

Rocket Science and Consilium

Macmillan and Glasgow Life

Evaluation of Macmillan @ Glasgow Libraries: Phase 2 Baseline Report



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Executive Summary

Purpose of evaluation

Rocket Science UK Ltd (Rocket Science), in partnership with Consilium Research and Consultancy (Consilium), has been commissioned to evaluate Phase 2 of Macmillan @ Glasgow Libraries.

The Macmillan @ Glasgow Libraries service is a tiered model of Macmillan Cancer Information and Support Drop-in Services which aims to provide cancer-related support and information for people in their local communities through libraries and other community venues.

Phase 1 saw volunteer-led services being delivered through a 'hub and spokes' approach with main hubs delivering a range of services and spokes delivering drop-in services. Phase 2 of the programme will focus on further developing the integrated hub and spoke model to become fully mainstreamed into Glasgow Life structures, including all operational management and funding.

Rocket Science and Consilium will work with partners, volunteers and service users to explore the difference being made, the lessons being learnt and the scope for improvement and sustainability. A final report will be produced by July 2018.

Overview of evaluation process thus far

This report outlines the evaluation activities that have occurred since we began the work in March 2016 and the evaluation framework and plan for the rest of the evaluation of Phase Two.

So far the evaluation team have:

- Worked with the Macmillan @ Glasgow Libraries staff team to conduct a partner mapping workshop and generate two partner maps. These maps, contained in Chapter 1, identify the organisations that make referrals into and receive referrals from the Macmillan @ Glasgow Libraries service. The purpose of this mapping exercise was to help the evaluation team identify organisations to engage with during the evaluation process and help the Macmillan at Glasgow Libraries staff team understand which organisations to engage with during Phase Two.
- Conducted interviews with 8 individuals from partner organisations. These interviews provided an opportunity to reflect in depth on the focus for Phase 2 of the programme.

- Conducted two focus groups – one with the Macmillan @ Glasgow Libraries staff and one with the service’s volunteers. The purpose of these focus groups was to provide staff and volunteer input into the design and practicalities of implementing the evaluation framework for Phase 2. The key messages from these focus groups can be found in Chapter 3.
- Conducted data analysis on the key trends in the 2015/16 service user data. This is to provide context to the evaluation framework and is outlined in Chapter 4.
- Developed the evaluation framework for the Phase Two evaluation.

Evaluation Framework

This evaluation framework has been developed with input from the Macmillan @ Glasgow Libraries staff team and volunteers. It is also informed by the partner interviews, partner mapping exercise, and the service user data analysed. The evaluation framework (outlined in Chapter 6) has three major components to it:

Programme Impacts

This evaluation framework draws together all the programme planning documents and the conversations with partners, staff and volunteers in order to articulate the 7 key areas that the Macmillan @ Glasgow Libraries service is seeking to impact on:

1. People that are, may be, or work with those, affected by cancer in Glasgow know where to obtain trusted information and support
2. People that access the service have improved their quality of life
3. Glasgow Life and its partner organisations are providing a sustainable, comprehensive, integrated cancer information and support service
4. Present and past volunteers report rewarding experiences including achieving personal aims
5. The public perception of libraries includes considering them as reliable sources of health information
6. Present and past staff report rewarding experiences including achieving personal aims
7. Opportunities to improve information and support services for long term conditions across the UK using programme learning

Evaluation Areas

We will answer 12 questions during the evaluation in order to understand the extent to which the service is achieving its intended programme impacts. These 12 evaluation areas are:

- A. Effective communication and marketing strategy
- B. Library staff and volunteers are considered knowledgeable about cancer support available and are supportive, welcoming and respectful
- C. Support is received in a timely and flexible manner that reflects need
- D. Service users report that the service contributes to them being well informed, supported and confident about managing their day-to-day lives
- E. Service is sustainably integrated into Glasgow Life core business
- F. Service is part of an integrated cancer support network in Glasgow
- G. Volunteers feel supported and enjoy their experience
- H. Volunteers have enhanced skills
- I. Libraries have undergone long-term sustainable change in relation to the programme
- J. Increased footfall and service opportunities for libraries
- K. Staff have achieved personal and professional development goals
- L. Evidence that the service is replicable, including critical enablers and barriers

Evaluation Framework Key Elements

The third element of the evaluation framework identifies the field work required in order to gather information to answer the questions outlined in each of the evaluation areas. These are outlined in Figure 1 overleaf:

