Partnerships and User engagement	Volume of formal partnerships captured in written agreements			4	2	28	29	
	Volume of innovation collaborative partnerships agreed			2	4	8	11	4
	Volume of PCW champions (completed intro. programme)			73	65	6	8	1
	Volume of actively engaged or registered local or community interest groups			147	51	10	30	28
Website visitors and behaviour	Volume of website visitors			188,558	99,547	201,281	189,911	48,612
	Average number of new visitors			78.8%	79.2%	72.73%	74.49%	74.10%
	Average number of returning visitors			21.2%	20.8%	27.28%	25.51%	25.90%
	Average Bounce Rate			14.3%	17.4%	57.25%	57.31%	64.33%
	Average number of page views per visitor			3.82	3.06	3.6925	3.665	3.9

- 4.27 Whilst it is very useful to track progress over time, it may be appropriate to consider a minor refresh of the programme KPIs to ensure the measures fully reflect and provide accurate and useful information on how the programme is performing in relation to various user groups.

Governance Structure

- 4.28 Feedback from the Management Group on recent developments and changes to the programme's management and governance processes indicates the governance structure has been successfully 'streamlined'. The leaner Management Group structure has been considered particularly helpful in the context of the funding cuts, with roles and responsibilities clarified and improved decision-making processes.
- 4.29 Strand Leader meetings are also considered to be more efficient.
- 4.30 In addition, it is understood that some progress has been made in engaging partners to form an Advisory Group. The group would be a membership group comprised of other organisations within the cultural heritage sector to steer the strategic direction of the programme, however this is not yet in place.

Monitoring and Evaluation Processes

- 4.31 There has been a continued focus within the programme to understand the improvements which could be made and lessons learned, as evidenced by the commissioning of the previous evaluation framework, the longitudinal evaluation, and additional pieces of work relating to monitoring and data collection and performance indicators (e.g. a Data Mapping Exercise) as well as the work on audience groups.
- 4.32 Programme staff have consistently reported continual evolution of the programme across the People's Collection Wales lifespan, and have evidenced commitment to understanding and collecting monitoring data to contribute towards effective learning and programme development.
- 4.33 The Simon Tanner Balanced Value Impact Model is reported by the team to have been useful in measuring and proving the value of the programme.
- 4.34 Whilst progress has been made the programme should continue to resource monitoring and evaluation internally to support evidence-based decision-making. A key learning point for the team is recognising and understanding the importance of both performance data (what has been done) and impact data (what effect this has had).
- 4.35 Collection of robust, programme-level impact data internally is not immediately implementable in some cases. Recognition that collection of impact data would require **new processes or collection methods, which in turn would require additional resources** is a key consideration for the longer-term planning of monitoring and evaluation.

Programme Structure: Delivery Model and Strands

- 4.36 People's Collection Wales activity has most recently been divided across the following strands:
- Community Engagement, Content and Moderation;
 - Learning;
 - Marketing;
 - Technology;
 - Innovation.
- 4.37 Broadly, as 'enabling' strands, the marketing and technology strands had retained a more consistent role over time.
- 4.38 As a key development, in response to the budget reduction for 2016-17 it was necessary for People's Collection Wales management to develop and implement mitigating measures. As a result of this, the decision was taken to embed the marketing functions across the other programme strands. Therefore, there is no longer an individual '*Marketing Strand*' and each remaining strand has been allocated specific marketing responsibilities relating to its core work.
- 4.39 It is considered crucial that People's Collection Wales not only maintain but increase the capacity of the marketing functions in order to effectively promote the programme and its successes. It is noted that measures have been taken to manage this change effectively within a challenging timeline, including the initial negotiations and discussions across the Internal Strand Leaders, Core Team and Management Group, as well as subsequent upskilling of staff to carry out additional marketing responsibilities. Any unforeseen effects of this change should be carefully monitored to ensure that the programme's positive brand associations are maintained.
- 4.40 An overview of key activity across each strand in the period since the Interim Evaluation is provided below:
- **Learning Strand:** The Learning Strand is considered to have undergone a '*development year*'. Since the Interim Evaluation, the successful launch of learning resources on the People's Collection Wales website has been completed, and a competition was piloted in 50 schools, for which People's Collection Wales provided the digital component.
 - **Technology Strand:** Following successful completion of the technical refresh in the previous evaluation period, the People's Collection Wales website has experienced fewer problems and is widely considered to be a more stable platform. Recently, successful development of the API has now been completed, alongside development of microsite and widget offers as an accessible route into the People's Collection Wales infrastructure.

- **Innovation Strand:** People's Collection Wales is currently supporting a number of iBeacon projects developed with stakeholders and project partners. Support has involved: initial ideas development and guidance; bespoke iBeacon training; funding application support; and People's Collection Wales acting as a project partner either through funded or in-kind support. Additional funding has also been received through Welsh Government to undertake work relating to the Frongoch commemoration.
- **Community Engagement Strand:** Delivery of accredited training for individuals and community groups has continued, with a focus on Pioneer Areas and the establishment of Digital Heritage Stations. International working has also increased, with the successful delivery of work in Argentina as part of the Patagonia commemoration, and increased work with communities across the USA.

4.41 As some activities clearly operate within one specific strand i.e. the Culture Beacons, whilst other activities such as training, for example, now exist across multiple strands (both community engagement and innovation) it is important that the strands are well integrated. It is understood that the reduced number of strands has facilitated this process internally. Users should also be aware of all of the **applicable** People's Collection Wales services on offer, however feedback from users indicates this could be improved. Recognising links between strand activities could also enhance opportunities to engage users; for example, closer working between the learning and community engagement strands could lead to opportunities for new types of project such as inter-generational or those focussed on community cohesion.

Project Partner and User Engagement

- 4.42 Overall, there has been a period following the technical refresh in which it has been necessary to rebuild relationships with wider stakeholders, or to "*regain friends*" as one consultee noted. Although it has been posited that there have been "*peaks and troughs*" in terms of whether the services have been "*ready to promote*" (with stakeholder confidence falling during the technical refresh, for example) a stable, trusted and resilient offer is considered to have emerged. (This is also corroborated by the KPI data following successful completion of the technical refresh.)
- 4.43 Internal consultees were asked to give feedback on the extent to which People's Collection Wales had successfully engaged a number of different stakeholder types of relevance to the programme. It should be noted that respondents were most keenly aware of work related to their own institution's remit (work with schools was less well known to particular respondents, for example), so varying awareness may skew particular perceptions related below.
- 4.44 Feedback reveals that the groups which are considered to have been most successfully engaged by the programme included: Further & Higher Education institutions (despite not being considered a '*target group*' by two respondents); other

learning partners (taking into account engagement with the BBC, for example); and community groups. In relation to community groups, one respondent commented that the programme has “*exceeded targets*”.

- 4.45 One respondent mentioned the challenge in terms of engaging particular communities, as this requires “*leg work*” in order to successfully reach target groups, i.e. the reduced resource available is felt to have had implications upon the ease with which these communities can be successfully engaged.
- 4.46 Groups which were considered to have been engaged less well (compared to other groups, e.g. community members directly engaged) were ‘*sector partners*’ and ‘*strategic partners*’. This perception contradicts the overall picture of improved partnership engagement based on the KPIs provided, suggesting, perhaps, that the programme holds high ambitions in this regard, or potentially that successes are not consistently understood internally. One respondent pointed to a perceived lack of awareness by sector partners of how People’s Collection Wales could help them attract material into their collections, so in some cases People’s Collection Wales is considered as a “*threat*”.
- 4.47 Relatedly, through our consultations, we spoke with some users who had archived materials on the People’s Collection Wales site and also within local MALs as a result, as well as users whose interaction with People’s Collection Wales had boosted their perceptions of working with MALs. Positively, engagement of partners was considered to be progressing. Engagement with sector partners is key if the programme wishes to pursue its ambitions in relation to digital leadership.

Project Partner and Strategic Stakeholder Engagement

- 4.48 People’s Collection Wales has supported a number of project partners and stakeholders through provision of equipment, training, and the People’s Collection Wales web platform. Direct feedback from external consultees indicates that engagement was most successful when a clear offer was presented:

“It was the clear offer (of the Digital Heritage Station, training, and equipment etc.). It’s a no-brainer when someone pitches a proposal that makes sense- something we definitely wanted to do.” –External consultee

- 4.49 People’s Collection Wales’ experience and expertise in both digital heritage and reaching communities was also considered a key motivation to get involved. For organisations concerned with reaching communities, People’s Collection Wales is largely felt to be compatible with their own remit, and to provide engagement over and above what could be achieved in its absence. This was especially prevalent in internationally-based organisations engaging with Welsh diaspora. One respondent considered People’s Collection Wales a “*key relationship*” due to the programme’s “*outward looking*” and “*public facing*” nature.

4.50 In most cases, partners and stakeholders were engaged due to proactive contact from the People's Collection Wales team.

User Engagement & Motivations

4.51 The user e-survey (as outlined in Chapter 2) received a total of 38 completed responses. There is a high likelihood that a proportion of these users have come from users registered with People's Collection Wales' mailing list, and therefore responses can be considered indicative rather than representative. It is also important to note the self-selecting nature of the respondents (i.e. those already engaged in the programme, and those willing/able to participate in an electronic survey). Further, the profile of respondents included:

- High proportion of respondents with higher-level qualifications
- More respondents within older age categories, especially those over 60.
- Respondents most often identified as Welsh and / or having Welsh family history.

4.52 Through the user e-survey, respondents were asked how they first heard about the People's Collection Wales programme. As shown in Figure 2 below, a quarter initially heard about People's Collection Wales through a web search.

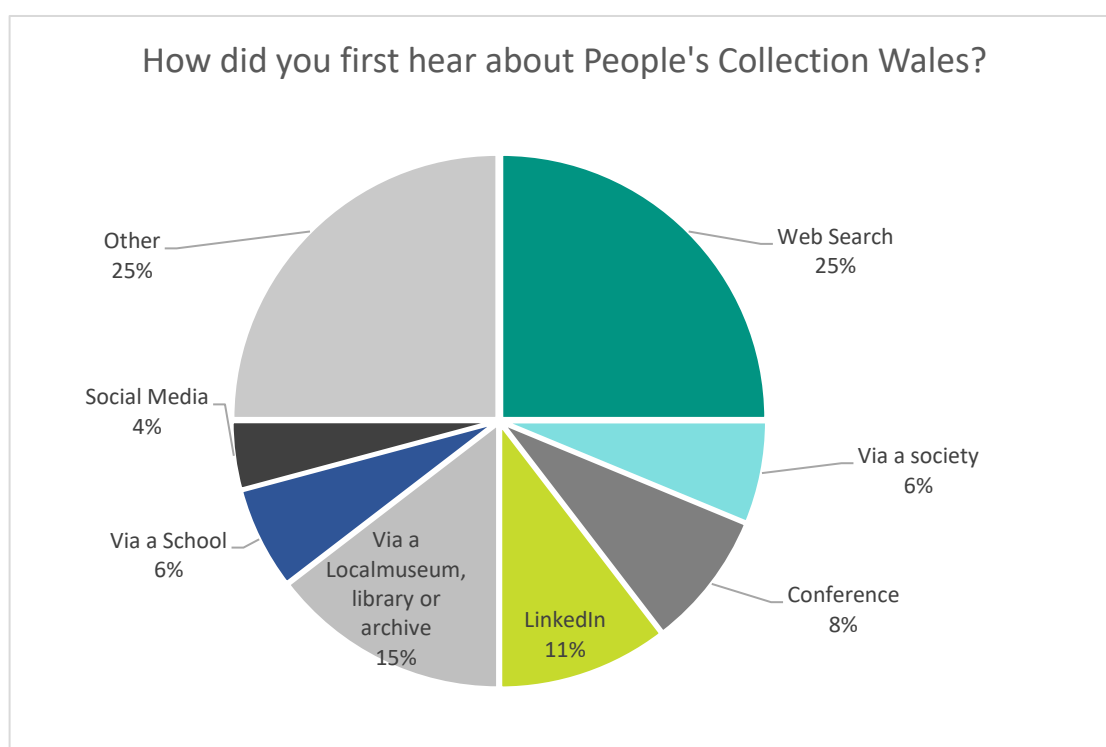


Figure 2: How did you first hear about People's Collection Wales?

4.53 In terms of why users became involved (Figure 3), survey responses show that users were primarily motivated to get involved through an existing interest in culture and heritage. Users who specified a motivation for getting involved which differed from the

options provided mentioned: research (e.g. for a Wikipedia article, for family history information, or for photos of a local area); to share items or experiences; or involvement for specific projects through work or education.

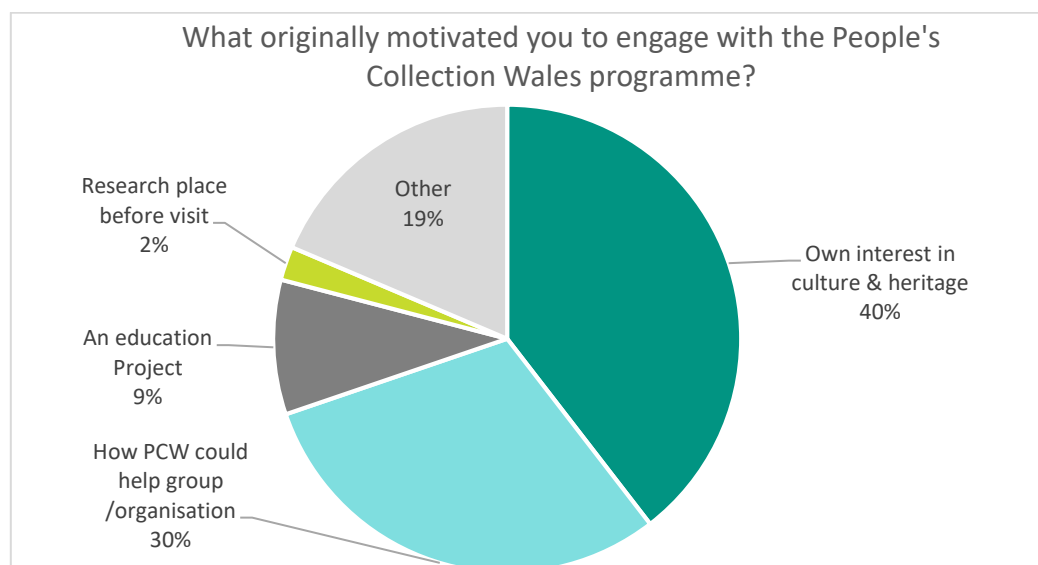


Figure 3: What originally motivated you to engage with the People's Collection Wales programme?

- 4.54 The responses above suggest that many of the respondents were connected to local MALs or history groups or education establishments, and reveal a number of key motivations- this could signal key points of engagement targeted to the users' specific needs in relation to this.

People's Collection Wales Champions

- 4.55 18 User e-survey respondents considered themselves as People's Collection Wales 'Champions'. Of the options provided, almost a third of respondents cited one of their motivations for becoming involved as a Champion was to gain new skills. Respondents were also motivated by the opportunity to '*make a difference*' and to '*improve career prospects*'.
- 4.56 Almost a third of Champions listed an alternative motivation to the answer options provided; these were often in connection to a specific project as part of personal interest, personal study, or as part of a volunteering or employment commitment, for example:

"I have uploaded material for our Church to create and archive a history resource to help celebrate the centenary of the parish."

"To do a project for my university course."

"To share items from museum collections and also those that have been loaned to us on a project basis on a digital platform."

- 4.57 This suggests that Champions may have already been involved with heritage prior to engaging with the programme, whether in a formal or informal capacity. The activities

which People's Collection Wales Champions have been involved with varies, from: attending training sessions; promoting different aspects of the programme through word of mouth, online, or through existing organisations; helping others to use the website and set up People's Collection Wales accounts; organising training sessions for others; and uploading materials to the site.

- 4.58 This feedback indicates that the Champions are a valuable resource for the Programme, and that their enthusiasm and relevant skills assist in promoting the programme and increasing participation and access. If additional users could be 'activated' to advocate on behalf of the programme this might generate further positive outcomes, provided that a positive volunteering experience and recognition of achievements could be maintained, e.g. as carried out for a previous Champion celebration event.

Project Partner and User Satisfaction

- 4.59 Stakeholders and project partners were consistently positive in terms of the communication, delivery, and extent to which People's Collection Wales was able to understand their needs and perspective.
- 4.60 E-survey respondents were broadly positive about the People's Collection Wales website and the delivery of wider services and associated activities. When asked to rate various aspects of the People's Collection Wales website, the majority of respondents were positive across every category.