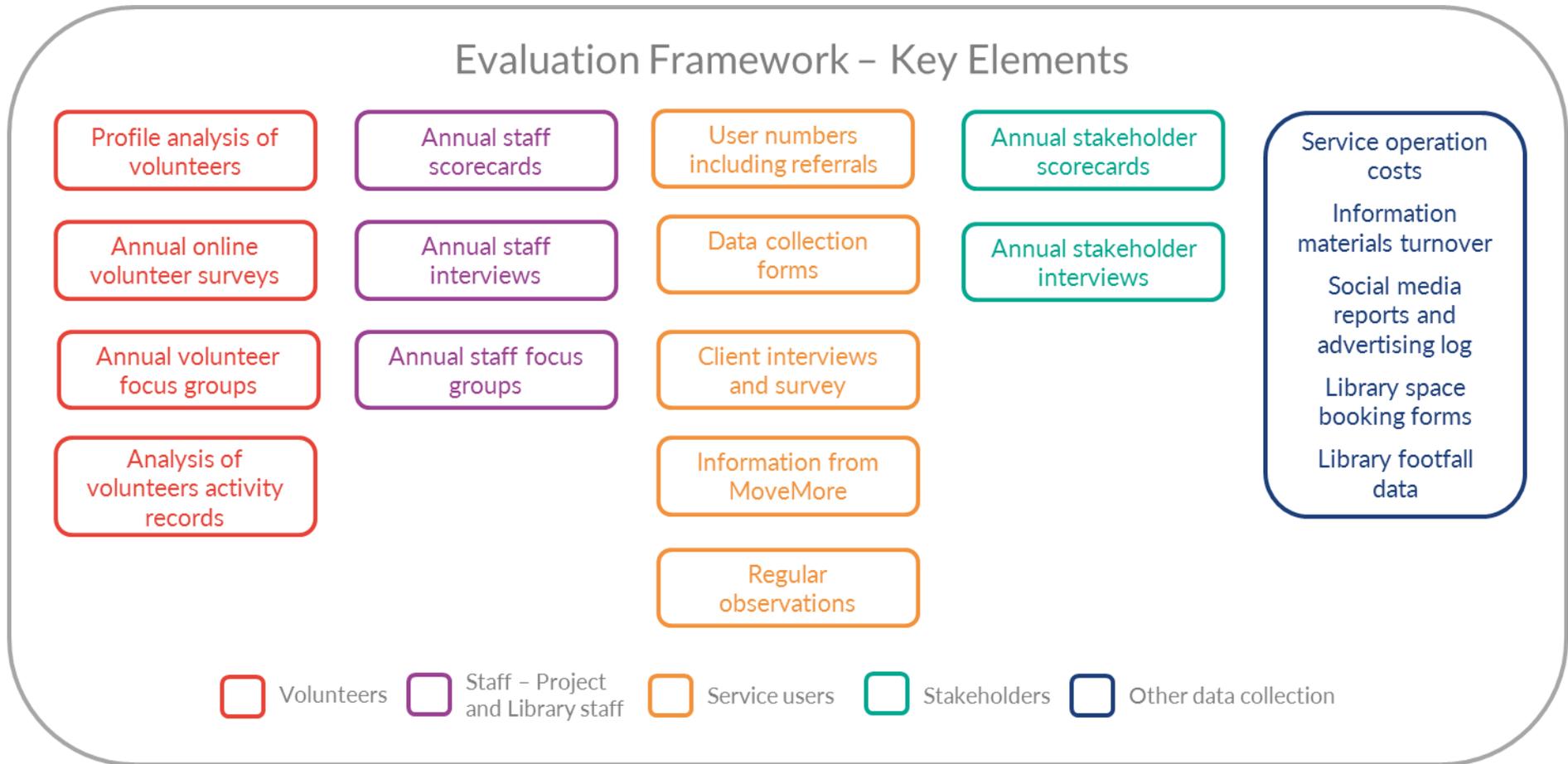


Figure 1 the key elements of field work to inform the evaluation of Phase Two

Phase 1 Evaluation

Phase 1 of the programme was evaluated by Social Value Lab, with their final report published in September 2014¹. The key conclusions from the Phase 1 evaluation were:

- The lower than expected use of the services and associated approaches to raising awareness.
- Related to this, concerns about the retention of volunteers, because the demands aren't necessarily there.
- The extent to which there will be learning about how the service can be extended to support people with other long-term conditions in Glasgow or replicated (with careful adaptation) to other settings throughout the UK.

The Phase 1 Evaluation Report made a number of recommendations – mainly related to enhancing awareness and service demand. During the Phase 2 evaluation we will assess the ongoing validity of, and progress towards achieving, the Phase 1 recommendations outlined below:

- Devoting additional resources to communications and marketing in order to build awareness and demand for services.
- Further engaging with health professionals to strengthen the base of referrals to the services.
- Providing flexibility in the role and level of provision at each library in light of experience.
- Taking targeted action to strengthen local community engagement and involvement in the service, particularly within areas of multiple deprivation.
- Refining training and support measures to ensure that volunteers are fully equipped to deliver services and that volunteer retention is maximised.
- Setting in motion an explicit and phased handover of functions currently carried out by the central MCISS programme team.
- Making gradual changes to the partnership structures as part of the mainstreaming of the service within Glasgow Life.
- At an agreed point, taking small and measured steps to extend services to people affected by other long-term conditions.

¹ Social Value Lab (2014). Evaluation of Macmillan Cancer Information and Support Services @ Glasgow Libraries. Final report for Macmillan Cancer Support and Glasgow Life.

Next Steps

The next steps from this report are:

- A meeting of the evaluation subcommittee in order to approve the evaluation framework and agree the actions to begin its implementation
- Discussion with volunteers and implementation of:
 - Data collection forms for recruiting service users for interviews and surveys
 - Additional Survey Monkey questions for the evaluation
 - Observation forms for volunteers to collect service user numbers during volunteer hours
- Implementation of the first round of data gathering through the MoveMore helpline during quarter 3
- Discussion and agreement of the libraries, timeframes and durations for the regular observations of libraries outside of volunteer hours.
- Development of the other evaluation materials for scorecards, surveys, and interviews during quarter 4 of the evaluation in preparation for the field research in quarter 5.

The interim report is scheduled for quarter 6 with the final report scheduled for quarter 10.

1 Partner Mapping

In March 2016, the evaluation team met with the Macmillan @ Glasgow Libraries staff team in order to map out the relevant partner organisations. These are organisations that are either:

- Relevant sources of referrals into the Macmillan @ Glasgow Libraries service
- Relevant organisations to which the Macmillan @ Glasgow Libraries service can refer their service users.

The purpose of this was twofold:

- To help the evaluation team to identify organisations that should be engaged during the evaluation process
- To help the Macmillan at Glasgow Libraries staff team understand which organisations to engage with during Phase Two to further integrate the Macmillan @ Glasgow Libraries service into the broader cancer support service provision in Glasgow.

Two maps were created from this workshop, which can be found overleaf:

- An Inbound Referrals Map which identifies all the organisations where it would be relevant for them to refer their clients to the Macmillan @ Glasgow Libraries service
- An Outbound Referrals Map which identifies all the organisations where it would be relevant for the Macmillan @ Glasgow Libraries to refer their service users to these other services/organisations.

Figure 3 How service users heard about the service

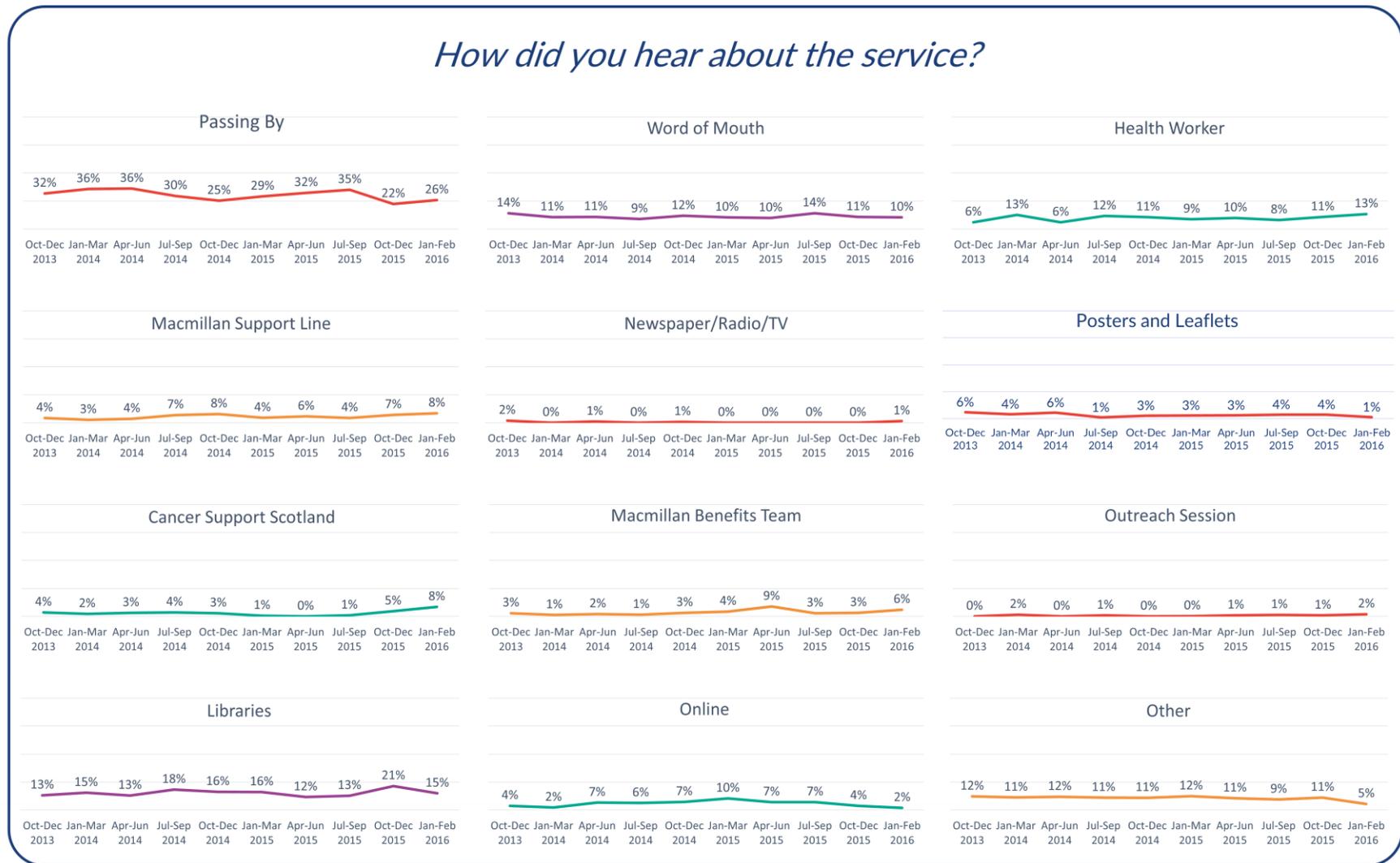
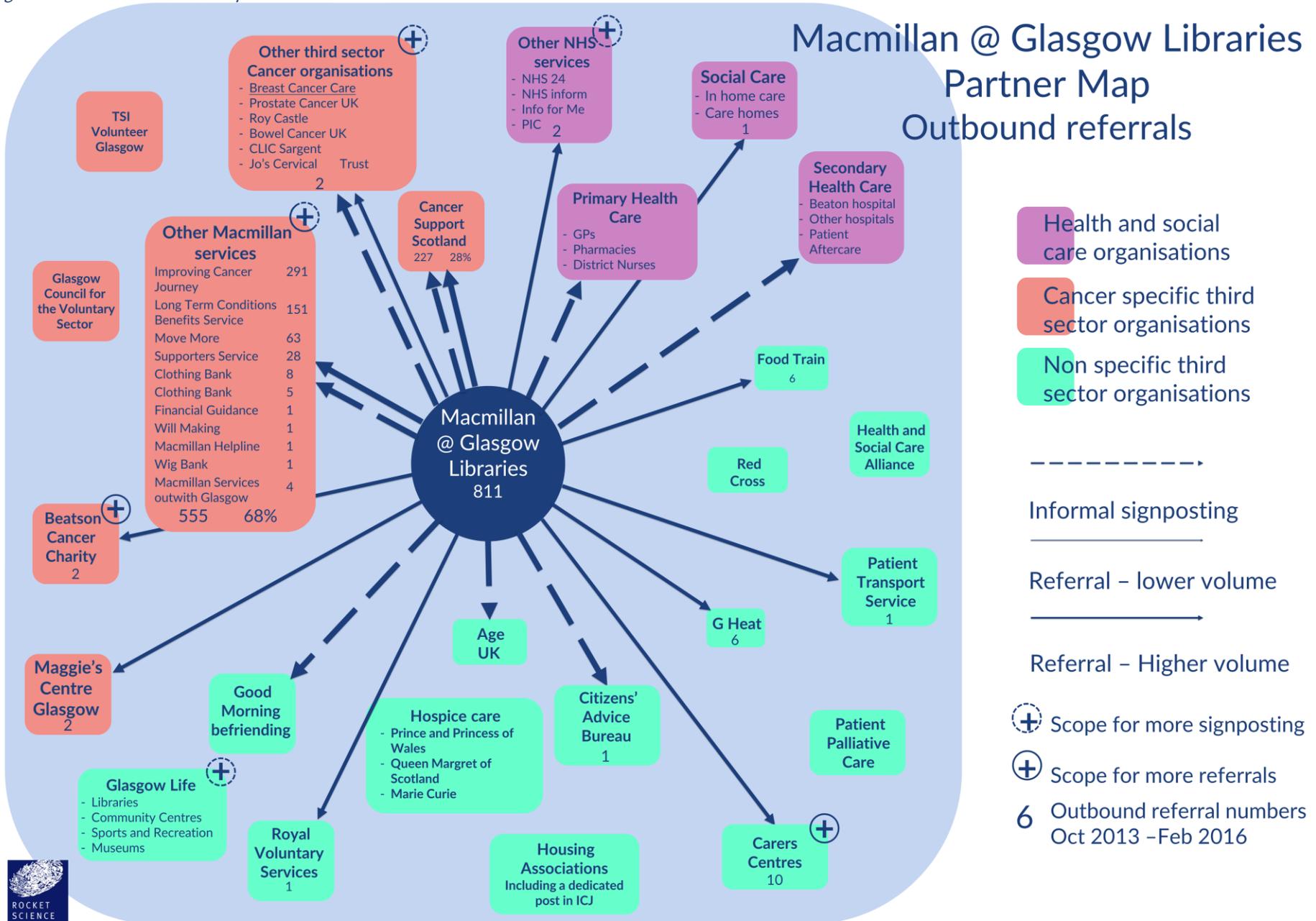