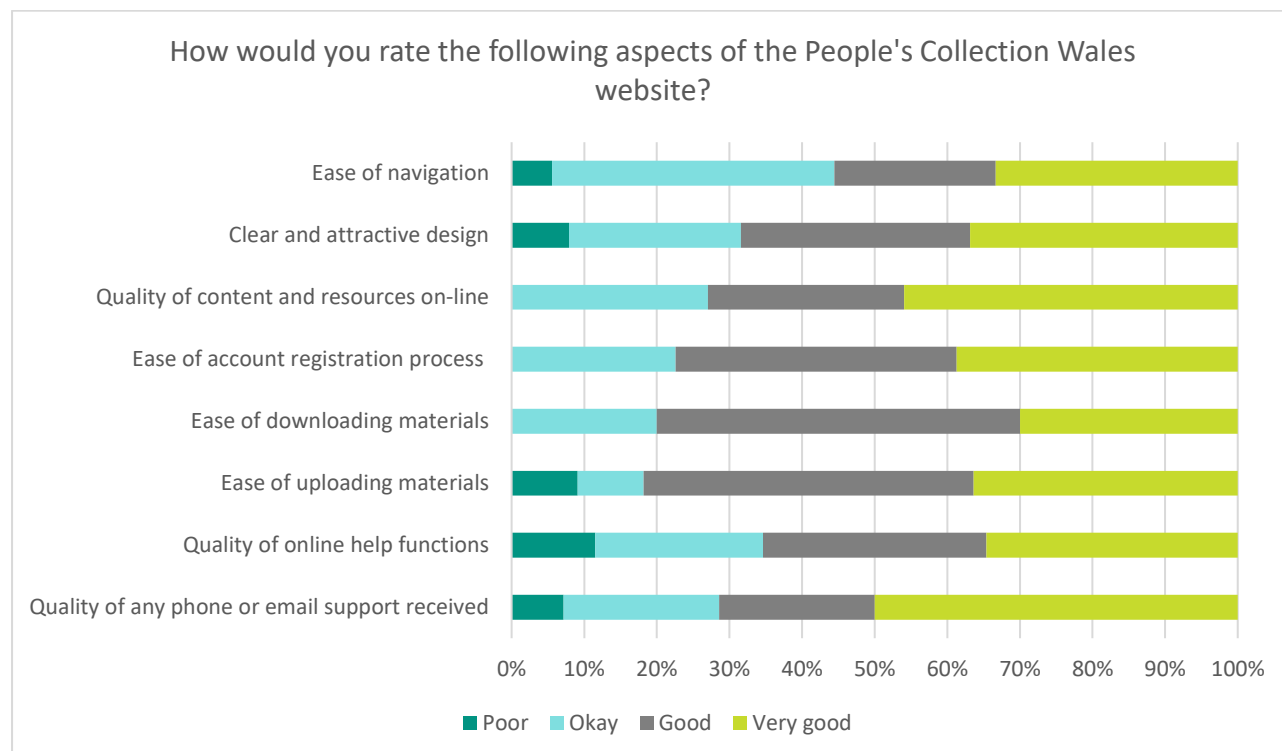


Figure 4: How would you rate the following aspects of the People's Collection Wales website?

- 4.61 When asked to rate their perception of whether the website could be considered ‘safe and secure’, a ‘trustworthy source of information’ and whether a “positive relationship” has been established with them online the majority of users reported positive responses in each case.

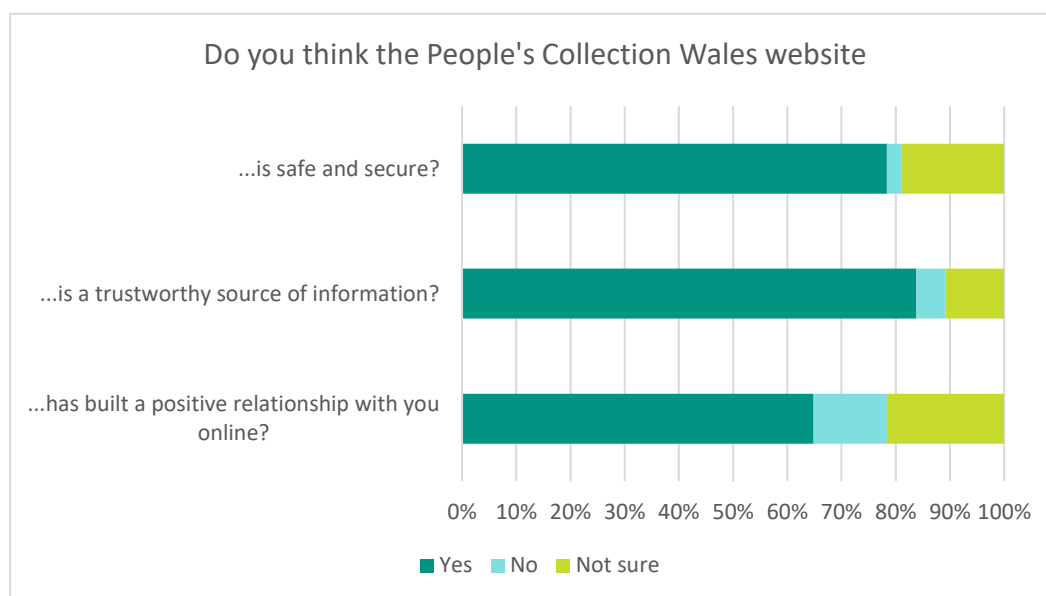


Figure 5: Do you think the People's Collection Wales website is....?

- 4.62 Users were asked the extent to which People's Collection Wales has met their needs, and positively, 80 per cent of respondents reported that the programme has met their identified needs, with a roughly equal proportion stating ‘a fair amount’ and ‘a great deal’. The vast majority of respondents (over 80%) were likely to engage again with the programme and to recommend it to others.
- 4.63 Further information on Users' perceptions of the programme is included in the 2016 User e-survey results in Annex 2.

Perceptions of the People's Collection Wales programme

- 4.64 The question, ‘Which 6 words would you use to describe People's Collection Wales?’ was asked uniformly across all consultations (External Stakeholder and Project Partners, Internal Strand Leaders, Core Team and Management Group) and e-surveys to gather information on how the identity, brand and role of People's Collection Wales is perceived across the respondent groups.
- 4.65 This research was undertaken at two previous points within the programme timeline. The question was posed by ERS as part of primary research conducted for the Interim Evaluation (2014). This, in turn, was a repeat of previous research¹⁶ that was originally posed to: the People's Collection Wales Advisory Group; senior Welsh Assembly Government employees; and the People's Collection Wales Project Manager (roughly equivalent to the current ‘Internal Strand Leaders, Management Group, Core team’

¹⁶ Johnson, R. (2010), Masters Dissertation

digitisation and use of the People's Collection Wales website, with the option of accreditation introduced across this period. This process of training to gain accreditation requires a greater investment of time but is considered to increase the likelihood of positive impacts.

- 4.71 Table 8 below shows the number of individuals trained in digitisation across particular delivery periods based on information provided to ERS. A total of 71 individuals are known to have gone on to achieve Level 2 accreditation following initial participation in the training.

Table 8: Individuals Trained in Digitisation and Copyright			
Year	2013/14	2014/15	2015/16
Individuals trained	90	400	321

- 4.72 Further, People's Collection Wales' expertise in **engaging communities and encouraging them to share their** stories is well-regarded. As one Stakeholder mentioned, it *"works best when they organise communities to share"* e.g. through Digital Heritage Stations, Roadshows, or other methods.
- 4.73 Some strategic stakeholders perceived that People's Collection Wales' specific approach to engaging communities in digital heritage leads to increased **community empowerment**. It is suggested by one stakeholder that the fact *"communities do it themselves"* may lead to a shift in attitudes towards preserving and interacting with heritage i.e. with communities becoming aware that they can *"take heritage into their own hands"*.
- 4.74 The community engagement also enables people to **share stories** they would not otherwise be able to, or might not realise that they could or should share. This engagement makes it easier to uncover *"hidden"* materials, and also reduces the risk that particular stories would be lost. Community Roadshows are seen as particularly successful in this regard to encourage communities to share things they might have *"in their attic"*.
- 4.75 This engagement is aided by the hardworking, enthusiastic staff; that **permanent, proactive, and expert staff** are available is considered a great asset to programme. One respondent mentioned that the programme is *"easier to work with"* (compared to a comparable initiative) and represents *"low cost not low value"*.
- 4.76 In terms of **digital engagement** of communities, the National Library Wales describes how *"People's Collection Wales is one of the major national collections. Based in Aberystwyth, the NLW is quite remote, so People's Collection Wales is helping us to connect digitally with communities, which was a gap in NLW provision."*

- 4.77 Where delivery of the above services is attached to a **defined geographical area** and **clear strategic remit**, delivery is considered particularly effective, as seen in connection to the Fusion Programme as well as international collaborations. Further, **accessing communities through an intermediary** appears to be an effective approach.
- 4.78 People's Collection Wales' **expertise and understanding** (e.g. understanding of copyright and partner institutions) means that people can "*confidently collaborate*" with the programme. People's Collection Wales is widely considered a trusted resource by those who have engaged. The programme's non-commercial nature also contributes to this perception.

Delivery Challenges

- 4.79 A number of delivery challenges became apparent through consultation feedback.
- 4.80 **Resources:** Firstly, the People's Collection Wales team is generally considered by stakeholders to "*do a lot with a little*", which is to be commended. In terms of managing resources, creative approaches are in development (Skype surgeries, digital working, and an online 10-part digitisation training course, for example) in order to '*scale back*' resources and ensure the Core Team are not always '*on the ground*'. Having said this, it is recognised that **engagement of target communities is resource-intensive**, and requires a great deal of "*leg-work*" of this precise nature. Indeed, the proactive engagement by staff appears to have led to a number of successful partnerships.
- 4.81 When considering resource-augmenting processes -which are necessary given current constraints-, the programme should consider alternative ways to secure '*on the ground*' presence in priority areas so this programme strength can be maintained without compromising quality of engagement. One external consultee commented: "*it's a shame they don't have more capacity for direct delivery*".
- 4.82 One external stakeholder commented that consistent local buy-in is difficult to achieve, with a challenge for People's Collection Wales being its national structure but small workforce. With greater resources it would be possible to have, for example, a "*regional heritage champion*", using a similar model to other national initiatives focussed on engaging communities in Wales.
- 4.83 **Marketing:** Marketing and promotion is **consistently** mentioned by all consultee groups as a **top priority**. Feedback from project partners and stakeholders indicates a perception that '*the public*' and community organisations more widely are not necessarily '*aware*' of People's Collection Wales. Importantly, this was raised by consultees through a desire to '*spread the word*' since they considered the programme to be valuable and are keen that more individuals and organisations become aware of what it offers. This view was also reflected internationally.

- 4.84 Amidst the context of funding cuts and the measures taken to integrate and embed marketing functions across all strands, a concerted effort must be made to ensure that these functions are not side-lined but are given increased emphasis.
- 4.85 As an anecdotal example, for one international project the Community Engagement strand is already considered to hold a marketing function, and has been invited to present at a festival in North America to promote the programme more widely.
- 4.86 In terms of marketing needs going forward, it is clear from feedback that a priority is clear online articulation of the whole suite of services and products (by target audience) which People's Collection Wales offers.
- 4.87 One internal consultee indicated that the programme's offer has broad appeal and is, in effect, an '*easy sell*' as the programme is something a wide range of people want to get involved with once the message reaches them. The consultee mentioned that regular, targeted advertising is needed, as well as a focus on the **user experience as paramount**. To achieve this, additional marketing resource and budget is advocated as well as development of user knowledge (in terms of both actual and potential users).
- 4.88 **Audience Groups:** Ongoing work is being undertaken by the programme team to understand and identify **existing** core audiences and **target** audience groups for People's Collection Wales. Further consideration around audience groups is recommended as a key consideration for the upcoming People's Collection Wales strategy refresh.
- 4.89 An additional piece of work relating to People's Collection Wales' Marketing Strategy was carried out by ERS in 2015, building on the programmes work with Tanner's 'Audience Groups'. A summary of selected recommendations arising from this work is included below. Work within the programme to further develop understanding of the key audiences is ongoing.
- **Be clear on definitions**, such as 'user', 'audience', 'stakeholder', and 'active' 'vs.' 'activated user'. Definitions should be agreed internally across strands.
 - **Be guided by 'knowing what works'** and 'what success looks like' for different audience groups.
 - Build on the positive work already being undertaken by People's Collection Wales to **understand and map audiences** (potential and actual, online and offline).
 - **Undertake internal discussion on priority audiences** and their specific interaction with strands, their interests and values (and whether there are **shared** interests between groups).
 - Report **change over time** to provide context and to assess effectiveness of activity.

- 4.90 Market research and/or usability testing could be considered to understand users' needs (in relation to products and services) and experience using the People's Collection Wales website. One internal consultee indicated that in their experience, some users have struggled to understand how to use the website effectively, with evidence of one user stating they "*have no idea how to use it*" (prior to engaging in an interactive tutorial). It is noted that video tutorials are in development to introduce users to the website's functions, though this may indicate an opportunity to better understand the user experience to ensure use of the website is as '*intuitive*' as possible (recognising that for particular user groups mediated support is likely to be essential to engage with online services more generally i.e. those who are digitally excluded and/or hold low-level digital skills).
- 4.91 **Brand:** To strengthen users' awareness of the programme, consideration should be given to ensure that all areas of activity are easily identified as part of the People's Collection Wales. For example, though consultations revealed that "*Culture Beacons are entirely customisable*" (which is a potential positive for user organisations) this work should be more clearly associated with People's Collection Wales, particularly to allow cross-referral to core aspects of the programme such as the website and/or training. A minority of consultees conflated services received by People's Collection Wales with partner institutions and externally funded organisations.

Key Learning

- 4.92 Key learning has taken place over the lifetime of the programme. The programme team outlined a number of areas in which best practice has emerged, including:
- Developing the accredited training and **articulating the offer better**. Products and services are considered to have matured;
 - The lifecycle of the **Digital Heritage Stations** i.e. how to establish these and how to improve the use of them;
 - The **Train-the-Trainer approach** (i.e. establishing a system for cascading knowledge and key skills through individuals who receive training and, in turn, support or train others e.g. Champions) is considered an effective use of resource and key pathway to sustaining impacts;
 - The Core Team is considered to have enhanced their **skills in working with external stakeholders**, particularly in terms of processes for working with paying partners and undertaking procurement;
 - More efficient and **effective routes to partnership engagement** have been developed, for example, workshops to showcase services offered;
 - The Core Team have developed **skills around income-generation and costing** out time, learning more about how to appropriately value People's Collection Wales' services, and how to allocate time more effectively towards tasks which align with the desired longer-term benefits; and

- **Mediated face-to-face sessions are considered essential** to support particular groups in using the website and to achieve successful completion of training, e.g. disadvantaged groups and/or digitally excluded people.

Future Delivery

- 4.93 A number of suggestions were made by project partner and stakeholder consultees in terms of how they would like to see the programme develop in the future. In a number of cases, there is a strong desire to continue working with the programme. Areas for development overwhelmingly involved a desire for promotion of the programme, and one respondent mentioned a lack of clarity around the programme's international ambitions. In terms of international working, a demand for online training has been expressed so that this can be accessed outside of Wales; one current development at the time of writing is piloting of the online digitisation training.
- 4.94 In terms of internal consultees, there is a shared recognition that it is necessary to focus on the core remit of engaging with communities and offering the accredited training. Alongside this, income-generation remains key to reduce dependence on Welsh Government funding.

Summary of Headline Delivery Findings

- 4.95 A summary of headline findings from the Programme Delivery chapter include:
- **Funding sustainability remains a key challenge** for the programme though positive progress has been achieved in terms of increasing income-generation;
 - **The federated partnership is considered to have been strengthened;**
 - KPIs reveal that overall, the programme has exhibited positive recovery from the impact of the technical refresh. **Engagement and contributions in terms of partnerships have seen particularly positive gains across the recent delivery period.** Areas for potential improvement include the development of Champions and engagement with community groups;
 - Progress has been made across all delivery strands since the Interim Evaluation;
 - Users and Stakeholders exhibit **positive perceptions** of the programme;
 - The programme's **expertise in community engagement** is considered a particular strength;
 - The **level of resource** is considered a key delivery challenge;
 - Consultation and e-survey respondents across all groups consistently cite **marketing as a key area for development**, based on a desire to ensure that more people have an opportunity to interact with the programme.

5. ACHIEVEMENTS, OUTCOMES AND IMPACTS

5.1 This Chapter details the emerging outcomes and impacts of the People's Collection Wales Programme. As stated previously, findings are based on the following research undertaken by ERS:

- User e-survey feedback and 4 follow-up case study conversations;
- External Project Partner and Stakeholder feedback;
- Internal Management Group and Programme Team Feedback;
- 4 Impact Case Studies on elements of programme activity:
 - Social Impact: Pioneer Area Impact Case Study
 - Innovation Impact: International Collaboration Impact Case Study
 - Process Impact: Heritage Lottery Fund Impact Case Study
 - Economic Impact: iBeacon Impact Case Study

Key Achievements

5.2 The People's Collection Wales programme is widely considered to have made continuous progress towards meeting objectives since the programme began and improvements have been implemented based on key learning. Overall, there is a perception by internal consultees that the programme is delivering more efficiently, effectively "*doing more for less*" as delivery has increased. This is demonstrated through the KPIs specifically relating to partnership working and training.

5.3 Findings indicate that further progress and impacts have been achieved in the delivery period following the 2014 Interim Report. Key achievements cited by internal Strand Leaders, Core Team, and Management Group within this period include:

- Effective contribution towards the Welsh Government's Poverty Agenda, particularly evidenced through work delivered within Pioneer Areas as part of the Fusion Programme;
- A clearer articulation and strengthening of the core People's Collection Wales 'offer' e.g. the accredited training model;
- Strengthening of key strategic partnerships, for example with Heritage Lottery Fund;
- Development of a more robust, resilient and agile programme, which has been sustained (amidst a challenging reduction in core funding allocated) and has proven itself able to adapt and contribute towards a variety of strategic and policy objectives;
- Achievement of a 'critical mass' of content;

- The development of the ‘international offer’ shows key progress since the Interim Report.
- More effective and streamlined Management and Governance arrangements and communication;
- Development of iBeacon work, adopting an approach to innovation which involves: piloting, evidencing, and showcasing;
- Further development of the underpinning technical infrastructure (including progress in the microsite and widget offer) which allows stakeholders to benefit from opportunities stemming from use of an existing platform;
- Effectively supporting external projects at all stages i.e. catalysing projects, supporting delivery, and/or extending the legacy of project outputs.

- 5.4 Feedback also suggests that internal buy-in and support has been consolidated, with internal consultees sharing positive perceptions about People’s Collection Wales’ continued relevance and ability to deliver in line with its objectives. That the programme continues to be funded, particularly in the challenging financial environment, is perceived to be evidence of its achievements and value.
- 5.5 From an external perspective, the programme’s core offer of accredited training, equipment, and support has contributed added value to projects and programmes. This includes those which were proceeding independently of People’s Collection Wales, and those which People’s Collection Wales has helped to realise (e.g. through support with project development or funding applications).
- 5.6 Feedback about programme staff and their ability to engage and support communities and partners ‘*on the ground*’ remains positive across all respondent groups, and the commitment and enthusiasm of staff appears to have been maintained amidst continued resource pressures. Further, that the programme has continued to evolve in a positive direction amidst funding constraints is a testament to the People’s Collection Wales team, with the programme maintaining a core offer and positive reputation whilst simultaneously exploring additional avenues to expand products and services and contribute to financial sustainability. Whilst the changes necessary due to new funding arrangements are yet to be realised, that the commitment and morale of the team appears to have been maintained is a positive.