Figure 4 Outbound Referrals Map



Inbound Referrals Map

Figure 2 is the Inbound Referrals Map. The organisations are broken down by:

- Organisation type (by colour).
- The scale of potential referrals from the organisation by location on the map. The closer to the Macmillan @ Glasgow Libraries dark blue circle the organisation is placed, the greater the expected potential number of referrals that could be made from these organisations to the Macmillan @ Glasgow Libraries service. For example, Secondary Health Care Service has the potential to be a source of a high number of inbound referrals to the service, whereas the health and Social Care Alliance is most likely to only ever be a source of a low number of referrals.
- The actual scale of referrals through the size of the coloured circle with a size ranking of 0 to 3. The larger the coloured circle, the larger the staff team felt the current scale of inbound referrals from the organisation was. The actual number of referrals during Phase 1 of the programme is also indicated by the white squares where they are recorded.
- The yellow tick represents which organisations the staff team felt would be relevant to engage with during the evaluation of Phase 2.

The Macmillan @ Glasgow Libraries service has collected data on where service users heard about the service during Phase 1 of the programme. This data is analysed and presented in Figure 2. This analysis shows that how service users have found out about the service has remained relatively consistent since October 2013.

In the last two winters, the percentage who reported that they found out about the service by passing reduced, with it increasing again during the summer months. Fewer people being out and about during the winter is likely to mean that more of those that used the service had gone to the library specifically in search of the service, rather than just passing by. In the first winter of the service, the proportion did not decrease over the winter. This is likely to be because the other sources of knowledge about the service had yet to develop, so the service was predominately relying on those passing by, thus the effect of winter was much smaller.

Outbound Referrals Map

Figure 3 is the Outbound Referrals Map. As with the Inbound Referrals Map:

- The organisation type is colour coded
- The number of outbound referrals that have been made since the programme's inception are included.

Unique to the Outbound Referrals Map is:

- The informal signposting is indicated through a dotted line connecting the Macmillan @ Glasgow Libraries and the organisation while the formal referrals made is indicated using a solid line
- The quantity of referrals as perceived by the Macmillan @ Glasgow Libraries staff team is indicated using a thicker line for higher referral volumes and a thinner line for lower referral volumes
- The plus sign allocated to the organisations where the Macmillan @ Glasgow Libraries staff team indicated that they were interested in expanding outbound referrals or signposting of the service users to.

2 Partner Interviews

During June 2016, the evaluation team interviewed 8 individuals from the following partner organisations:

- Glasgow Life
- Macmillan
- NHS Greater Glasgow and Clyde
- Macmillan's Improving the Cancer Journey service
- Macmillan's Long Term Conditions Benefits Service
- Cancer Support Scotland.

The partner interview list and topic guide can be found in [Appendix One](#).

The purpose of these interviews was to reflect in depth with partners on the focus for Phase 2 of the programme and specifically on:

- The context for the programme - in terms of Glasgow and Scottish policy and practice, specifically the evolution of health and social care integration and the public service reform agenda
- The current situation and plans in terms of mainstreaming and how this will be reflected in the different levels and locations of support: hubs, drop-in centres, information points and outreach events
- The current stage of organisational change within libraries - both in terms of role as places for the provision of information and support and in terms of taking on ownership of the service, and the next stages that are planned
- Responses to the issues identified in the Phase 1 Evaluation Report.

Interview Key Messages

The key messages arising from these interviews were:

Context

- There is a wide range of support available to people affected by cancer across Glasgow based in a variety of venues including libraries, Support & Information Services in four hospitals, and the cross-cutting support provided by the ICJ service.
- Partners acknowledged the positive work being undertaken to coordinate the range of support for people affected by cancer in Glasgow. However, there remains a degree of confusion about what services exist and how they link together, which will need to be tackled in order to improve the

efficiency and effectiveness of signposting to and knowledge of relevant services provided by a range of partners.

- The scale of, and forecasts for, health and inequality indicators in Glasgow, including the number of people affected by cancer (directly and indirectly in terms of carers and family members), represents a key challenge for all partners.
- Partners reaffirmed the level of demand for support services provided by the Macmillan @ Glasgow Libraries project. However, they also recognised the need to improve the promotion of the project and related support services to both the public and the full range of partners in contact with people affected by cancer.
- Partners outlined what was described as a ‘Glasgow problem’ which is symptomatic of many services located in or targeting areas suffering from multiple deprivation: namely, people will need time to accept innovative changes in service delivery. For example, partners mentioned that when service levels increase in an area, people often fail to engage with these new services as they are not used to accessing services. This requires a degree of social and cultural change which will be hard to engender through what is still a relatively new project.
- Partners described a range of known and perceived barriers to accessing the project which the evaluation needs to explore with users and non-users as appropriate. These included simple knowledge and understanding of the project, fears of the lack of private space within a community venue, and accepting a library as a location for the project, especially within some of the older libraries which are less accessible to people looking to benefit from non-traditional services.
- Views differed as to the focus of effort required to increase knowledge and understanding of the project amongst health and social care professionals and primary and acute care in particular. This emphasises the need for a consistent messaging to both the internal (within the project’s partner organisations) and external (outwith partner organisations) marketing and promotion of the project.
- Key partners identified for particular attention included GPs (acknowledging the difficulties in accessing and influencing this group) as well as practitioners in hospitals including Cancer Nurse Specialists.
- Partners outlined a degree of uncertainty stemming from the changing policy environment, although they were confident that project partners could adapt to any pressure and/or changes linked to health and social care integration and potential funding cuts. However, there was an observation that the value of the project in potentially generating cost savings in acute care and wider support services by limiting the escalation of problems in the community should be recognised.

The Service

- Partners acknowledged and reflected positively on the improvements in partnership working since the Phase 1 evaluation. This has been characterised by closer working and efforts to share understanding of related services and support roles through shared training, joint activity and awareness raising initiatives including development days planned to start in August and work shadowing opportunities.
- There was a willingness to explore whether closer partnership working and learning between services can support volunteer retention by expanding/broadening roles and responsibilities. There are some examples of volunteers undertaking multiple roles across support services. However, care should also be taken to identify opportunities to upskill rather than broaden the skills base of volunteers, and to consider any issues linked to the transfer of paid roles to voluntary posts.
- It was acknowledged that work is still required to raise awareness of the project amongst both the public and health and social care practitioners. There was also a desire to not push the service onto people but rather highlight it as an opportunity to access emotional and support complementary to ongoing health services.
- Amongst the opportunities for enhanced promotion is the inclusion of details of local libraries offering support services in the ICJ monthly letters issued to people diagnosed with cancer. There is an approximate 25% response rate to these letters but no tie in to the project as it stands.
- However, there were some concerns that if demand rose significantly then volunteer capacity may come under stress. There were also linked concerns about the resources that will be required to manage a team of volunteers and whether this was possible through the mainstreaming of the service.
- Partners were in agreement that the expansion of the project to offer support for other long term conditions appears to be a natural progression, with a large degree of crossover in the skills required (like emotional support) and issues addressed (like debt management) by the project. However, further exploration of the practical and financial implications to the service is required. Issues to be explored include the demands on volunteer capacity, the relative capacity of other partners, including health charities, to match the Macmillan investment and the logistical approach to broadening the service, (For example, should the service prioritise specific conditions on certain days, or provide a holistic (manned) service at all times?).

- In terms of consolidating governance and operations of Glasgow Macmillan services to encourage a single point of entry, partners readily acknowledged the ongoing work to enhance coordination and partnership working across support and information services for people affected by cancer. The evaluation should seek to assess changes in the effectiveness of joint working between the project and the ICJ project, the Health Improvement Service and the added value offered by the employment of a Macmillan Development Lead to provide one point of contact for cancer support services.

What do these mean for Phase 2 delivery?

- There is an ongoing challenge for partners to disseminate the project message to staff for effective and efficient signposting of people affected by cancer. There is a need to ensure that the project is as prominent as possible in the minds of relevant partners as a result of internal procedures and feedback from PABC. This will be needed to confirm the impact of the service amongst health and social care partners.
- A need to assess the feasibility and demand for opportunities for sharing volunteer resources across similar services, as a way to increase volunteer recruitment and retention. For example, Support and Information Services in hospitals.
- Meeting the challenge of maintaining the knowledge of the service amongst partners from a practical, operational point of view, (eg timings, key points of contact etc.) once the service is fully embedded.

What do these mean for Phase 2 evaluation?

- Assessing the potential and actual impact (in time) of the 'Transform and Care after Treatment' initiative a national programme but governend in Glasgow by WOSCAN² 'West of Scotland Cancer Network' to develop a standard for charities to reinforce quality of services.
- Analysing the added value derived by users when accessing the project when the Cancer Support Scotland and Macmillan (manned) services are operating at the same time, therefore providing a more holistic service. Also emphasising the logistical issues linked to volunteer coordination to achieve this coordination of services.
- Calculating the value of the Cancer Support Scotland services in attracting people to the complementary Macmillan offer as much as the other way around.

² <http://www.woscan.scot.nhs.uk/>

- Assessing the sustainability of the service with fewer paid staff and a need to manage potentially scarce volunteer resources.
- Assessing the extent to which library staff become comfortable and confident in their role of managing and motivating volunteers.

3 Focus Groups

In May 2016, the evaluation team ran two focus groups: one with the Macmillan @ Glasgow Libraries staff team, and a second with six of the Macmillan @ Glasgow Libraries' volunteers. The purpose of these focus groups was to engage staff and volunteers in the development of the evaluation framework, outlined in Chapter 7 of this report. The evaluation team wanted to understand from staff and volunteers:

- What was important to measure and track during the evaluation of Phase 2?
- What was practical to measure and assess?
- What the best mechanisms were for data collection?
- How best to involve volunteers in the evaluation process?

Macmillan @ Glasgow Libraries Staff Focus Group

The messages arising from the staff Focus Group were:

- The Macmillan @ Glasgow Libraries staff want the service to be seen as a source of trusted information and support. Therefore, measuring people's level of trust in the service is as important as assessing whether there is sufficient and appropriate information and support available through the service.
- There is some frustration amongst staff about the lack of integration of the service with other services in Glasgow. Understanding how other organisations view the service is considered by staff to be an important part of the Phase 2 evaluation. The question that kept coming up throughout the focus group was, "Why don't they refer to us?".
- The staff focus group reinforced that the utilisation of the spaces provided by the service is important; for example, how the rooms are used outside of volunteer hours. According to staff, the programme's benefits are not just limited to the support of those affected by cancer, but includes the benefits that libraries gain from improved facilities.
- Macmillan @ Glasgow Life service staff advised that library staff are a good source of information of what local communities need. Therefore, involving library staff in the evaluation will provide useful insights into whether the programme is helping libraries to respond to community demand.

- Ensuring that library staff and Macmillan @ Glasgow Libraries volunteers feel that they are able to affect change within the service delivery and improve the service helps to create enthusiasm for continued participation in service delivery by library staff and volunteers. Therefore, the evaluation should ascertain the extent to which this happens.
- Identifying the contribution of the outreach service is important for staff as it is a relatively new feature to the programme. Specifically, the staff team are keen to understand how these outreach sessions drive service users into the libraries to utilise the services there. The staff also discussed that it will be difficult to ascertain where people had utilised the outreach services as they are unlikely to identify the sessions by the title 'outreach session'. Therefore, drilling into whether they first encountered the service outside of the library will be important to see if the staff team can identify if this was one of their outreach sessions.
- Staff consider that the impact of the service on users is likely to be two-fold. The immediate impact at the point of support, which may include relief, and the longer term impact such as being able to make more informed choices on their treatment and support. To capture the latter adequately, the staff focus group suggested that a number of service users are interviewed every three months for a period of time during the evaluation. This is instead of the originally proposed annual client interviews which staff believed wouldn't be frequently enough to determine the more varied changes to service users' lives over time.
- How to involve volunteers in the evaluation process was an explicit focus of the staff focus group. On this point, the key messages arising from the staff focus group were:
 - In engaging with the volunteers, it will be important to ensure that communications are streamlined to prevent volunteers from feeling bombarded with information during the evaluation process.
 - Volunteers are the front line staff of the service, and therefore will be able to provide valuable insights into how the service differs in each library, including how library staff's engagement with and support of the service differs across the libraries.
 - Staff feel that volunteers don't often understand the contribution they make to the service, so using the evaluation to shed light on the impact of the volunteers on their communities would be useful. It is hoped that this will help to retain volunteers, and also enable volunteers to better report the impacts they are viewing if they understand how to identify them.
 - The Lead Volunteer role is a new addition to the service and the staff team are keen for the evaluation to assess the extent to which the Lead Volunteer role is improving the service, contributing to the sustainable transition of the service to Glasgow Life core operations, and how it is applied differently in the different libraries with Lead Volunteers.