Achievements against Priorities

- 5.7 The current priorities of the People’s Collection Programme within the scope of this evaluation are outlined within the 2014-17 Strategy, as set out in Chapter 3. Initial progress towards each of these objectives was assessed in the 2014 Interim Report, concluding that good progress had been made, particularly following successful completion of the technical refresh. At that stage, the greatest progress had been made towards Priority 1 and Priority 2, whilst progress towards Priorities 3 and 4 had been realised to a lesser extent.

5.8 Additional progress against each of the priorities since the Interim Evaluation is provided below:

Priority 1: Promoting culture and heritage in Wales and to the world through a sustainable shared and inclusive digital platform

5.9 Feedback indicates that the People's Collection Wales programme has made good progress towards Priority 1, building on the previous success of developing a more robust and reliable bilingual platform through the technical refresh undertaken.

5.10 To assess the contribution of the People's Collection Wales programme to promoting culture and heritage, findings from the User e-survey can be considered alongside the stages of the 'Heritage Cycle' (Simon Thurley 2005, below) which outlines four key elements of engaging in heritage: understanding; valuing; caring; and enjoying. Taken in this context, findings suggest that, cumulatively, participation in the programme makes a contribution towards important elements necessary to encourage participation in heritage and realise the benefits of engaging with heritage. Though many of the respondents expressed a prior interest in heritage, feedback suggests it is likely the 'added value' of engaging with the programme specifically is still applicable. There is some evidence that it has 'kick started' individuals' interest in heritage where they had not previously been engaged, particularly when heritage is used as a vehicle to achieve other social objectives.



Figure 6: Heritage Cycle

By Understanding

"We cannot understand who we are unless we know what shaped us and the environment we live (in). People's Collection makes it easier to research and share our unique and wonderful nation." – User e-survey respondent

5.11 Consistent with Interim Report findings, feedback from users and stakeholders indicates that the People's Collection Wales platform contributes towards individuals'

knowledge and understanding of the heritage of Wales. As discussed in Chapter 4 (and Annex 2), the top two words users provided to describe People's Collection Wales were “*interesting*” and “*informative*” (16 and 11 mentions, respectively).

- 5.12 Users reported **increased knowledge** as a result of engaging with People's Collection Wales across a number of areas, with the greatest increase in knowledge seen in relation to ‘*a specific event or topic*’, ‘*places across Wales*’ and ‘*the people in your community*’ (see Figure 7 below).
- 5.13 This corroborates previous findings and suggests that People's Collection Wales is consistently sharing knowledge about culture and heritage in Wales; therefore making a contribution to the ‘understanding’ aspect of the heritage cycle. Users also **recognise it as a source of knowledge** and there is evidence that some users also recommend People's Collection Wales on this basis.

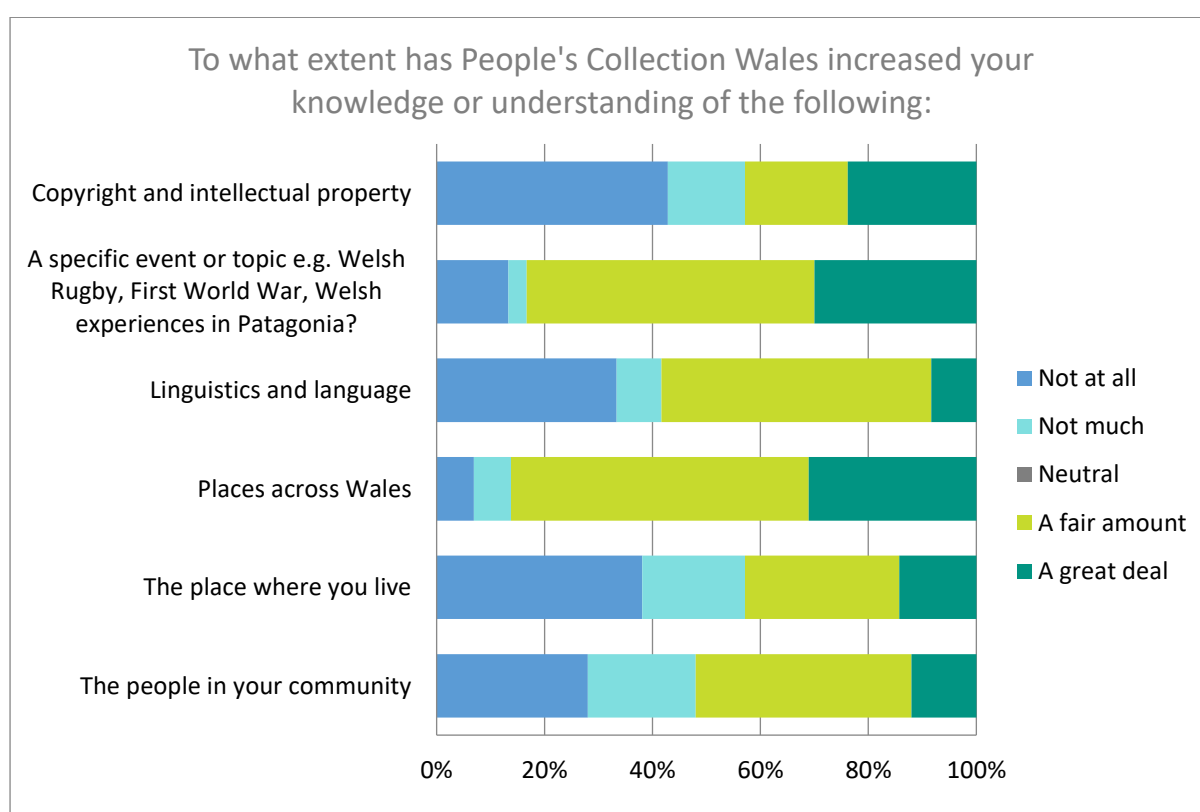


Figure 7: To what extent has People's Collection Wales increased your knowledge or understanding of the following...?

By Valuing

“There's no substitute for documenting artefacts that may otherwise get lost or damaged over time. If something is of historical value or helps gives people an insight into the history of Wales and its people, it needs capturing and digitising.”
 – User e-survey respondent

- 5.14 People's Collection Wales users who responded to the survey articulated a wide range of responses in terms of how and why they valued Welsh heritage. When asked to

rate how important it was to preserve information about Welsh heritage and culture online, the average rating was 5 out of 5 (where '1' is '*not at all important*' and '5' is '*very important*'). As engaged People's Collection Wales users are likely to value heritage highly we looked specifically at whether People's Collection Wales has **increased** the extent to which users valued Welsh heritage. In response to the question on whether People's Collection Wales had increased their '*interest or pride in Welsh heritage*' around 75 per cent responded that People's Collection Wales had had '*a fair amount*' or '*a great deal*' of impact. This links back to the Programme for Government commitment to supporting promotion of culture online.

By Caring

"(The programme provides an) opportunity to develop skills and participate in a valuable way to contribute to Welsh culture and history." – User e-survey respondent

- 5.15 The Heritage Cycle suggests that by valuing culture and heritage users may be more likely to actively care for it. The key consideration for the 'caring' element of the Heritage Cycle is whether People's Collection Wales encourages individuals to actively contribute to or interact with heritage, and whether it provides opportunities for people to make this contribution. User e-survey responses suggest that People's Collection Wales enables particularly engaged users to play an active role in the preservation of their history and heritage, through both the website and the Champions programme. Users' qualitative feedback suggests that the skills and opportunities made available through People's Collection Wales have allowed them not only to contribute to heritage by sharing their own stories, but also by helping others to do so (through the official Champions programme and independently).
- 5.16 Feedback also indicates that users are likely to recommend getting involved with People's Collection to others.

From Enjoying

- 5.17 In terms of whether People's Collection Wales leads to an increased '*enjoyment*' of heritage, 75 per cent of users who answered a question on whether their experience with People's Collection Wales had '*been enjoyable*' responded positively (i.e. noting '*a fair amount*' or '*a great deal*' of enjoyment). Further, as Chapter 4 outlines, in the six words questions (where "*interesting*" was the top theme) users put forward words including "*fun*", "*entertaining*" etc.
- 5.18 Cases where users have been encouraged by their interaction with People's Collection Wales to make a visit to an area or heritage site may also indicate increased enjoyment as a result of taking part in the programme.

Sustainability of the platform

- 5.19 The perceived sustainability of the platform is a key element for many users and stakeholders in order to 'preserve' items and add to the legacy of their own projects. As outlined in the Interim Report, sustainability and funding has been a primary challenge throughout the programme. To off-set some of the risk associated with reliance on Welsh Government funding, the People's Collection Wales programme has taken steps to establish and meet income-generation targets, which has strengthened progress towards the sustainability aspect of Priority 1.

Shared and Inclusive Platform

"Things could get lost or forgotten. History is written by those in positions of power often with their spin. (People's Collection Wales) gives a chance for normal people to leave their marks too." – User e-survey respondent

- 5.20 In terms of the platform's accessibility, the responses to the '6 words' question revealed 'accessible' as the fourth top theme overall (with respondents using words including "free", "inclusive", "simple", and "convenient").
- 5.21 Feedback also indicates that People's Collection Wales carries out active engagement of traditionally excluded groups, as well as supporting initiatives and projects which undertake work with traditionally excluded groups (e.g. Pioneer Area communities, BAME communities, older people) which widens access to the website. Commitment to a **free** platform (at point of service) is important to maintain inclusivity. When asked about the equivalent monetary value users would have been prepared to pay for the resources accessed 6 users (15 per cent) specified they would not have been able to afford to pay.
- 5.22 We do not have enough information on the demographics of all registered users to make a full comment on inclusivity, though the User e-survey reveals respondents were distributed widely across Wales, as shown below:

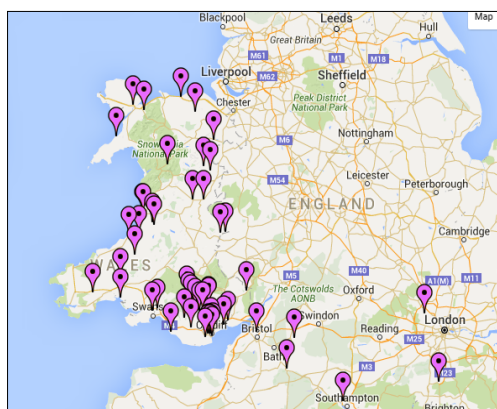


Figure 8: Postcode Mapping

- 5.23 It is not within the scope of this evaluation to determine the inclusivity of the platform in terms of accessibility requirements users may have, though this could be a further area of investigation for the programme.

Priority 2: Enabling and transforming local communities and individuals to use People's Collection Wales website, tools and resources to share, present and interpret their own culture and heritage

"Everyone has a story to tell and it is important to share these stories with the wider community. It shouldn't just be left to museums and heritage organisations to record history, we all have a part to play." – User e-survey respondent.

- 5.24 There is evidence that the People's Collection Wales programme's community engagement and training provides people with the skills and opportunities to both access and contribute to Welsh culture and heritage. In particular cases, those trained have also gone on to support other members of their communities to use the People's Collection Wales services and resources to share their own stories or to explore existing materials. There is potential that emerging areas of work (e.g. Train-the-Trainer and blended online learning) could further support this in the future.
- 5.25 Some strategic stakeholders emphasised that through People's Collection Wales, communities are empowered to "*do it themselves*" or to take heritage "*into their own hands*". This involves individuals and communities (not just institutions) in the process of documenting and curating history. In some instances a "*sense of ownership*" of the platform by communities is apparent.
- 5.26 In certain cases, People's Collection Wales has enabled those who do not necessarily wish to or are not able to develop their own digital skills to have the opportunity to access the services offered by People's Collection Wales i.e. through the Digital Heritage Stations, community roadshows etc.
- 5.27 In addition, People's Collection Wales has demonstrated that the activities and services it carries out align to a number of social objectives, for example, capacity building, upskilling, wellbeing, and cohesion within communities which could be considered '*transformative*'.

Priority 3: Using the People's Collection Wales website and tools, in collaboration with key partners, to support lifelong learning activities and strategies and create an accessible bilingual online resource for formal learners

"We cannot understand who we are unless we know what shaped us and the environment we live. People's collection makes it easier to research and share our unique and wonderful nation." –User e-survey respondent

- 5.28 As outlined in the Interim Report, the programme has developed an accessible, bilingual platform and resource. People's Collection Wales has also developed expertise in supporting training participants to achieve accredited outcomes e.g. recognised qualifications and skills in digitisation.

- 5.29 It is also apparent that the Learning Strand has progressed since the Interim Report, with learning resources now live on the website and completion of a pilot year, including running a competition in schools.
- 5.30 Demonstrating progress since the Interim Report, teachers did report some impact in their formal teaching (across a range of ages and key stages) as a result of using the resources, for example '*enjoyment*' and '*increased use of the Welsh language within teaching*'. However it should be noted that only 4 teacher responses were received.
- 5.31 Compared to the consultations undertaken for the Interim Evaluation, there were a greater number of instances of people reporting the value of People's Collection Wales as a research resource (discussed in more detail in section 5.44 onwards) including use by those in formal education e.g. university students.
- 5.32 The plan for a blended online learning platform also has potential to contribute to this objective though this is not yet live at the time of reporting.

Priority 4: Support and advise the Welsh cultural heritage sector in developing a coherent approach to digital issues, identifying opportunities to contribute to the Welsh economy

- 5.33 Some respondents in the Interim Evaluation expressed that it may be beneficial for People's Collection Wales to clarify its ambitions with regard to this objective i.e. what type of leadership role might be appropriate for the programme and what this might look like. Some concern was also expressed that such a role could be challenging given the resource constraints.
- 5.34 There was a sense that People's Collection Wales may best position itself as leading '*by example*' or through adopting an advisory role due to its strengths in establishing collaborative working. There is further evidence through the Final Evaluation that the joined-up approach People's Collection Wales employs has led to increased understanding and shared ways of working. Certainly within the federated partnership, and through sharing best practice through strategic stakeholders, the programme has contributed, to an extent, to a '*coherent approach*' in terms of a clear model for community engagement within digital heritage.
- 5.35 The programme holds further ambition in this regard, particularly in terms of establishing a consistent and coherent digital strategy within Wales. Some progress has been made since the Interim Evaluation, though clarifying the precise scope of the programme's strategic objectives in the context of resources available remains key.
- 5.36 In terms of opportunities to contribute to the Welsh economy, efforts to generate business (GVA) and tourism impacts (visitor spend) through iBeacon technology have not been achieved at this stage, though activity is considerably further forward compared to the Interim Evaluation. There are also potential economic impacts of skills training, providing another potential avenue for economic benefit.

Impacts

- 5.37 This evaluation has adapted Tanner's Balanced Value Impact Model in order to provide a more streamlined impact assessment tool based on the four core benefits of online resources (as outlined in Chapter 2). Evaluation findings show that there is evidence of modest impacts across all of the four areas of measurement: social impact; innovation impact; process impact; and economic impact.
- 5.38 Headline impacts across the various respondent groups are outlined below, and Case Studies which cover stories centred on each of the four Tanner impact areas are included in section 5.70 onwards.
- **Internal Strand Leader, Core Team & Management Group:** Process Impacts have arisen as a result of closer working between the federated partner institutions. One internal consultee also cited an improved ability to engage audiences in cultural heritage, which can be considered a social impact.
 - **External Project Partners and Stakeholders:** the most regularly cited impacts were efficiencies and increased legacy of heritage materials due to the ability to access the People's Collection Wales website.
 - **Users:** Social impacts including enjoyment, and development of knowledge and skills were most frequently mentioned.
- 5.39 Overall, the most prominent impacts were in the areas of '*Process Impact*' and '*Social Impact*'. Economic Impact was discussed least of all by respondents at this stage, reflecting the core objectives of the programme. Innovation impacts were not emphasised as strongly, however, these elements are somewhat 'behind the scenes', enabling delivery to the end user rather than necessarily occurring as a result.

Social Impact

- 5.40 Based on primary research undertaken, there is evidence of social impact across the following areas:
- Skills and Knowledge (including research and education);
 - Career Progression and Volunteering;
 - Enjoyment;
 - Community Cohesion.

Skills and Knowledge

- 5.41 User e-survey data reveals modest impact on respondents' digital skills, with the greatest impact being seen across '*repurposing digital content*', and '*creating digital materials*' (see Figure 9 overleaf). For some respondents however, involvement with the People's Collection Wales programme had not had a significant impact on their digital skills (quotes provided overleaf).