- Volunteers will be the key vehicle to identify and recruit service users to participate in the evaluation - both through the collection of data at the point of support, and for obtaining permission to contact service users for more in depth or follow up engagement in the evaluation.
- To the service user, the face of the service is usually the volunteer that they interact with. It will be important to differentiate the feedback on the service more generally from feedback based on the individual relationship between the volunteer and service user, including the bias that could occur when the volunteer is the person collecting the evaluation data.

Macmillan @ Glasgow Libraries Volunteer Focus Group

The messages arising from the volunteer focus group were:

- Volunteers felt that the current data collection form could be more flexible to take into account how service users are feeling, and whether they have completed the form on a previous visit. Volunteers responded positively to the evaluation team's proposition to have several forms with options about the length and depth of questions.
- Volunteers mentioned that previous volunteers have left the programme when the service was quiet as they didn't think they were able to make a difference to people. One volunteer mentioned that an important part of being a volunteer is "being there", even if people do not come that day. This conversation amongst the volunteers appears to reinforce the views of the staff focus group – that often volunteers don't understand the contribution they are making. It will be important for the evaluation to articulate the impact volunteers are making in order to help with volunteer retention.
- Volunteers expressed some concern about the extent to which the service was being integrated in the Glasgow Life core operations. Questions included: how the quality of the service would be maintained, and whether there was a backup plan if the planned integration was unable to be fully implemented. As part of evaluating the transition to be made during Phase 2, the evaluation team are keen to explore the extent to which the service is creating buy in amongst volunteers and other relevant parties like library staff to enable the successful transition of the service.

- Volunteers discussed at length whether the advertising of the service was sufficient, with most reporting that they were unaware of the advertising that went on. Visibility of service advertising in this context is an area worth exploring further throughout this evaluation. Visibility and understanding by volunteers of the service advertising may have benefits such as improving buy in and enabling volunteers to reinforce the staff advertising efforts through their own actions. However, this is likely to need balancing with the practicalities of keeping volunteers informed, where communicating all information about the service could result in the key information volunteers need for service delivery being lost in a sea of detail. In some cases, having volunteers hold all the information on the delivery of the service, may not have a significant impact on the performance of the service.
- One of the aimed for outcomes discussed by the volunteer focus group was the extent to which volunteers were able to gain personally from volunteering. It was clear that different volunteers have different motivations for being involved in the programme, and that the varied reasons may not be understood, or respected, amongst other volunteers. The evaluation team consider this an important factor to consider when articulating the impact that the service has on its volunteers during the evaluation.
- Volunteers discussed the level of support they receive from the Macmillan @ Glasgow Libraries staff. Some volunteers indicated that they would like more visits from staff. How the support for volunteers is managed during and after the transition of the service into Glasgow Life core business will be included in the Phase 2 evaluation as it is an important element given the reliance of the service on volunteers.
- Volunteers noted that the demand for their service was higher where there were complementary therapies and counselling available in libraries. This raises several important issues for the evaluation to consider:
 - Whether demand for the service exists beyond a 'waiting room' for complementary therapy and counselling sessions
 - The role that these services play in raising the awareness and credibility of the Macmillan @ Glasgow Libraries information and support service
 - The benefits of co-locating community based support services.

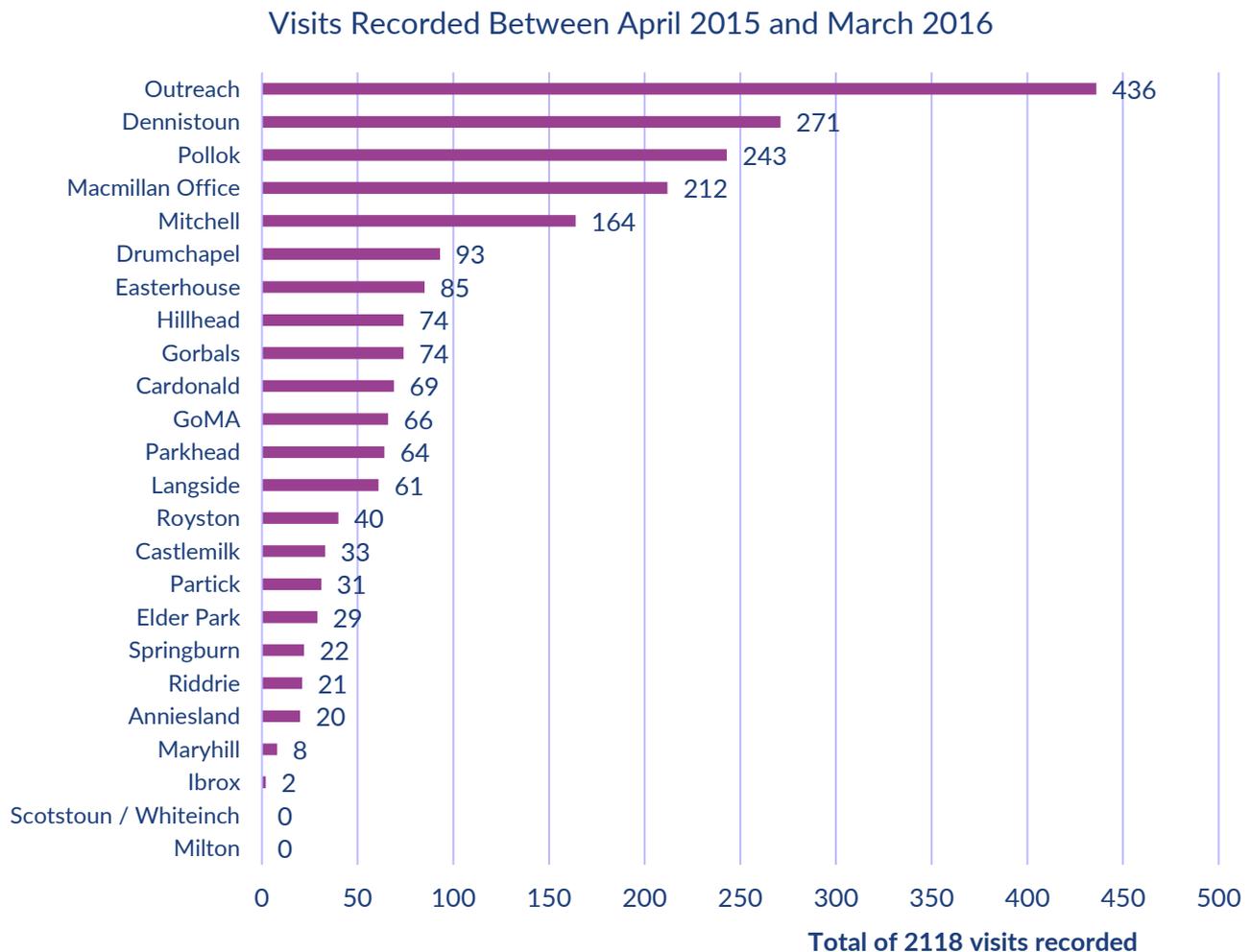
4 Data Analysis

As part of our evaluation, we will be analysing the management information collected by the previous evaluators and the Macmillan @ Glasgow Libraries staff team. We will be looking at the changes in trends over time, particularly the changes that occur during Phase 2 and how these compare to the trends identified in Phase 1.