“I’m pretty confident in this field” –User e-survey respondent

“My work has taught me all I need to know” – User e-survey respondent

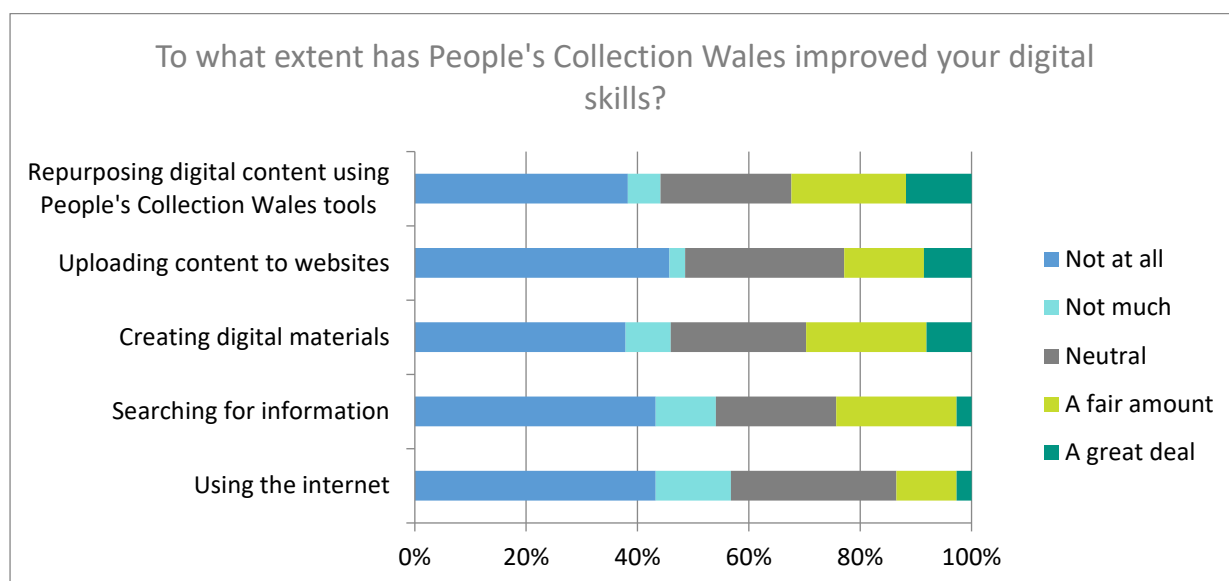


Figure 9: To what extent has People's Collection Wales Improved your Digital Skills?

- 5.42 Where face-to-face and telephone consultations have been undertaken (as in the case studies) users reported an increase in skills, with some also mentioning softer skills such as “*working with others*” and “*communication*”, not only the digital aspect. Impact on skills is predicted to be greater for certain training respondents (e.g. those without previous qualifications) though we do not currently have enough information to draw clear conclusions in this regard. The User e-survey respondents tended to have higher existing qualification levels and existing digital skills; as the methodology required self-selection for an online survey this is not surprising.
- 5.43 Based on the information made available to ERS, a total of 71 individuals have been awarded a Level 2 accreditation following participation in the initial training. The programme has delivered training to particular communities of interest, including single parents, out-of-work beneficiaries etc. Immediate feedback from People’s Collection Wales training sessions indicated a high level of satisfaction and praise for the training and trainers. This feedback does not however capture the longer term benefits or how learners may have put their skills into practice.

Research and Educational Impacts

“If they need to find resources on Wales, whether it is for genealogical or social history purposes, they will find so much on this site.” - User e-survey respondent

- 5.44 A number of comments from e-survey and consultation respondents suggest that the People’s Collection Wales resources are valuable for research purposes, whether for individuals researching family history, or university students looking for information on specific topics. Anecdotal comments reveal examples of the content being repurposed in specific ways e.g. one external consultee was aware of the content being used in a

student dissertation, as well as an upcoming publication which had “*discovered and used this material*”. Further, there is an example of a story being shared on People’s Collection Wales, subsequently picked up in a web article, which was then picked up by another individual doing work on World War One memorials. The value of People’s Collection Wales to researchers is two-fold: firstly, that the resource is perceived as “*trusted*”, and secondly that it acts as a “*one-stop shop*” and is therefore convenient and more comprehensive than some other sources.

- 5.45 Additionally, there is emerging evidence that UK-based researchers value the ability to access resources uploaded by Welsh diaspora communities through the platform, which would otherwise be unobtainable, lost, or accessible only through international travel.

Teachers’ Responses

- 5.46 Four respondents indicated that they had used People’s Collection Wales resources as part of their role as a teacher or educator. Respondents were involved with Key Stage 3 and 4 teaching, higher education, and adult learning, respectively (one user did not specify). In two cases, the respondents shared that their students had explored the website, and in two cases that they had utilised the People’s Collection Wales Learning Resources.

- 5.47 Teachers and/or educators were asked whether People’s Collection Wales has:

1. Enabled increased Welsh content and context within their teaching
2. Enabled increased use of the Welsh language in their teaching
3. Enabled greater participation in cultural heritage amongst your students
4. Increased students’ enjoyment
5. Engaged students in new ways
6. Led to more effective achievement of learning outcomes for some students
7. Contributed to your own Continuing Professional Development

- 5.48 The educator involved in Adult Learning felt that impacts had been achieved across most of the above areas ‘*to some extent*’. Another educator within higher education mentioned ‘*a little*’ impact in terms of student enjoyment and increased use of the Welsh language within teaching. The Key Stage 3/4 teacher noted impact across all of the above areas, particularly 1,2,3,4 and 6.

Career Progression and Volunteering Impact

- 5.49 Of those users who responded to the question relating to career progression, over half had experienced some career development impacts as a result of involvement with People’s Collection Wales. This was most commonly voluntary work. Though none of the respondents reported gaining paid employment, there were some instances of promotion and Continuing Professional Development, for example (see Figure 10 overleaf).

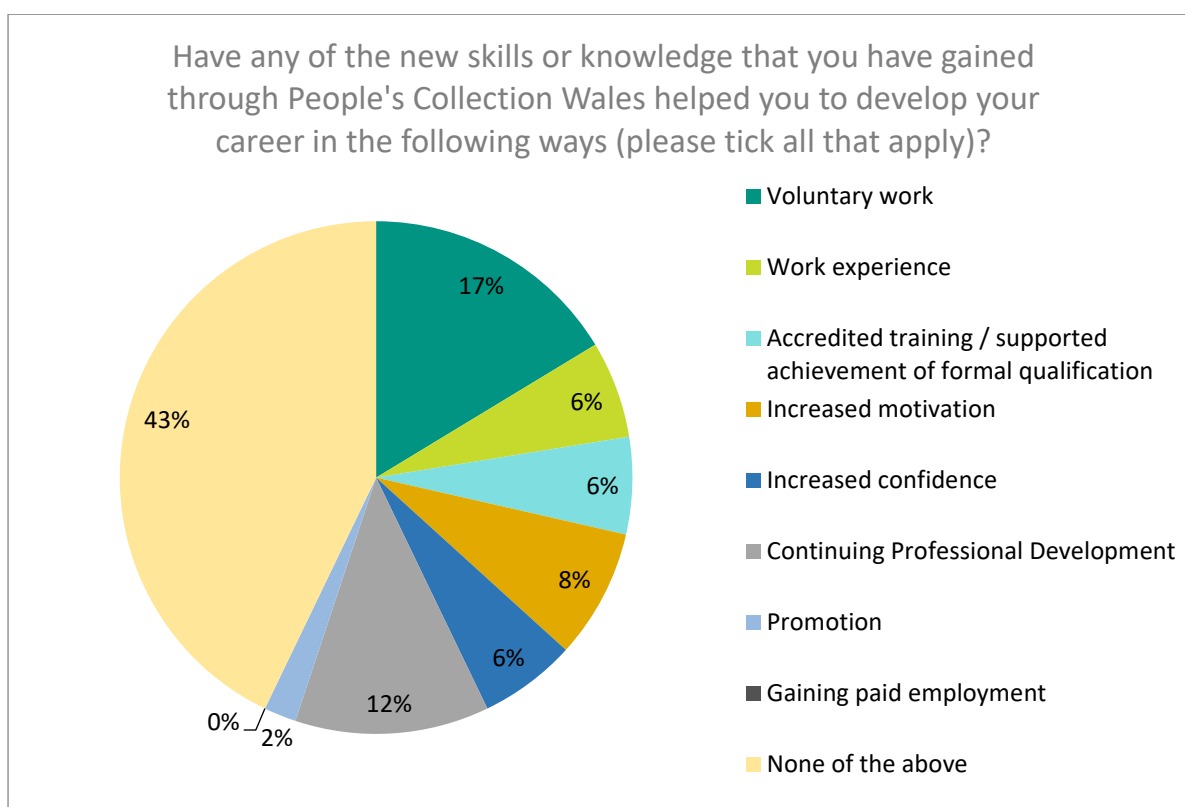


Figure 10: Have any of the new skills or knowledge that you have gained through People's Collection Wales helped you to develop your career in the following ways...?

External Volunteering

- 5.50 A number of user e-survey respondents were already engaged in volunteering activity external to their involvement with the People's Collection Wales programme. Of these individuals, 4 reported that they had more skills to perform their role more effectively and/or had been able to take on a new or different role. Three reported increased enjoyment of their role, while one individual mentioned that involvement with People's Collection Wales had led to them contributing, on average, an extra six volunteering hours per month extra to the role than they had done beforehand.

Enjoyment

- 5.51 Modest impacts were reported by some user e-survey respondents in terms of impacts upon their 'social life'. Within this question, the greatest proportion of users responding positively (i.e. 'a fair amount' or 'a great deal' of impact) was seen in response to whether interaction with the programme had 'been enjoyable' and whether People's Collection Wales had increased 'interest or pride in Welsh heritage' (approximately 75 per cent in each case), followed by 'opportunities for new experiences' (approximately 40 per cent of respondents).

Community Cohesion

- 5.52 There is evidence that People's Collection Wales has made a modest contribution to community cohesion, in cases where projects supported by the programme have involved bringing different groups of people together, and/or enabled often

underrepresented groups to share their stories so that others can enjoy a better understanding of the people in their community. For example, projects have been supported which involved inter-generational collaboration, and which involved sharing stories of migrants who established businesses in local communities.

- 5.53 This area perhaps merits further exploration going forward to consider whether contribution to cohesion can be integrated within onwads strategy. Closer integration of the Community Engagement and Learning strands could facilitate more inter-generational working, for example, as could engagement with community groups and local MALs involved with and/or led by specific communities of interest.

Innovation Impact

- 5.54 User e-survey feedback indicates that respondents generally consider People's Collection Wales to be unique. The users' qualitative responses indicate this is considered unique due to, for example: a perceived lack of anything else on the same scale (i.e. national); and the specific focus on Welsh history.
- 5.55 In terms of the impacts stemming from the more innovative aspects of People's Collection Wales (considering both technical and process innovation), there are a number of areas for consideration.
- 5.56 Firstly, a '*catalysing effect*' is evident in some cases, whereby People's Collection Wales' exploration, testing, or implementation of a new technology or way of working (or existing technology applied in a new way) has encouraged others to undertake a related project, often utilising People's Collection Wales' advice and guidance. Examples of this effect are evident within the Culture Beacon Case Study (Economic Impact Case Study), strengthened by the evidence-based approach.
- 5.57 Secondly, another innovation impact includes the ability to promote **Welsh expertise** in particular technologies and approaches, both in the UK and internationally (as added value to the promotion of Welsh Culture and Heritage in the UK and overseas). This has been evidenced by one external consultee in Belgium who expressed that it was useful to understand what is happening in the heritage sector in the UK.
- 5.58 The programme's innovative ways of working can also be seen to have influenced organisations' practices, for example, People's Collection Wales' approach to community engagement led one external consultee connected to Pioneer Area to appreciate the importance of '*on the ground*' community engagement.

Process Impact

- 5.59 Process impacts include efficiencies and resource-savings for strategic stakeholders and project partners, particularly due to benefitting from People's Collection Wales technologies and the underpinning technical infrastructure without having to invest in its development. One stakeholder noted that: "*(It's) valuable to have a ready-made platform. Saves a lot of time and effort.*" This is particularly evident in a number of externally-funded projects consulted, whereby the existence of the People's Collection

Wales site has led to savings and increased longevity of project outputs. This may be further aided in future due to the development of the microsites and widgets.

- 5.60 The collaborative approach is also seen as having created process impacts, with one consultee mentioning that People's Collection Wales had been a forerunner in terms of encouraging joined-up thinking in the sector. This collaborative approach is now being encouraged through initiatives such as the Fusion Programme.

"People's Collection Wales have been/are ahead of the game in some respects there. Fostering these collaborations and partnerships allows everyone to bring a lot more to the table. Adds up to bigger impact than would be achieved alone. More joined-up. (The programme) led the way as federated partnership, and has been a forerunner to developing more collaborations and closer working (in the cultural heritage sector)".-External consultee

- 5.61 The collaborative approach has had wider effects on the community organisations engaged with, but has also drawn the federated partnership closer together. This higher-level of trust is considered to have enabled People's Collection Wales to deliver and integrate into their own services with key added value.

Economic Impact

- 5.62 Assessment of economic impact considers the added value a project or programme creates in terms of increasing the economic output in a target area. This may be, for example, through improving productivity, opening up new markets or increasing economic participation (i.e. employment). Importantly economic impacts do not include the direct spend of publicly funded programmes with suppliers or include income generation from other public funds. These values are not considered **additional** because finite public resources would have been spent elsewhere had a particular programme not gone ahead. Savings created via more efficient spending (e.g. via partnership working) are considered under the heading of process impact.
- 5.63 When considering the economic impact of People's Collection Wales specifically the following two routes are explored:
- **Skills development:** the added value to the economy of the accredited skills developed as part of training programmes delivered by People's Collection Wales; and
 - **Visitor impacts:** the tourism value that is generated by People's Collection Wales by sharing and disseminating heritage in an accessible format. For example encouraging additional tourism visits or longer stays in Wales thereby generating additional visitor spend.
- 5.64 Project team records indicate that 71 individuals have achieved an accredited Level 2 qualification. The New Economy Unit Cost Database¹⁷ estimates the *fiscal* and

¹⁷ New Economy (2015) *Unit Cost Database*, Available at: <http://neweconomymanchester.com/our-work/research-evaluation-cost-benefit-analysis/cost-benefit-analysis/unit-cost-database>

economic value of a NVQ Level 2 qualification person per year. The fiscal value to the exchequer is estimated to be £83 per person per year and considers the upfront costs of supporting the qualification and changes in tax revenues across lifetime earnings. The annual fiscal benefit of the 71 People's Collection Wales trainees can be therefore be estimated as £5893, assuming working age learners.

- 5.65 The economic value represents the additional annual earnings gained per employee as a result of achieving the Level 2 qualification. Assuming skills are applied in the workplace and if this is the highest level of qualification they have achieved, the learners can each anticipate a £443 wage premium of achieving a Level 2 qualification.
- 5.66 The user e-survey responses indicate that People's Collection Wales may have contributed to modest economic impacts through encouraging users to make cultural tourism visits to heritage sites which they may not otherwise have planned. Users were asked '*Has your experience of People's Collection Wales encouraged you to visit a geographical area or physical heritage site?*'. Over 25 per cent of users who responded indicated that their involvement with the programme had encouraged a visit. Of the users who had engaged in a heritage visit, the most common duration of trip was a day trip to an area, though one user did report a holiday or 5 days or more. Figure 11 below also indicates that People's Collection Wales has contributed towards the **quality** of visits by informing users about the history of a site or area.

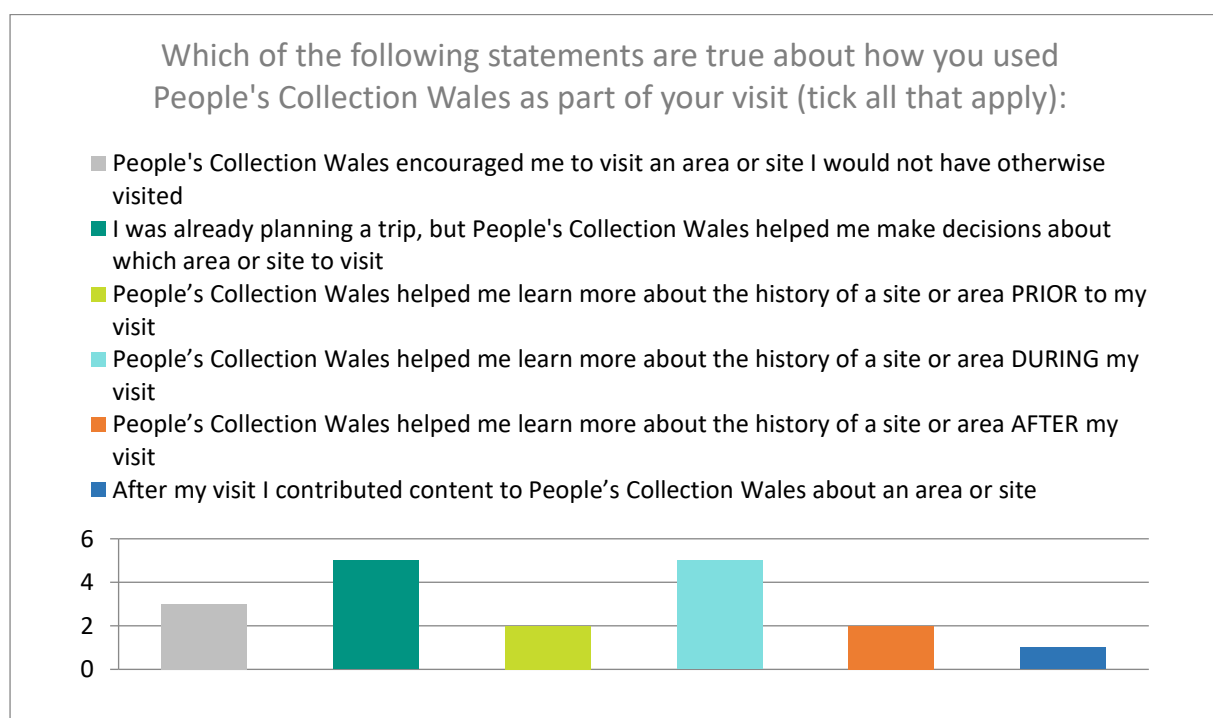


Figure 11: Use of People's Collection Wales in cultural tourism visits

- 5.67 The Programme Team and Partners suggested there is potential for further economic impacts via increased tourism visits utilising the tools that have been developed by People's Collection Wales such as iBeacon trails. Consultees however felt it was too soon to quantify these benefits.

5.68 A further alternative method to consider the economic value of a project or programme is 'willingness to pay'. This method asks users to place a value on a product or service thereby producing a monetary indicator for things which are not in themselves traded. Importantly, as shown in Figure 12 overleaf, 42 per cent did not think they *should* have to pay for People's Collection Wales resources and 18 per cent noted that they would not have been able to afford to pay. The average (mean) value assigned to a resource used was £1.15, with 20 per cent willing to pay over £2.50 for the individual resources they used.

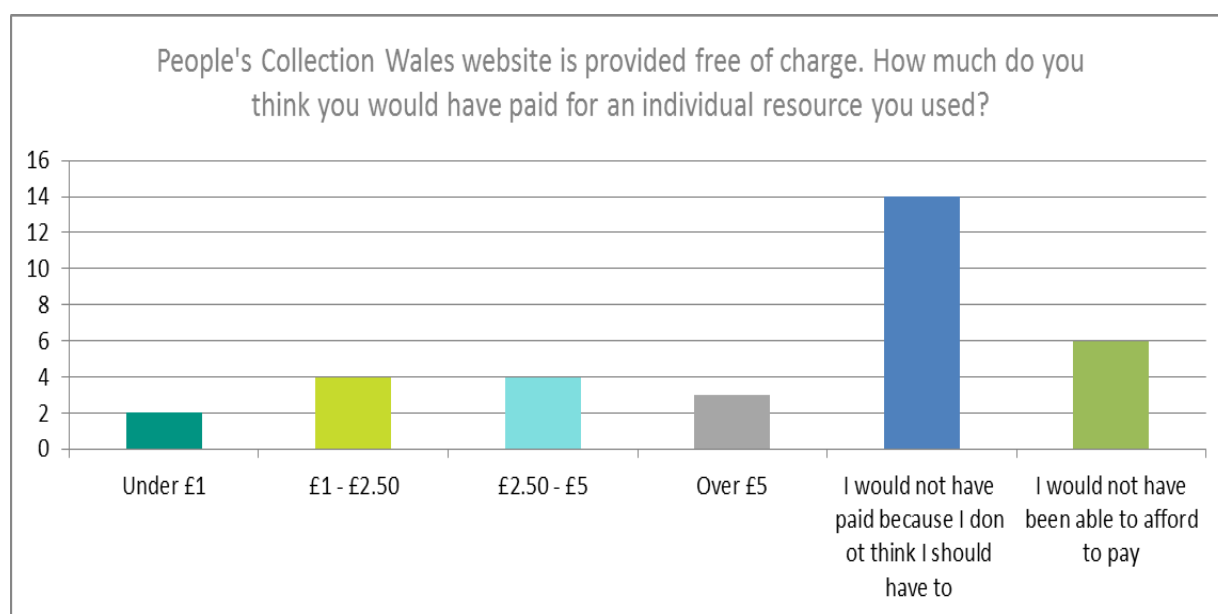


Figure 12: How much do you think you would have paid for an individual resource you used?

5.69 Overall it should be noted that economic objectives are not at the core of People's Collection Wales aims, in the way that they are for targeted employability or business efficiency programmes for example. The economic impacts of People's Collection Wales are therefore likely to be somewhat modest as they are supplementary to the core outcomes of the programme. This was noted at the Interim Evaluation stage and recommended that *if* this is to become a key aim of the programme, targeted activities would need to be developed and rolled out to address this objective.

User Case Studies

5.70 Of the 70 users who responded to the e-survey, 12 indicated they would be happy to be approached for a potential follow-up conversation. A total of 6 users were approached with 4 User Case Studies ultimately completed. The User Case Studies provided in the coming pages (also provided in Annex 3) centre around the following themes and findings (overleaf):

- **David:** David became involved with the programme due to his dual interests in history and photography. David has taken part in People's Collection Wales training and uploaded images to the website. As a volunteer within a museum, David has supported others to use the website and Digital Heritage Station and

met new people. David spreads the word about People's Collection Wales as "*an excellent resource*" to discover and share collections and stories.

- **Yvonne:** Yvonne studies medieval history and volunteers for a number of heritage organisations. Yvonne's ambitions are to work in the heritage sector, and she feels that the opportunity to get involved with the programme has supported her to develop a range of new skills and has assisted her employability and potential career progression.
- **Cathryn:** Cathryn has been involved with People's Collection Wales due to both professional and personal interests in heritage. Cathryn feels that sharing resources on the website has increased engagement with the organisation she works with, and in a personal capacity she feels it is a "*confidence boost*" when she uploads images online which other people enjoy and interact with.
- **Peter:** Peter is motivated to make a "*contribution to history*" and finds People's Collection Wales a valuable resource not only for research, but also for preserving stories and images for the future, and making them more widely available.

Casgliad y Werin Cymru

People's Collection Wales

Case Study

David Swidenbank is retired and enjoys pursuing his strong interests in both photography and history. In 2009, David was made redundant and decided to attend university to study photography. He now engages in some freelance work. In addition, David also volunteers as Vice Chair of Porthcawl Museum and has been involved with the museum for 3 years.

David first heard about the People's Collection Wales website through his Aunt (a local historian), making direct contact in 2014 after visiting a stand People's Collection Wales were running at a local event.

Due to his dual-interest in both history and photography David considered People's Collection Wales "a perfect match".

David has had varied involvement with People's Collection Wales, taking part in accredited training delivered by the programme, and uploading materials on to the site. For example, David has been involved (alongside co-authors) with a number of 'then and now' publications on areas within Wales, including Bridgend, Pontypridd, Rhondda. These publications have combined David's own new photos and older images, which David has then shared on the People's Collection Wales website.

A Digital Heritage Station has also been set up in Porthcawl Museum allowing local people to upload their own materials to the People's Collection Wales website. David indicates that the museum receives frequent requests from individuals needing specific information about the local area.

Through awareness and experience of accessing and uploading to the site, David has been able to promote People's Collection Wales as an "excellent resource". David has helped others to use the website to search for and upload materials, as well as sharing the museum's own collections.

At a personal level, David feels that involvement with People's Collection Wales has encouraged him to look for additional options for sourcing / creating photographs which he feels he would not have otherwise considered. For example, David sometimes speaks with members of Facebook local history and community pages to ask if he can share images on the People's Collection Wales website. He has also had the opportunity to meet people from the USA who have been involved with the 'Digital Heritage Station' in Pennsylvania, as well as the First Minister who visited the Museum to see the People's Collection Wales plaque.

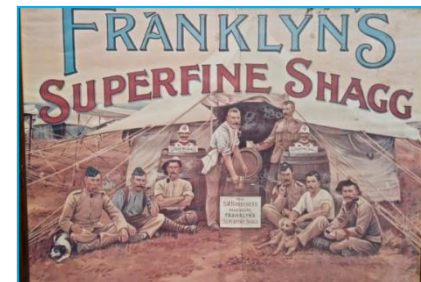
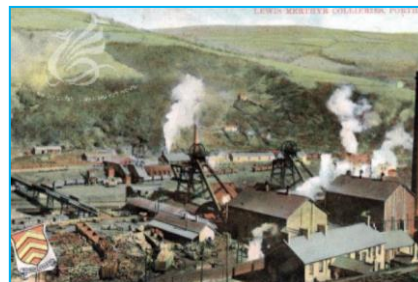


Image from the books: Postcard Lewis Merthyr Colliery & Tobacco poster

David is enjoying his experience of interacting with People's Collection Wales. Without the programme, David feels that the Porthcawl Museum "wouldn't be able to display as much of the back catalogue" or unseen collections. He has experienced a positive response from other users when resources are uploaded to People's Collection Wales, receiving comments and interest in the pictures. David would like to see People's Collection Wales reach a lot more people so that it becomes "the norm not the exception". He feels that it is important that these resources "reach people" enabling them to discover more about "the hidden local history".

Casgliad y Werin Cymru

People's Collection Wales

Case Study

Yvonne is 52 years old, from Carmarthenshire and currently studies medieval history at the University of Wales Trinity St. David in Lampeter. Her ambition is to work within the Museums, Libraries and Archives sector and alongside her studies is involved with Hanes Llambled, a local history society in Lampeter and volunteers with the society's museum based on the Lampeter campus. Yvonne was pleased to find out about the website and considers it a useful resource both for her studies and personal interest. Yvonne notes that her fellow students are often passing on and sharing resources from People's Collection Wales as it is a good resource for evidence for assignments.

"It has broadened my horizons in a way. When I finish my studies I know I'll be able to explore People's Collection Wales for my own pleasure and continue to use it."

Yvonne also took part in a digitisation training day with Hazel from the People's Collection Wales team. Yvonne felt it was really useful for her role at the museum, as well as a great way to meet people. The museum has since installed a Digital Heritage Station and hosts open days where the public can visit and find out more about the Digital Heritage Station and/or digitise their items and upload them to the People's Collection Wales website. Yvonne notes that digitising and uploading requires an investment of time, space, and people and has been involved in helping to facilitate public engagement. Yvonne has helped people to digitise local postcards, photographs of Edwardian ladies on bicycles, and has also digitised some of the museum's archive.

Yvonne notes that members who bring materials along are not always computer literate and she has consequently helped others to set up their own People's Collection accounts, as well as establishing and running a Facebook page on the museum's behalf. Yvonne feels that her experience of supporting others has *"definitely increased my skills and knowledge"* as well as improving her communication skills through passing information on to a wide range of people who get involved, from students to older people. Yvonne describes that helping others has made her more aware of and confident in her own skills: *"sharing the knowledge you've got makes you realise exactly how much you do know"*.

Yvonne describes that involvement with the programme has *"been really good and should also allow me to get an extra qualification this summer. It has opened my eyes to other things are available. I saw a job advert for a Digitisation Assistant and thought 'I can do that'. I wouldn't have thought that before. If you'd said 5 years ago that now I'd be responsible for all of this I wouldn't have believed you."*

Yvonne feels that the skills developed have helped to increase her employability, as she is able to demonstrate on her CV that she is capable in technology and digitisation, metadata and the legality and copyright involved in sharing materials.

Yvonne mentions that since some older people don't want to engage online, the Digital Heritage Station provides *"a way for them to share their stories with the world"*. Yvonne feels this also offers a way to preserve other people's documents without having to store them, as space is restricted within the museum. Yvonne adds that digitising makes resources available and visible to people in the longer-term which would otherwise *"be thrown away"* or kept behind the scenes.

Yvonne values the People's Collection programme as she feels it is *"preserving items that would otherwise be lost and raising the profile of Wales"*. She appreciates that items can be shared with people all over the world and that the site can encourage a different perspective, *"showing people there is more to Wales than castles"*. Grateful for the opportunity to have taken part and the enjoyment involvement has brought her, Yvonne hopes the People's Collection Wales programme keeps on *"going and growing"*.

Casgliad y Werin Cymru

People's Collection Wales

Case Study

Based in Cardiff, Cathryn Evans first heard of People's Collection Wales in 2013 through one of the National Museum Wales team. Cathryn began using the website in her previous role as a researcher for a TV company and describes how the photographs online were useful when searching for information for programmes. As she also has a personal interest in heritage, Cathryn went on to create her own profile on the website and began to upload images.

Cathryn has also used People's Collection Wales in her current role with Boys' and Girls' Clubs Wales, an organisation with 170 member clubs across Wales. Since its formation in the 1920s, a large number of photos, documents and objects have been collected which showcase the organisation's history. Cathryn feels it can be challenging to know how best to safeguard or share these items. A number of photos were previously damaged by flooding while other items were given to an archive. Cathryn notes they can then be "*difficult to recover*" and recently began uploading some of the Clubs' materials on to the People's Collection Wales site to share them with a wider audience.

When Cathryn shared images and materials from the Boys' and Girls' Clubs of Wales on the People's Collection Wales site she found that many people who saw the images online were keen to learn more, often getting in touch or even visiting the organisation. Cathryn believes that sharing the images through People's Collection Wales has led to increased online engagement with thousands of views. Cathryn would like to know more about who is sharing the images and why, for example, do they have more information about the picture or the people in it? Involvement with the programme has also helped the organisation to understand more about copyright law and the ways in which their items can be shared safely.

Cathryn also enjoys the opportunity to share her own photos with others and to discover the contributions of other users. She feels the images shared are "*of value and interest to wider communities*". Cathryn describes how it is a "*confidence boost*" when people engage with and enjoy the materials she shares online. Cathryn was particularly pleased to have one of her Tweets and images appear on the People's Collection Wales website.

"I use People's Collection Wales very often for work to upload and Tweet images."

Due to family history with the Olympic Games, Cathryn particularly enjoyed browsing resources related to the *Following the Flame* project (which celebrated historic Welsh sportspeople) via the images and oral histories shared on the People's Collection Wales website. Through getting involved Cathryn was also able to attend the final *Following the Flame* event at the National Museum Wales and benefitted from networking opportunities (for example, through an event at the Firing Line Museum) as well as increased professional contacts.

Cathryn feels that without People's Collection Wales it would be quite difficult to find similar images online, or that you would need to visit libraries or archives in order to see them. The website makes it easier and more accessible to find resources "*without leaving your house*", whether for research, education or enjoyment. Cathryn often directs students she works with to the website as she feels they not only enjoy it but also benefit from the skills People's Collection Wales provides which are "*good for young people*" to have, including for wider online activity e.g. social media.

People's Collection Wales is important to "keep the heritage of Wales alive".

In the future the organisation hopes to make use of People's Collection Wales digitisation training to further support young people. Recently awarded project funding by Heritage Lottery Fund, the organisation will use People's Collection Wales to share the resulting materials with a wider audience.

Casgliad y Werin Cymru

People's Collection Wales

Case Study

Peter Davies is 74 and currently lives in Newport. As a keen genealogist and member of a number of history societies, Peter enjoys researching his extended family history in Wales. Peter finds the People's Collection Wales website a useful tool to discover and share information relating to his ancestors and their lives.

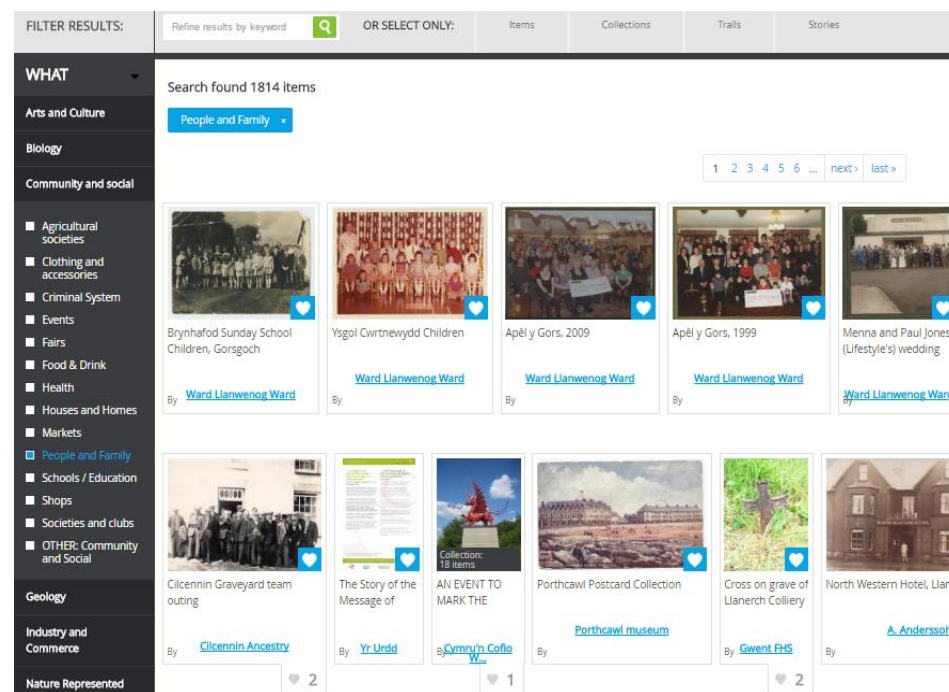
Peter hopes that by sharing photos and documents online and making a *“contribution to history”* he will encourage others to do the same. He also hopes that others may contact him to make connections with the information or stories he shares.

As a former Newport city Councillor, Peter is interested in the Political landscape of Wales both now and in the time of his ancestors. Family history is another area Peter is keen to explore further. For example, Peter's uncle, J. H. Davies was also Principal of Aberystwyth University until his death in 1926, when he left his Manuscripts (known as the Cwrt Mawr Collection) to the National Library.

During his research, People's Collection Wales has been useful for Peter to find additional information on *“Welsh historical characters and how they interconnect”*. Peter indicates that the website has been useful to *“verify”* information he has brought together, working well alongside physical records and complementing information from other sources. Peter feels that People's Collection Wales provides a trustworthy source of information.

Peter has found the website interesting, and feels it is valuable to upload resources on to the website *“as it will be somewhere it can remain”*. He indicates that not all of his family members share his interest in family history so keenly, so it is important to Peter to preserve the stories he unearths through uploading them to the People's Collection Wales platform.

Screenshot from the People's Collection 'Search' feature



Wider Impacts

Making a Contribution to Future Heritage

- 5.71 One key 'wider impact' is the contribution towards preserving resources, stories and histories for the future. This impact is more challenging to measure as it does not have immediate effect, though there was a consensus amongst many individuals (in all respondent groups) that it is important to maintain these stories "*for the future*" and for the benefit of "*future generations*". This aspect may become increasingly important in the context of the Wellbeing of Future Generations Act.
- 5.72 Responses indicate a genuine concern that in the absence of People's Collection Wales these stories and histories would be "*lost*". There is also a desire to "*share*" these stories, suggesting that users get a sense of satisfaction from making what they see as a valuable contribution to make heritage more widely available and accessible.

"Everyone has a story to tell and it is important to share these stories with the wider community. It shouldn't just be left to museums and heritage organisations to record history, we all have a part to play."

"There's no substitute for documenting artefacts that may otherwise get lost or damaged over time. If something is of historical value or helps gives people an insight into the history of Wales and its people, it needs capturing and digitising."

"Things could get lost (or) forgotten. History is written by those in positions of power often with their spin, gives a chance for normal people to leave their marks too."

"It ensures that our heritage will be protected for future generations - even if those rural communities have disappeared as schools, village shops, pubs, chapels, churches etc. are closing their doors and there are no community meeting places."