This chapter outlines a brief snapshot of some of the data for the April 2015-March 2016 year. It provides a useful context for the evaluation. Data exploring referrals in and out of the service is covered in the Partner mapping Chapter.

It should be noted that the number of respondents differs across each of the graphs as not all questions were answered by all service users.

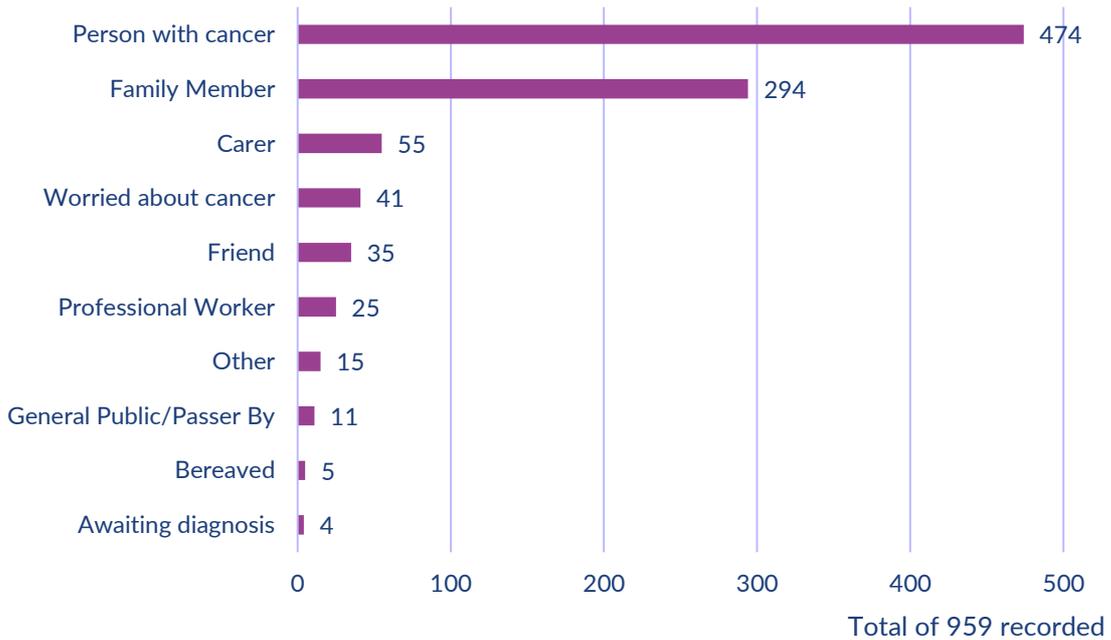
The Macmillan Outreach sessions recorded the highest number of visits amounting to 21% of the total. Services at Dennistoun, Pollock, Macmillan Office and The



Mitchell all recorded well over 100 visits. Macmillan Cancer Information Points at Scotstoun/ Whiteinch and Milton recorded no visits.

Most service users, at 49%, tended to be people with cancer. Family members are the second largest group at 31%. The numbers of these types of service users are shown below. Carers, friends, health and social care professionals make up 12%. Those worried about cancer or awaiting diagnosis form 5%.

Type of service user between April 2015 and March 2016



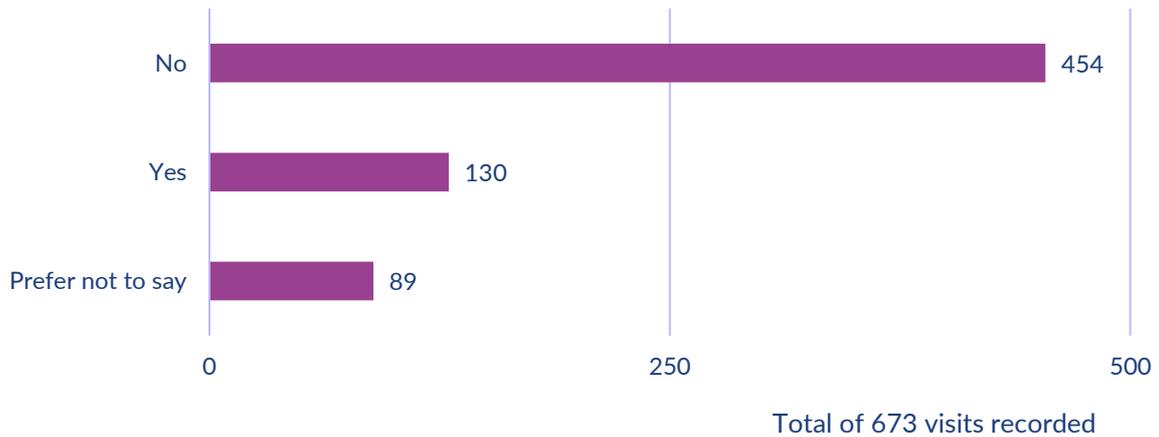
Use of the service increased with age. Those aged 65 or over represented 35% of users. In total, those aged 45 and over represented 81%. Less than 2% were aged under 24.