-User e-survey responses

- 5.73 In particular, feedback from international consultees suggests that People's Collection Wales is considered near-irreplaceable with a high intrinsic value to those who use it. Given the considerable work and effort put in by users to upload resources to the site to safeguard it for the future, there was a genuine fear that this would be "*lost*" should the programme not be sustained for any reason.

Impact Case Studies

5.74 Considering the impact areas outlined above, Impact Case Studies were developed, with particular programme areas selected to indicate the impacts achieved through various elements of programme activity. These are provided overleaf and in Annex 4. In summary, the Case Studies reflect:

- **Pioneer Area (Social) Impact Case Study:** Benefits of participation in training and digitisation activities, including career benefits, skills, and enjoyment in sharing stories;
- **Heritage Lottery Fund (Process) Impact Case Study:** Efficiencies and resources saved by provision of the web platform, equipment and training to externally funded projects;
- **International Collaboration (Innovation) Impact Case Study:** New ways of working which facilitate sharing and preservation of stories internationally;
- **Culture Beacons (Economic) Impact Case Study:** Catalysing projects and contributions made towards leveraging funding and/or match-funding as a result of programme support.



Casgliad y Werin Cymru People's Collection Wales Social Impact Case Study: Pioneer Area Working

The Pioneer Area Programme Pilot is part of the Welsh Government's Fusion programme, aimed at tackling poverty through increasing access to culture. By increasing cultural participation for residents in deprived areas of Wales, the programme aims to boost skills, confidence, and aspiration. During 2015-16, six Pioneer Areas were established in Gwynedd, Cardiff/Merthyr, Newport, Swansea, Torfaen and Wrexham. The Evaluation of the Pilot year is available [online](#).

People's Collection Wales has supported residents, schools and organisations within Pioneer Areas through the provision of various forms of support including training (with the option of Level 2 accreditation), loan of digitisation equipment, as well as provision of equipment to record stories and images. Training covered digitisation, copyright, and use of the website while organisations additionally connected with People's Collection Wales through events, community group training sessions, and uploading materials to the People's Collection Wales' website as part of existing projects.

Through creating links between community organisations People's Collection Wales has established 'Digital Heritage Stations', providing individuals and groups with the equipment and skills to participate in the digitisation and sharing of Welsh heritage. Digitised images and stories are subsequently uploaded onto the People's Collection Wales website so they can be accessed by wider audiences.

People's Collection Wales have installed Digital Heritage Stations across Wales, with a further planned, a number of which are located within Pioneer Areas.

The Digital Heritage Stations aim to *"enable a transformative impact on people's lives through the provision of accreditation, engagement, learning, and digital inclusion."*

A flagship Digital Heritage Station in Newport Pioneer Area was launched in November 2015. The event was attended by Ken Skates, Deputy Minister for Culture, as well as a number of the organisations and community members supported by People's Collection Wales and received [media coverage](#).

ERS consulted with 16 individuals to find out about their experience of the programme, including: Girlguiding Cymru; the Back A Yard project (which records stories from African-Caribbean people who came to live in Newport from the 1940s onwards); Friends of Newport Ship, Newport Cricket Club, and Cardiff Remembers / Caerdydd yn Cofio, a World War One remembrance project.

One consultee noted the importance of the training in introducing people to the skills and knowledge needed to undertake oral history interviews, as well as *"how to create stories, and bring stories to life"*. The training enabled the project to record oral histories and share the results on the PCW website.

A range of social impacts were expressed by the individuals we spoke with, including various benefits arising through the training. The skills were perceived by recipients to have awoken a greater interest in heritage, and to have increased access to heritage, enabling people to share their own stories. On an individual level, respondents reported that the skills gained had resulted in increased confidence, and/or had helped them to achieve career progression. More broadly, the upskilling has also allowed training participants to support other members in their community to make use of the equipment to share their own stories, meaning the *"work can carry on beyond the training or the project itself"*.

One young person described that *"receiving the training has given me the tools to document my story / my family's story who arrived in Wales in 2006. I hope to be able to help people to upload in the future. It's accessible, for all people. You can use the equipment at any time- you can bring loads of objects."*

Positively, some consultees considered sharing stories to have contributed towards increased community cohesion. There is evidence, for example, that some inter-generational projects have brought young and old people together, and one project reported that *"There can be racism, discrimination. Sharing culture and stories increases understanding and bring communities together."*

Social Impact Case Study: Pioneer Area Working

The effect of uploading these stories online specifically is also seen to have a distinct social value by “preserving” these stories for the future and allowing them to be enjoyed more widely.

“Children don’t ask about how you got here (to the UK), your first day. Everyone’s experience is different. I had never told anybody (my story) but now it’s on record for everyone in the world.”

There was a consensus that if these histories, images, objects, and stories were not “captured” now then they would be “lost” and that there would be a danger of people in future being unable to enjoy and understand their heritage. *“It’s where we came from, and that helps define where we’re going.”*

That these materials are able to be showcased in one place online, and through a “reputable” platform increased the respondents’ sense that the materials were being “looked after” and were “secure for the future”.

One participant also appreciated that these stories could be recorded but the owner could retain their original photograph or object. The digital element is also felt to increase engagement with the stories and projects, including inspiring and encouraging others to contribute their own story.

“No-one wants to talk about themselves but when images flood through and communities see the results and the story they come on board and want to share... All because of PCW as the website is there to boost it. It’s good practice.”

Showcasing stories in such a way may also contribute to people seeing the value of their own stories more clearly, a number of respondents felt: *“Not enough people realise that their story is important”, “Seeing that I could do it and that it was accessible... I developed an interest in heritage”.*

The convenience of this method was also praised by one respondent as particularly appealing to young people:

“It’s the digital age...people rarely go to museums. This way they can share their own images when they feel like it”.

The programme has also forged long-term relationships with some projects providing ongoing support and guidance, as seen in the example below:



Girlguiding Cymru first became involved with People’s Collection Wales when investigating options for an extensive archive they held in the cellar. After enquiring with the National Library Wales, it was suggested that the People’s Collection Wales team deliver digitisation training to support them in getting the archive online. The Girl Guides (GG) have since taken part in 5 courses with 24 people completing training (to date).

One Girlguiding members shared how PCW’s involvement has not only generated interest in the archive and positively affected young people’s “opinion of libraries” but also developed their IT, communication and team-working skills. Six Girl Guides we spoke with described positive outcomes from the training. One Girl Guide who works in the heritage sector had seen career progression as a result of being involved with the programme:

“I’ve gained a new life skill and a professional qualification which has made career difference. Employers are definitely interested. It has fast-tracked my career”.

Expressing the importance of the history of the Girl Guides, one respondent said: *“GG have done so much for the country. GG were the first people into concentration camps, started the first special needs school. Without PCW the GG archive might have remained hidden. We would have stopped.”*

PCW have remained involved in with the programme in the longer-term, developing a specific ‘People’s Collection Wales Badge’, holding an exhibition of the archive materials at the National Library Wales, and getting involved with the programmes work in connection with iBeacon.

Casgliad y Werin Cymru People's Collection Wales Innovation Impact Case Study: International Collaboration

People's Collection Wales has commenced a variety of approaches to international collaboration with focus on several organisations across Patagonia (Argentina) and the United States of America. The former has been part of a project funded by the British Council. The latter is part of more general community engagement activities led by the relevant People's Collection Wales strand.

This case study explores the ways in which People's Collection Wales programme has led to 'Innovation Impact', such as leading to new technology usage, new models and new ways of working. Examples presented include Digital Heritage Stations that have been set up in Pittsburgh, Pennsylvania as well as in Gaiman, Patagonia while communities across the USA have begun working together towards shared digital heritage goals. Transatlantic familial and community sharing of heritage has been facilitated and regular communications and skills sharing has commenced using various digital means.

For this case study, five individuals involved in collaborative activities with People's Collection Wales in either Argentina or the USA were consulted (Ana Chianbrando Rees, associated with Hendre School, Gaiman as well as other groups), USA (Gerri Baker Parry and Alan Upshall from Puget Sound Welsh Association, Seattle; Dave Williams from Wales PA, Pennsylvania) and Dr Richard Allen, a Reader in Modern Cultural History at University of South Wales working with Wales PA. This was supplemented by two interviews with the British Council Patagonia 150 project team.

The case study is divided into two geographical areas: Patagonia and USA. All consultees were exceptionally happy both with the relationship/support received from People's Collection Wales as well as with the site itself, generally regarding it as very hard if not impossible to replace.



Patagonia

Within Patagonia, innovation impacts revolved around the new technology and ways of working that came with the Digital Heritage Station (DHS) being set up in Gaiman (as well as another location in Patagonia as part of the Patagonia 150 project). This meant that digitisation tools and training were provided by individuals from People's Collection Wales who went in person to set up the DHS. It was stated that the community itself already worked closely using a shared approach regionally; therefore less impact was described in relation to that aspect, although significant impacts were achieved in terms of transatlantic relations.

It was expressed that there was little cutting edge technology in Gaiman and the DHS has now allowed for sharing of materials that are of interest to, and in possession of the community. Prior to getting involved with People's Collection Wales the community had used a dedicated page on the social media platform Facebook, but this had been regarded negatively due to the lack of searchability. Concerns over the security of the Facebook platform were also raised by some community members. The interaction with People's Collection Wales was seen as *"very important for the community"* and this was integral to gaining their support for the project. It was noted by a consultee that the year was filled with various celebratory activities so there was little time to undertake other work; therefore, People's Collection Wales support actually allowed for work to be undertaken that simply would not have been possible at that time.

The community was supported in digitising pictures, written documents, stories and oral histories, much of which could not have been done with the technology previously available. Further, it has now become possible for Ana to share letters from her grandfather-written in Welsh- on People's Collection Wales with family members still based in Wales. It was expressed that without People's Collection Wales such connections would be more difficult to maintain. In addition, as Ana teaches Welsh at the local school, she could then use the People's Collection Wales materials as part of her own learning materials and resources, translating Welsh into Spanish. This was again viewed as a new method of working.

Innovation Impact Case Study: International Collaboration

Training was delivered to local people in Gaiman, including on the subject of copyright law and how to use the equipment. This was viewed as being of a standard above that which was available locally.

It was posited that People's Collection Wales are knowledgeable about copyright, which has helped some of the local people involved build on their understanding around use of and sharing of copyrighted materials. The training therefore led to a new working practice for some local people uploading materials in confirming that the materials were actually theirs to share.

United States of America

In the USA, several groups have been engaged with People's Collection Wales, with a similar story emerging from different areas as to the great value placed upon People's Collection Wales for storing histories. For both US Welsh organisations consulted with, a common scenario (before using People's Collection Wales) was that they would receive items -often documents such as historical St David's Day celebration programmes- when someone in the community passed away. With increasing amounts of information and limited physical storage space they had sought a technological solution, such as establishing a webspace with the NLW as had been done by the Welsh North American Association in Ohio. People's Collection Wales allowed for a free service that required a set number of volunteer hours to use, as opposed to financial input, making it viable for both large and small organisations.

"The major impact of PCW is bringing wales to the world, and continuing to do so with the strong Welsh connection to Pennsylvania: a second Wales."

In Seattle, the Puget Sound Welsh Association have now started digitising and uploading a large back-catalogue of stored historical documents, which are then physically moved to a Nebraskan museum. This means that materials are preserved and shareable now and in the future.



It was acknowledged by Alan Upshall, as well as in consultation with Richard Allen, that it is sometimes necessary to check the original document, hence this new solution provided access to both the original and the digitised version. Further to this, Richard mentioned that People's Collection Wales had added great innovative value to the research process, making it possible to undertake more detailed analyses of documents located in the USA without the need for transatlantic travel. He also frequently cited the People's Collection Wales website in lectures to undergraduates as a tool for undertaking historical research as well as for postgraduates focussed on a particular project.

"PCW is an invaluable additional tool. It's so expensive to do transatlantic research, so for academic work PCW is an incredible tool."

Gerri Parry at Puget Sound noted that the People's Collection Wales portal was much easier to use than some other approaches she had been trialling. Alan also stated that it was more intuitive as one can access and use it to some degree without any prior training, suggesting that for them the technology was, in itself, innovative as well. All USA consultees noted the innovative nature of the support offered, with group Skype sessions available with the staff at People's Collection Wales, together with webinars and a 10-part training course in digitisation (currently in beta testing).

Further improvements that were suggested included:

- Training via Skype which would allow issues to be shown on a shared screen to tackle specific issues;
- A user wiki of solutions to issues that have previously been solved;
- Transferring some of the content of regular Skype meetings into an email update making the need for them less frequent but more focussed; and
- An e-newsletter update of what's been put onto People's Collection Wales in the last month/3 months.



Casgliad y Werin Cymru

People's Collection Wales

Process Impact Case Study: Heritage Lottery Fund

The People's Collection Wales programme has established a strategic partnership with the Heritage Lottery Fund (HLF) which has developed positively over time, most recently culminating in an event to explore future collaboration opportunities. This case study explores the ways in which People's Collection Wales has led to 'Process Impact' for HLF as a strategic partner, and more specifically for HLF-funded projects. This includes process impacts through the existence of the digital platform; provision of equipment; sharing of expertise / knowledge; and a "joined-up" approach to working.

ERS consulted with an HLF representative and four individuals connected to HLF projects, including a celebration of a cultural festival, and recording positive stories of immigration, for example. The consultees had mixed levels of engagement with People's Collection Wales prior to getting involved with the projects in question. Some consultees were aware of the programme as they had been working in the sector for a long time, and others heard about People's Collection Wales for the first time during the HLF application phase.

The contribution made by People's Collection Wales to projects has included training in digitisation, recording oral histories and publishing to the website, as well as loan of equipment and access to the People's Collection Wales website forming the core of this offer. People's Collection Wales arranged training sessions for local voluntary groups and history groups as well as providing advice on how to work with NLW and similar partners. The outputs of the project included digital narratives, i.e. "3 to 7 minutes stories and slide shows with a narrative about the history of Barry." Stories in a section on Barry have proven popular, with one volunteer continuing to upload to the site. Another project, an exhibition by 26 community groups in Powys to be displayed at the National Eisteddfod, was curated online by People's Collection Wales creating a longer term legacy.

"They offer support to the grantees, from our perspective, it means that the grantees are better supported, their products are better and have a longer life. This strengthens the value of our investment in communities and projects."

Feedback revealed a number of process impacts (i.e. efficiencies, avoiding duplication, resources saved) as a result of the support that People's Collection Wales provided, including the provision of the existing web platform. It was noted that HLF supported projects often seek to create a website of their own and that, while longevity is important to HLF, this was not always necessary or the best approach. One consultee with that original intention described that

"without PCW we may have looked at developing our own website- would not have had the same impact in terms of the platform... PCW involvement grew the project into another dimension."

The People's Collection Wales website also addressed a key challenge: the maintenance of individual websites for grantees after a project has ended. The responsibility typically lies with volunteers who may not have the resources, skills, or motivation to maintain this in the long-term.

"volunteers can comfortably use the PCW site but not have the on-going technical issues. They do not feel as responsible for maintaining the site after the funding. Many volunteers don't like the technical aspects of oral history."

A consultee noted the value of an "umbrella site", in parallel with the national institutions, echoing that a number of small community groups were setting up their own websites. Feedback suggests that bringing efforts of various groups together onto one platform has, in some cases, led to more efficient deployment of funds. People's Collection Wales allows community groups to find out about projects which are already happening, and this may reduce duplication: *"PCW allows you to tap into what other people are doing. Therefore it also helps avoid unnecessary bidding."*

Further, one consultee suggested that, through providing services in one place, People's Collection Wales offers greater value for money than other projects: *"a bid could be £7500 - £8000 less and instead can use PCW."*

Process Impact Case Study: Heritage Lottery Fund

In cases where HLF bids are made, responses indicate that People's Collection Wales has helped some community groups to access funding which they might not have been able to access otherwise. One consultee noted that People's Collection Wales *"really helps small groups write bids to HLF"*, and makes it easier for some projects to add provision of digital outputs to their bids and to extend the longevity of their online presence.

As People's Collection Wales are not involved in the final funding decision, community groups were able to receive advice and guidance from them at the application stage. This was felt to be particularly valuable as community groups often find funding processes challenging at the outset, so many groups are not successful first time. It was described that marginalised communities, in particular, often lack confidence that they can secure funding. In this way, the support provided by People's Collection Wales is felt to make a big difference.

Feedback also suggests that the support from People's Collection Wales has also led to higher quality content, outputs and more successful achievement of respective project objectives. The provision of free equipment by People's Collection Wales has also led to increased engagement of those involved, in one case: *"Without PCW's equipment we would have had to use lower quality equipment. Having an official professional instrument increased the motivation [of the young people], generated more interest. In terms of people engaging with heritage and wanting to get involved it has been a draw"*

It is also evident that the transfer of skills and knowledge is considered beneficial by those supported. A consultee noted that without People's Collection Wales there wouldn't be as many training opportunities for participants. The way the training is carried out was praised:

"The enthusiasm and skills bases of the team to be able to translate technical information in to a language our grantees can understand."

Another consultee added to this, saying that the team are skilled at delivering training successfully to *"people who vary very much in their IT skills"*.

After the projects are completed, participants described that the longevity, accessibility and reach of the project outputs was increased as a result of the People's Collection Wales platform, increasing the project legacy and allowing longer-term and more sustainable outputs. Having material available for people to engage with long after individual projects have ceased is of value to those involved and suggests increased interaction with the materials compared to an individual website: *"There would be a website that would be dead now –Someone would have struggled with it, but truth is it would not have been there. Instead one volunteer still putting material on the People's Collection Wales site. Because People's Collection Wales keep it live... It still gets interactions now."* A consultee also noted that the People's Collection Wales website attracts researchers as the materials can all be found in one place: *"From a researchers point of view, the fewer locations you have to go to the better e.g. lots of community heritage websites. Also they can be particularly hard to find as they are not visited frequently and therefore don't have high Google ratings... with projects such as this you create a publication or pamphlet, only for researchers to find that it is long since out of print. Great to have a digital legacy."*

There is a consensus that the People's Collection Wales site makes community group outputs easier to access and engage with. One consultee suggested that other heritage websites have a tendency to use terminology which may not be easily understood by everyone, and are felt to be more tailored to professionals in the heritage sector rather than community members.

One consultee also mentioned that People's Collection Wales helped to successfully broker partnerships and access potential collaborators and audiences.

"PCW are looking a bit further into the future than community groups. In terms of what they do, absolutely unique. Wish there was one for England. The coalition (NMW, NLW, Royal Commission) have got gold dust there."

Culture Beacons Case Study: Economic Impact

Over recent years, the People's Collection Wales programme has been at the forefront of developing the use of iBeacon technology within the Welsh heritage sector. iBeacon are Bluetooth Low Energy (BLE) devices which allow digital content to be 'triggered' on nearby iOS or Android devices, such as smartphones or tablets. People's Collection Wales have developed the "Culture Beacons" offer- in conjunction with Locly which combines an app and content management system for developing iBeacon materials for physical locations, such as trails, audio tours, video, images etc. with GCell solar powered iBeacon devices. The Culture Beacon platform offers a number of features, including the ability to offer multi-lingual materials, provision of templates for uploading content, the ability to update content, and compatibility with social media platforms. Multiple, customised iBeacon trails are then available to visitors through the Culture Beacon app, offering a shared platform of resources via a single app download.

People's Collection Wales engaged in initial testing and development of iBeacon technology within heritage settings, and the **National Slate Museum** became "*the first in the world*" to pilot an iBeacon trail (in partnership with People's Collection Wales, National Museum Wales and Locly). Since this initial pilot, PCW has also undertaken research (through a Nesta R&D grant, and in partnership with Leicester University and others) to develop a BLE beacon-based heritage interpretation for Leicester Castle and understand the impact of this on the visitor experience. People's Collection Wales were involved in a technical capacity. Research examined the impact on visitors' perceptions and behaviour across a number of areas, including: learning; use of space; engagement; and length of stay. The findings revealed the tours were received well by visitors compared with more traditional interpretations, and provided initial evidence of a positive impact across many of the factors outlined.

The programme team are continuing its investigation of how iBeacon can support the heritage sector, for example, in terms of providing a positive experience for visitors, income-generation for heritage sites, and potential economic benefits in terms of tourism (such as visitor spend at local businesses).

Although this work is ongoing, and a number of "live" projects are in the early stages, our conversations reveal an early indication of how PCW has supported multiple organisations to initiate their own iBeacon projects. People's Collection Wales' involvement has varied, ranging from providing initial advice and guidance, supporting organisations to leverage funding and/or match-funding, to acting as a delivery partner. It is clear that the programme has played a valuable role in "*catalysing*" a number of projects due to the support provided.

"PCW have been the drivers. When we were silent they pushed us on, engaged us, and really led."

The findings in the case study are based on our consultation with 6 iBeacon projects which People's Collection Wales has supported, as well as GCell, who partner with the programme to provide the iBeacon devices to clients. The nature of the resulting projects differ greatly, and include various trails at historical sites including Raglan Castle, Snowdonia National Park (connected with the Fron-goch commemoration), churches and sites across North Pembrokeshire, town trails in Ceredigion, and interactive interpretation of Cardiff Bay locations such as the Senedd and Pierhead.



Source:

<https://www.peoplescollection.wales/items/27614>

The above projects were engaged with Culture Beacons in a variety of ways, and had a number of motivations for getting involved (as well as varying existing knowledge of iBeacon technology). People's Collection Wales has used a number of engagement routes to share their message about iBeacon, such as delivery of presentations, sharing evidence gathered through the Leicester Castle study, and offering site visits and tours to locations where existing iBeacon projects are underway (such as the Llanberis Slate Museum). Further, People's Collection Wales has also provided demonstrations to aid understanding of exactly how iBeacon operate, the types of content they support, and how they can be of benefit.

Culture Beacons Case Study: Economic Impact

Feedback reveals that iBeacon are considered a positive solution to a number of challenges currently faced when thinking about visitor interpretation within tourism or heritage. For example, minimal Wi-Fi coverage and mobile reception (especially in remote locations) was cited as a barrier, as well as the resources and costs involved in maintaining more traditional interpretation such as leaflets which may require more active stewardship by guides and/or be more difficult to update- this is seen as especially challenging in the context of recent financial pressures on tourist information centres. iBeacon are seen as providing a flexible opportunity to find “*new ways to interpret the heritage landscape*”. Further, iBeacon are considered a more accessible option due to the ability to provide different types of tours (audio, video, multi-lingual etc.). The ability to “*drip-feed*” content according to dwell time and to offer multiple types of content are also considered to offer positive potential in attracting repeat visitors, or retaining visitors for longer.

Once finding out more about these potential benefits, the organisations were inspired to implement iBeacon, with the vision of how this could contribute to their targets to increase visitor numbers, enhance the visitor experience, and to support income-generation. The initial information and demonstrations People’s Collection Wales provided were considered to be instrumental in catalysing the projects and driving them forward:

“This information was gold dust. Great for seeing how it worked”.

Initially, consultees indicated that this was invaluable in gaining wider support to take the projects forward, contributing to, for example, successful **leveraging of funding**, as well as partner and “*internal stakeholder buy-in through the specific expertise and evidence People’s Collection Wales are able to provide*”. This input is seen as particularly valuable during early project development stages, and People’s Collection Wales’ expertise and knowledge about how iBeacon can be applied (specifically in historic sites) as well as ‘hot off the press’ information about technology is seen to have increased confidence in the investment decisions for the projects which were taken forward and to have led to a more robust business case.

“The presentations gave confidence it could work. People who came initially cynical left enthused.”

Additionally, People’s Collection Wales **supported a number of organisations to make successful funding applications for their iBeacon projects**, and have supported other projects as a delivery partner or through offering **in-kind support**. In terms of delivery support provided, People’s Collection Wales has offered ongoing advice and guidance, bespoke training, and demonstrations on how to use the iBeacon technology. That the programme is able to offer a “*joined-up*” package, understanding both the technical needs as well as the heritage context is seen as a positive, and the partnership is seen as offering good value for money because of their ability to offer a “*total solution*”:

“People’s Collection Wales is the glue that keeps everyone stuck together e.g. IT, content, visitor experience, hardware”.

Readily available links with Locly and G-24, as well as to the content on the People’s Collection Wales website (and opportunities for cross-promotion) are also seen as an advantage. Furthermore, the collaborative potential within the platform has led to organisations making links with others running iBeacon projects in their locality.

“In actual fact they complemented it with their archival materials. For example from Ireland and in the National Library. It provided us with additional access to further collections.”

Without People’s Collection Wales’ involvement, some projects felt they may have gone ahead anyway, but would not have had the same level of supporting information. Some of the projects indicated they would not have gone ahead without the support provided, or would not have known about the existence of iBeacon:

“If they hadn’t had been on hand doubt we would have been able to do it. Our resources were too stretched.”

Many of the projects are pursuing further work in this area, either continuing pilot projects which are underway, or exploring additional applications of the technology. There is an appetite for continued collaboration with the programme.

Find out more at: [People’s Collection Wales](#); [Culture Beacon iOS app](#); [GCell](#); [Locly](#).

Maximising impacts:

- 5.75 Considering the impacts outlined above, it is useful to consider the various feedback received in terms of how People's Collection Wales could best maximise impacts attained through the programme.
- 5.76 The overwhelming message which was conveyed across each respondent group was the desire for People's Collection Wales to promote the programme and its work more widely to the '*general public*', community groups and partners. Promotion through the partner institutions, TV and newspaper, or radio campaigns were amongst the suggestions. This stems from an appreciation of the value of the programme and a desire for more people to be aware of what it offers.
- 5.77 A desire for more people to become involved with the programme also led to comments from strategic stakeholders and project partners that People's Collection Wales should further increase its work with schools. It is felt that the benefits that the programme brings would be particularly beneficial to young people. Stakeholders who made these comments were not aware of any existing work undertaken in schools.
- 5.78 One stakeholder mentioned that greater emphasis could be placed on the fact that "*communities have achieved or produced something together*" to demonstrate the ways in which people work together via sharing more of the **stories behind the projects**.
- 5.79 Another consultee also mentioned the need to link work back to the "*more human-based, more physical elements*", i.e. the ways in which People's Collection Wales' work could be tied back to local museums and similar resources to support them. Suggestions included exhibitions, pop-up museums etc. This was seen to be important in terms of achieving the interpersonal skills employers are looking for, as well as encouraging increased footfall to community heritage spaces and to encourage a more diverse range of customers: "*supporting people to have that better link to their local resource and better understanding of why and how to become involved or visit*".
- 5.80 Finally, it is also useful to note that progress has been made on the Interim Evaluation finding that People's Collection Wales could maximise impacts through forging "*more strategic relationships as well as developing a more structured partnership offer*".

6. CONCLUSIONS & RECOMMENDATIONS

- 6.1 This Chapter sets out the overarching conclusions, progress made against the Interim Evaluation recommendations, and the Final Evaluation recommendations to the People's Collection Wales programme. The conclusions and recommendations outlined are based on findings from primary and secondary research undertaken during the Final Evaluation phase although learning from the previous evaluation and from ERS' related work have also been incorporated, where relevant.

Headline Conclusions

- 6.2 Firstly, it is apparent from the Internal Strand Leader, Core Team, and Management Group feedback that strategically, the People's Collection Wales programme is considered '*agile*' and well-placed to contribute to a number of policy and social objectives, including tackling poverty, digital and cultural inclusion, and wellbeing. The programme is also considered to align closely with the aims and objectives of strategic stakeholders. This is evidenced, for example, by the development of closer working with the Heritage Lottery Fund and the BBC.
- 6.3 Importantly, the programme has shown continued evolution, and has progressed across all strands of delivery. Some strands of work remain more developed than others; for example, the '*core offer*' (People's Collection Wales services relating to delivery of accredited training and digitisation activities) is both most progressed and most '*visible*' at this stage. Community engagement activities are cited as a particularly strong element of the programme across most respondent groups (recognising that other strands have increasingly taken on community engagement activities).
- 6.4 Whilst some strands are more '*visible*', it must be recognised that the '*enabling*' strands which support the work undertaken also play an important role. Going forward, reaching communities is perceived as the programme's priority and core remit, alongside the website.
- 6.5 The programme's core services have proven applicable within a variety of contexts both nationally and internationally. In particular, the use of the People's Collection Wales tool and programme to engage Welsh diaspora communities is a key emerging area of work. Further, now that a '*critical mass*' of content and a stable technical platform has been achieved, the website is presenting itself as a resource of value for researchers.
- 6.6 Further, a number of areas of emerging impacts have been identified, with modest impacts identified across all four areas of measurement, most clearly evident across social and process impacts i.e. social impacts primarily emerged for users such as enjoyment and skills, and process impacts primarily emerged for external partners including efficiencies and resources saved. In addition, innovative working models, as well as technical expertise of the programme team have proven valuable to small

organisations that would previously not have had access to similar resources (both in the UK and within international collaborations).

- 6.7 Partnership working in particular is an area which has progressed positively since the Interim Evaluation. Further, the programme team indicate they have developed additional skills and improved ways of working in terms of achieving more efficient and effective routes to partner engagement.
- 6.8 In relation to future development, the key area most frequently and consistently cited (across all respondent groups) is the suggestion for more widespread marketing of the programme, stemming from an understanding of the value of the programme and a desire to increase awareness amongst wider communities. Outreach to non-users (and identification of target audiences) can therefore be considered a priority action based on feedback available.

Successes

- 6.9 The programme's delivery of the '*core offer*' is considered to have proven successful in responding to various strategic and delivery contexts. Where People's Collection Wales' resources have been directed within a ***clear geographical area and within a clear remit***, delivery is considered to have been particularly successful due to an increased focus. This has been particularly evident in the programme's ability to respond effectively to the Welsh Government's Tackling Poverty agenda, as well as the Fusion Programme and work in Pioneer Areas.
- 6.10 International working also highlights the benefit of a ***targeted approach to delivery***. In addition, expansion of the programme overseas has proven the programme's value as a resource for Welsh diaspora communities both as a means to participate in and record their Welsh heritage; this could represent an area for future exploration and potential income generation.
- 6.11 Working through intermediary organisations also appears to be an effective route to ***leveraging resources*** to mutual benefit. Where organisations have developed existing relationships '*on the ground*', for example, this can augment People's Collection Wales' approach and lead to improved access to communities as well as more efficient use of resources. The Train-the-Trainer approach can also be considered as a potential route to transmit the programme's expertise whilst using resources effectively.
- 6.12 The programme is now considered ***more "robust" and "resilient"***, with the People's Collection Wales platform found to be more stable following the technical refresh. These developments are considered to have made the offer more appealing and easier to promote to stakeholders and users. Further, feedback indicates that of those consulted, the People's Collection Wales 'brand' has developed positive associations, including that it is ***"trusted" and "expert"***. These successes have also increased internal buy-in and support for the programme, which appears to be more embedded within the partner institutions.

- 6.13 Additionally, the 'edge to core' model (i.e. initial testing and piloting following an evidence-based approach to product development) has worked particularly well as a roadmap for progression of the programme's Culture Beacon work. This process could be further refined by ensuring additional developments respond to or explore an existing user need (i.e. demand-led) albeit with potential to interpret this in a creative way.

Challenges

- 6.14 Key challenges across the delivery period in question have included resource pressures, as well as the necessity to carry out mitigating measures in response to the reduction in core funding to the programme. The overarching impression is that People's Collection Wales has been able to **'do a lot with a few resources'**, and has taken steps to respond to these constraints whilst also managing to maintain commitment across the People's Collection Wales team and Management Group. This is a significant testament to the enthusiasm and dedication of the People's Collection Wales team.
- 6.15 The programme has been able to deliver against its core remit whilst also exploring further areas for evolution. Having said this, financial sustainability remains a key challenge, particularly in the absence of a longer-term funding commitment which **affects the programme's ability to plan ahead effectively**. Steps have been successfully implemented to increase income-generation with targets exceeded, so positive progress has been made in this regard.
- 6.16 Going forward, key priorities (according to feedback) include: maintaining momentum and focus in terms of community engagement; maintaining the technical platform; increased promotion of the programme; and further increasing financial sustainability and income-generation.

Recommendations

2016 Final Evaluation Recommendations

- 6.17 For consistency and clarity, the recommendations pertaining to the Final Evaluation (2016) have been organised according to the three categories: strategic; audiences and users; and operational recommendations (as in the Interim Evaluation). Income-generation has been added as an additional key theme which can be considered 'cross-cutting' due to its relationship to each of the 3 areas previously outlined. Following a description of the recommendations across these four themes, Table 8 summarises the headline recommendations for the consideration of People's Collection Wales Management.
- 6.18 Acknowledging progress made as well as opportunities for further development against the Interim Evaluation recommendations (summarised in Chapter 1) areas for further development are also incorporated within the below categories (where the aims

pertaining to the interim recommendations have retained relevance towards the programme aims and activity at this stage).

Strategic Recommendations

Sustainability

- 6.19 ***Building on positive work to date, the programme team should seek to further clarify and develop opportunities for generating income alongside core activities.*** Areas for exploration may include links to cultural tourism, for example. Increasing cost recovery for non-core services provided to particular audience groups (where appropriate) should also be considered.

Focus

- 6.20 The programme has become crystallised around a much clearer core offer and package of support relating directly to its core remit. This core offer is delivered primarily by the Community Engagement strand and supported by 'enabling' strands (noting progress made to crystallise the offers in other programme areas). Within the context of limited resources, ***consideration should be given to the strategic ambitions of the programme and how any activity falling outside of the 'core remit' can directly contribute to the priority areas identified*** i.e. community engagement, maintaining the technical platform, promotion of the programme, and developing financial sustainability and/or income-generation.
- 6.21 ***Prior to undertaking new activity, a clear link should be made to how this will contribute to the core objectives*** of the programme in relation to resources (e.g. time, funds) invested. The Logic Chain model sets out the fundamentals of this approach (i.e. tracing inputs through to impacts), though ***there could also be value in developing a 'benefits matrix' for prioritising investment of resources*** against a set of criteria, such as: core audience; target audience; strategic benefit; operational benefit; contribution to targets and timetables; resources; or sustainability.
- 6.22 Further, the programme appears to function best when it is focussing activity i.e. on a clear geographical area, or within a clear strategic remit. Given the large geographical scope of the programme, delivery had previously been more "haphazard", however, given development of the core offer and necessity to manage resources efficiently, ***'on the ground' engagement should be clearly targeted*** within areas which will contribute most closely to fulfilling targets. This includes engagement on an international scale where relevant.

Strategic Priorities

- 6.23 Given the forthcoming People's Collection Wales strategy for the period beyond 2017, this could represent an ***opportune time to undertake a refresh of the four Strategic Priorities of the programme***. This would be valuable in ensuring that a clearer scope is defined, and the ambitions of the programme clarified. This clarity would in turn aid

clearer measurement of progress towards each priority, as well as communication of People's Collection Wales' aims and objectives to external audiences.

- 6.24 Areas for wider consideration by the programme could include **reflection on priorities emerging areas of work** such as the programme's potential to aid community cohesion and/or inter-generational working, and **clarification of forwards ambitions (scope, locations, services) in relation to international working** to maintain the momentum generated by positive developments in this area. International collaboration is an emerging area of work which People's Collection Wales has strengthened since the Interim Evaluation and related opportunities for income-generation should be sought. Promoting Welsh culture, heritage, and expertise could contribute to a number of Welsh Government aims.
- 6.25 Opportunities to align with the wider strategic and policy landscape, for example, the **emerging focus on wellbeing** should also be investigated, as feedback revealed a perception that the programme is able to contribute to a range of social as well as cultural objectives.
- 6.26 Further consideration of **the programme's ambitions regarding 'digital leadership' may also need to be clarified in the context of resource constraints**. Defining a clear scope to this ambition will help to track achievement and to progress this work against specific timelines.
- 6.27 Further, **in the absence of a defined and targeted route to achieving economic impact**, it could be beneficial to focus on priorities more closely in relation to achieving social, innovation, and process impacts.

Strategic Partnerships

- 6.28 People's Collection Wales has strengthened its strategic partnerships with a number of organisations since the Interim Evaluation. **Working through intermediaries with established links to communities** (both within and outside of the cultural heritage sector) appears to be a successful way to access communities and also provides a structured opportunity for People's Collection Wales to contribute its services whilst using resources efficiently. Further, this approach seems to be mutually beneficial for the programme and to the strategic partners involved (as well as to beneficiaries).
- 6.29 Strategic partnerships may also provide more structured routes for beneficiary engagement i.e. an integrated offer in conjunction with partners could ensure their interaction with People's Collection Wales is part of a wider "journey". This could include, for example, providing sustainable routes into follow-on activity, heritage employment, or related heritage activities (whilst still maintaining links to the programme).
- 6.30 **Strategic partnerships require active, ongoing management**, and People's Collection Wales' commitment extends beyond the provision of equipment and the website, as demonstrated in the Impact Case Studies and through stakeholder

feedback. Considering this, People's Collection Wales should ***be vigilant against the impacts of their contribution being 'lost' within the context of wider support*** received by beneficiaries. This can be achieved by clear branding, and through ensuring that beneficiaries actively engage with the People's Collection Wales component of support provided rather than viewing it as a "tick-box" exercise. Appropriate pricing strategies which reflect the commitment and expertise of the team and the added value provided should also be considered.

- 6.31 Secondly, a number of strategic stakeholders expressed desire to work with People's Collection Wales again, though in some cases there was a lack of clarity around People's Collection Wales' intentions relating to further collaboration. Even in cases where follow-up with partners is dependent upon completion of particular People's Collection Wales activity, ***communication with stakeholders should be timely and clear in order to maintain momentum and the positive reputation***, including the perception that the programme offers high quality services and value for money.

Audience and User Recommendations

Branding

- 6.32 The People's Collection Wales brand has been strengthened and users and stakeholders attach positive associations to it. In some cases the programme has also enhanced the reputation of the partner-institutions, and vice versa.
- 6.33 There are, however, areas of work which are less obviously associated with People's Collection Wales - from an end-user perspective- such as the Culture Beacons work, which is outlined by the programme team as "separate branding" and "fully customisable". ***Efforts should therefore be made to strengthen associations between the Culture Beacon platform and the programme, to ensure that People's Collection Wales' input to developing a quality-curated solution is recognised*** e.g. a People's Collection Wales quality-assurance "badge". This will help to reinforce positive perceptions and cross-promotion of services e.g. linking back to the People's Collection Wales site, as well as reinforcing user perceptions of the Culture Beacon network by indicating that use of the Locly-developed platform represents a creditable approach to developing customised and linked content.
- 6.34 Furthermore, for instances where collaborative working is undertaken it could be beneficial to ***develop a policy or guidelines for branding to uphold both programme and partner requirements*** in this regard.

Marketing and Promotion

- 6.35 **Marketing and targeted promotion is considered to be a key priority for the programme going forward.** A clear strategy should be developed which supports awareness-raising of the People's Collection Wales programme, aims, and services, as well as successes to date amongst key audiences. In addition, key messages should be developed to ensure that targeting conveys the right information to the right audiences. Therefore, People's Collection Wales should continue with work undertaken to date to clarify priority audience groups and outline methods of engagement, recognising work in this regard needs to be appropriately resourced i.e. ensuring resource for individuals with the capacity and skills to undertake this.
- 6.36 Following the changes to marketing activities within the programme, it is important that resource allocated towards marketing is not only maintained but increased. Early steps in this regard are emerging, such as the upskilling of staff with key marketing responsibilities, and the employment of a designer by the National Museum Wales to develop brochures and a "corporate services" website.

Audience Groups

- 6.37 The ongoing work undertaken by the programme towards understanding the core and target audiences (defined as existing users, and non-users, respectively) should be further built upon. **Identification of priority target audiences in-line with programme aims is a priority** (recognising this may extend beyond communities with existing engagement in heritage) to inform marketing and other programme activity. Further, recognition that different "packages" of services will be of interest to particular audience groups may support more effective income-generation i.e. **clearly defining target audiences in relation to the programme's free and/or paid for services and how they can be directly engaged.**
- 6.38 Additionally, an in-depth understanding audience needs (and preference, values etc.) could help to inform the development of future services and products. Emphasis should be placed on understanding user motivations in order to develop the "user experience". Potential avenues of exploration include usability testing to understand how audiences currently experience the website, as well as celebrating their achievements, for example, further exploring "featured" items or other dynamic content to recognise and celebrate users' contributions and to encourage interaction with existing content.
- 6.39 Targeted information on the website aimed at specific key audiences would be beneficial e.g. aimed at the differing needs of universities, sector professionals, community groups, volunteers, students, heritage enthusiasts, tourists, individuals. To aid this, further consideration of the "engagement journeys" for particular audience groups could be undertaken i.e. how are particular audiences best engaged, how do they interact with the programme, and what encourages them to become actively involved (i.e. to advocate for the programme)?

Income-generation

- 6.40 ***Development of a pricing-model which takes into account different audiences' needs and expectations in terms of free at point of use and paid for services*** should also be developed, recognising that different strategies are appropriate for different audiences (potentially even when considering the same or similar products). In-depth consideration of audience groups in relation to income-generation is important, particularly to avoid potential conflict with the programme's core aims and principles of being an "open" and "trusted" non-commercial resource. However, if the opportunity to harness financial contributions from particular audiences ensures that "free" services are available to those unable to pay this may ensure increased programme sustainability.
- 6.41 ***Consideration should be given towards creative income-generation solutions in relation to different audiences***, from paid for online or face-to-face training, to creative campaigns such as "sponsor an iBeacon", for example. Further, some users who may be unable (or not wish to) make a financial contribution may be willing to contribute time and energy; this should also be explored in the context of building the resource available to the programme.

People's Collection Wales Champions

- 6.42 Feedback indicates that People's Collection Wales Champions represent a key resource to the programme. User e-survey responses indicate that not everyone who identified themselves as a Champion was clear on whether they could "officially" be considered as such. Noting the key work that Champions carry out, for example, promoting the People's Collection Wales programme more widely, and helping communities digitise resources at Digital Heritage Stations (digitising on a large-scale can be very labour intensive) ***clear routes should be implemented to identify, recognise, support, and celebrate Champions***. This could be through a Volunteer Reward Scheme, tailored training etc.
- 6.43 There is also potential to support Champions through development of an "online community" to facilitate access to online training and/or resources, People's Collection Wales branded templates, timetables for new website or service developments, to share information about events they are planning and get in contact with other Champions. Champions would then be in an informed position to cascade this type of information to other users and partners.
- 6.44 One suggestion raised through consultations was the possibility of implementing "Regional Heritage Champions", whereby volunteers could act as a point of contact for people in their locality who wish to know more about the programme and its services. These individuals could be accessed either through local events or meet-ups, or via a "get involved" or "near you" web page. ***The programme should investigate the potential for recruiting and training regional heritage champions***, perhaps building on the early success of the Train-the-Trainer model.

Online Communities

- 6.45 Further work could be undertaken to build online communities and to engage audiences digitally, tailoring engagement techniques to their specific interests. This might include, for example: contact with academics (e.g. a newsletter every X months that tells them what's been added to the site); a blog for international audiences, or even a shared wiki for tackling technical issues that come up to save on resources of the team themselves.

Competitors

- 6.46 Recognising that digital users operate across multiple platforms, and that different platforms can complement each other, it might be beneficial to further develop relationships which facilitate cross-posting between sites.

Operational Recommendations

Innovation

- 6.47 Building on the Interim Recommendations, People's Collection Wales has developed its understanding of innovation as stemming from both technical and non-technical elements. However, in some cases the timeline between a) generating an idea and conveying it to stakeholders to b) the time when outputs materialise have been stretched (for example, the API work which was held up due to procurement issues and subsequently completed internally.). Linking innovation ***more closely to a phase of testing and piloting against clear timescales, milestones, and defining clear objectives may help to advance this aspect and to quickly establish what works and what should be rolled out more widely.***
- 6.48 Additionally, any innovation activity should aim to fulfil a purpose or clear demand from both a programme and end user perspective i.e. **Generate** an idea based on clear demand and availability of resources > **Pilot** and test an idea within defined timescale > **Disseminate and Scale (evidence-based approach).**
- 6.49 Within this timeline, the appropriate stages to announce these offers to stakeholders should also be carefully considered to maintain momentum and interest.
- 6.50 This "roadmap" to developing an idea is seen as working well within the Culture Beacon work (following initial research undertaken alongside Leicester Castle and University of Leicester). Where innovation has been enacted in support of a programme aim and technology is a component of a clear package of support (complemented by non-technological elements) this has worked well within the programme.

Community Engagement

- 6.51 Community engagement and maintaining relationships is time-intensive and requires long-term commitment. The People's Collection Wales team are seen as a **key resource** within the programme and positive feedback is consistently received about

their enthusiasm and commitment. It should be considered how these strengths can best be maintained even in cases where scaling back of the core staff's 'on the ground' delivery is needed. This could potentially be supported by **a clear "exit strategy"** and model of engagement which allows communities themselves to continue the work catalysed by People's Collection Wales. This is the intention behind a move towards "Train-the-Trainer".

- 6.52 In some cases long-term relationships and continuing support has been provided to organisations across a number of years. These relationships are valuable, though in the interest of efficient deployment of resources and ensuring that the greatest amount of people are able to benefit from and be empowered by the programme, a defined approach to engagement which considers eventual community autonomy should potentially be explored further. This would also include clear definition of People's Collection Wales' remit within any given interaction and which point this interaction can be considered to come to an end; however it would also be appropriate to develop "extension strategies" so that it is immediately clear whether a follow-up opportunity is available to a particular user or group (i.e. what else can someone do next within the programme, what can be offered in the future to someone who has engaged previously e.g. refresher training was advocated by one iBeacon consultee.). Train-the-Trainer is a positive step in this direction.
- 6.53 ***Geographical scope in relation to particular programme activities*** should also be given further consideration i.e. which approaches may work best or are most feasible for particular communities or locations? Which approaches are most easily scaled? Which activities are location or region-specific? Particularly in terms of community engagement, a demand-led approach could be appropriate, based on engagement of target audiences. This could take into account that strategies may not be "one size fits all" across the different audience groups.
- 6.54 Community engagement by nature is incredibly resource-intensive and necessitates a particular level of skill as well as consistency to engage in a high quality and meaningful way. Face-to-face engagement is a valuable component of the programme and should not be lost entirely, though it should be recognised that this is not always feasible (unless directly funded), particularly for an incredibly small team delivering nationally. ***Resources should therefore be focussed in areas which target priority audiences or contribute to long-term objectives, and managing expectations is key.***
- 6.55 Identification of target audiences should aid the ability to direct resources towards those communities and individuals who may benefit most from mediated sessions, according to the priorities of the programme. ***Mediated sessions are essential for particular audience groups to enable their full participation in training.***

Monitoring & Evaluation

- 6.56 Minor changes to the programme KPIs should be implemented to ensure that they reflect current programme activity and contribute meaningful monitoring information. Measurements could also be improved by standardising particular definitions across the programme, for example, for different audience groups, or using standard training course names (navigating the fact that some terms will be for internal reference only and some terms may be useful for external use).
- 6.57 Further, in terms of broader monitoring and evaluation, the programme should seek to further build on their understanding of the distinction between performance data (what has been done?) and impact data (what effect this has had i.e. what has changed as a result?). Reflecting the programme's proven commitment to evaluation and learning, planning for longer-term internal monitoring and evaluation should be undertaken. Collection of impact data requires dedicated resource, and the future collection of impact data by the programme team may necessitate new processes which are, in some cases, not immediately implementable; hence the need to look ahead to integrate this activity.
- 6.58 An evidence-based approach should be prioritised across all strands of activity.

Closer Working Between Strands

- 6.59 Closer working between strands could be appropriate to maximise the impact of particular activities. For example, linking Community Engagement and Learning strand activities more closely could generate increased opportunities to contribute to inter-generational working or community cohesion whilst fulfilling core programme aims.

Digital Working

- 6.60 The programme has also begun to explore ways to respond to demand without needing members of the People's Collection Wales team consistently 'on the ground', such as blended online learning and Skype surgeries. Digital working and engagement could be a key solution to scaling out services e.g. catalysing online communities. To pursue this, People's Collection Wales should consider whether 'digital working' is successfully embedded across the partner organisations and whether any upskilling is needed. This would also further assist in international working.
- 6.61 Additionally, People's Collection Wales is considered to be expert in terms of delivering its core offer. In terms of sharing expertise and best practice, the programme should seek opportunities to develop **two-way exchange of knowledge**, building on collaborative working e.g. how can People's Collection Wales efficiently share and receive best practice in digital heritage e.g. through participating in collaborative networks or knowledge-exchange events.

Summary of Recommendations

- 6.62 The Final Evaluation recommendations are summarised in Table 7 below. These incorporate strategic, operational, and audience and user recommendations, as well as the cross-cutting theme of income-generation which spans the strategic, operational, and audience areas. Suggested priority recommendations across each theme are highlighted in blue for consideration by programme management.

Table 7: Impact Evaluation Recommendations 2016
Strategic
<i>Refresh and refine programme Strategic Priorities</i> , particularly in terms of international collaboration, digital leadership, and emerging policy priorities of relevance e.g. wellbeing, cohesion etc.
In the absence of a defined and targeted route to achieving economic impact, <i>focus on priorities more closely in relation to achieving a ‘triangle’ of social, innovation, and process impacts, where the greatest success has been achieved (to date).</i>
<i>Target resources towards activities which directly contribute to the priority areas identified</i> (i.e. community engagement, maintaining the technical platform, promotion of the programme, and developing income-generation and/or financial sustainability), identifying a clear link between benefit in relation to resources invested.
<i>Work through intermediaries with established links to communities</i> (both within and outside of the cultural heritage sector) in order to access communities and leverage resources to mutual benefit.
<i>Ensure People’s Collection Wales’ contribution is recognised by beneficiaries</i> through maintaining clear branding and effective communication of People’s Collection Wales’ contribution.
<i>Maintain timely and effective communication (and follow-up communication) with strategic partners</i> and stakeholders to maintain momentum and the positive reputation generated through interaction with the programme.
Audience & User Recommendations
<i>Attach the People’s Collection Wales ‘branding’ wherever possible to work associated with the programme</i> , in order to reinforce these positive perceptions and cross-promotion of services.
<i>Develop a policy or guidelines for branding to uphold both programme and partner requirements</i> when undertaking collaborative working.
<i>Marketing and targeted promotion is considered to be a key priority for the programme going forward.</i> A clear strategy should be developed which supports awareness raising of the People’s Collection Wales programme, aims, services, as well as key successes to date amongst target audiences, recognising the dedicated resource necessary to achieve this.

Clearly define priority target audiences for the programme, where applicable in relation to the specific programme services and products. Aim to better understand specific audience needs in relation to free and paid-for services (and associated pricing strategy), as well as the 'user experience' and 'engagement journeys'

Implement clear routes to identify, recognise, support, and celebrate Champions. This could be through a Volunteer reward Scheme, tailored training, development of an 'online community' etc. Further explore routes to digital engagement of users.

The programme should investigate the potential for recruiting and training regional heritage champions, perhaps building on the early success of the Train-the-Trainer model, which also presents a key opportunity.

Operational Recommendations

Replicate the 'roadmap' used to achieve successful implementation of iBeacon projects when undertaking new activity i.e. Generate an idea based on clear demand and availability of resources > Pilot and test an idea within defined timescale > Disseminate and Scale (evidence-based approach)

Community Engagement and maintaining relationships is time-intensive and requires long-term commitment, therefore efficient use of resource is essential. This could be aided by **defining key engagement priorities and target audiences**, as well as defining clear 'exit' and 'follow-up' strategies.

The Geographical scope of programme activities should be clarified i.e. which approaches work best or are most feasible within particular communities or locations?

Mediated sessions are essential for particular audience groups to enable their full participation in training. Identification of target audiences should aid the ability to direct resources towards those communities and individuals who may benefit most from mediated sessions, according to the priorities of the programme.

Implement an evidence-based approach across all areas of programme activity. This could be aided by undertaking a minor refresh to the programme KPIs, and longer-term planning in terms of internal monitoring and evaluation processes.

Closer working between strands could be appropriate to maximise the impact of particular activities; for example, linking Community Engagement and Learning Strand activities more closely could generate increased opportunities to contribute to inter-generational working or community cohesion whilst fulfilling core programme aims.

Income-generation (cross-cutting across the previous three themes)

Further clarify and develop opportunities for generating income alongside core activities. This should be considered at a strategic, operational, and audience-level. Areas for exploration may include tourism, expansion of paid-for-services and products, tiered pricing strategies for particular audience groups, and/or creative funding campaigns e.g. crowdfunding or 'sponsor a beacon' etc.

APPENDIX 1: LIST OF EXTERNAL PROJECT PARTNER AND STAKEHOLDER CONSULTEES

A1.1 Table A.1 below shows the External Project Partner and Stakeholder consultees successfully consulted with as part of the Final Evaluation, 2016. The below table does not include External Partner and Stakeholder consultees engaged as part of the Impact Case Studies.

Table A.1: External Project Partner and Stakeholder Consultees	
Organisation	Name
MALD, Welsh Government	Tom Cosson
University of Leicester	Gisemi Vavoula
Cardiff University	Gethin Matthews
Locly	Rhys Jones
Wrexham County Borough Council	Andrew Harradine
South Riverside Community Development Centre	Allan Herbert
Flemish Interface for Cultural Heritage (FARO)	Bart De Nil
National Waterfront Museum	Zoe Gealy
British Council	Walter Ariel Brooks
British Council	Jenny Scott