Age of Service Users between April 2015 and March 2016



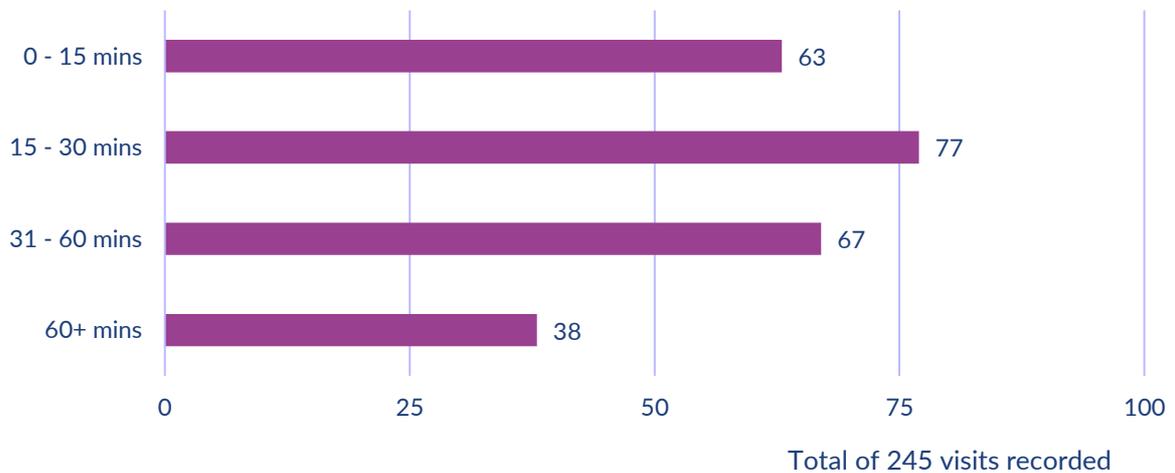
Almost 20% of service users indicated they had a disability. The majority of users are considered without disability, however many gave no answer.

Number of Service Users with a Disability between April 2015 and March 2016



The duration of 245 service user visits was recorded. Of these the majority of visits lasted less than an hour. Most lasted between 15 and 30 minutes. 16% of visits were longer and lasted anything over an hour.

Duration of Visits between April 2015 and March 2016



5 Role of Volunteers in the Evaluation

The evaluation team recognises the key role that volunteers play in the delivery of the project and are keen to support volunteers as partners in the evaluation. This will involve:

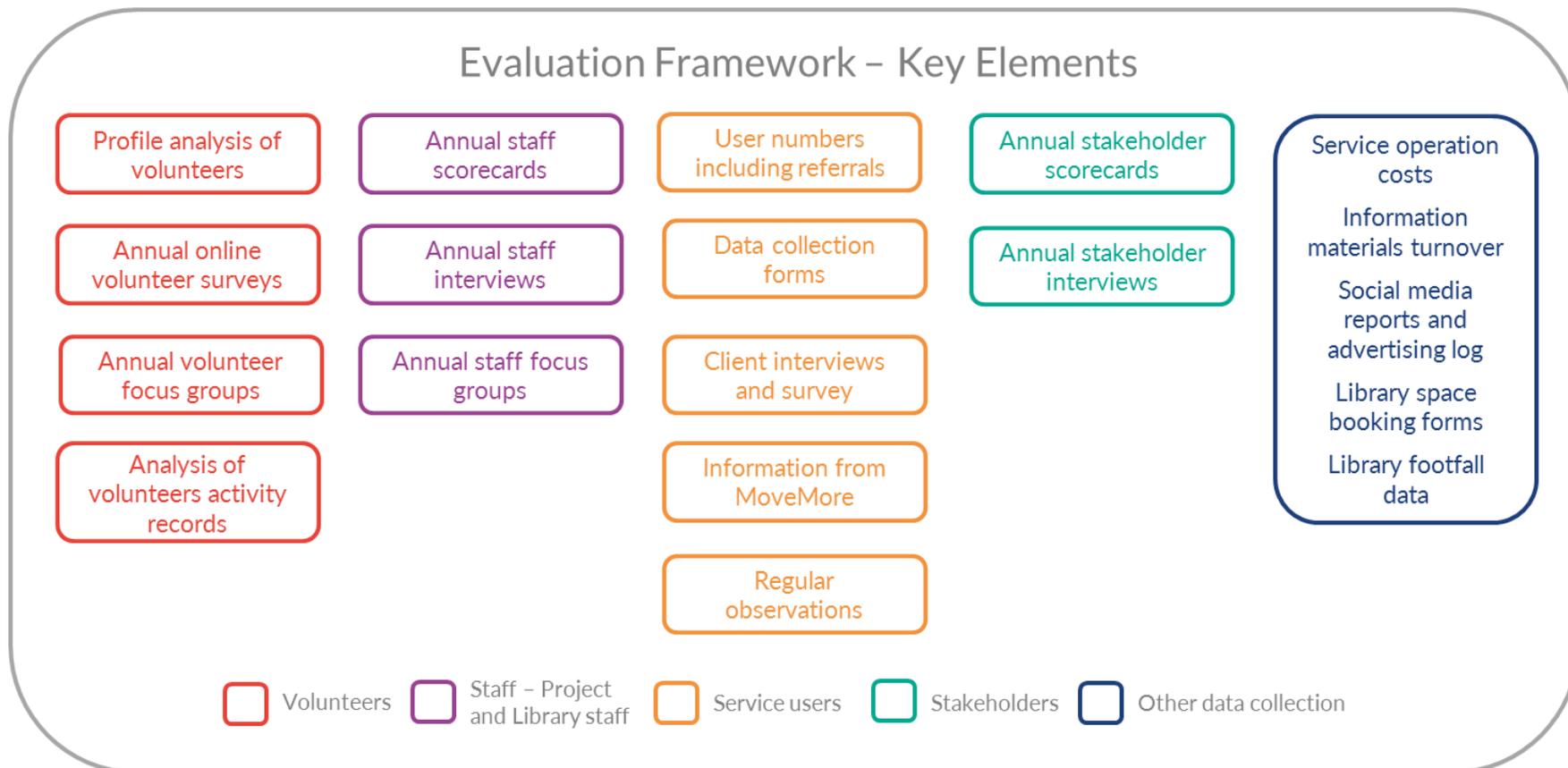
- Relying on volunteer discretion in data collection. This involves providing two different types of data collection for volunteers to use when they are interacting with service users. The first is a contact information form, and the second is evaluation questions as part of the established Survey Monkey questionnaire
- Working together to share and explore the contribution of volunteers to the delivery and impact of the project
- Analysing some of the evaluation data and findings together in order to explore the impacts and outcomes from a different perspective to improve the relevance and ultimate effectiveness of the Phase 2 evaluation recommendations.

6 Evaluation Framework

Based on the evaluation work to date, the evaluation team has developed an evaluation framework that outlines the key evaluation questions and tasks during the three-year evaluation of Phase Two of the Macmillan @ Glasgow Libraries programme.

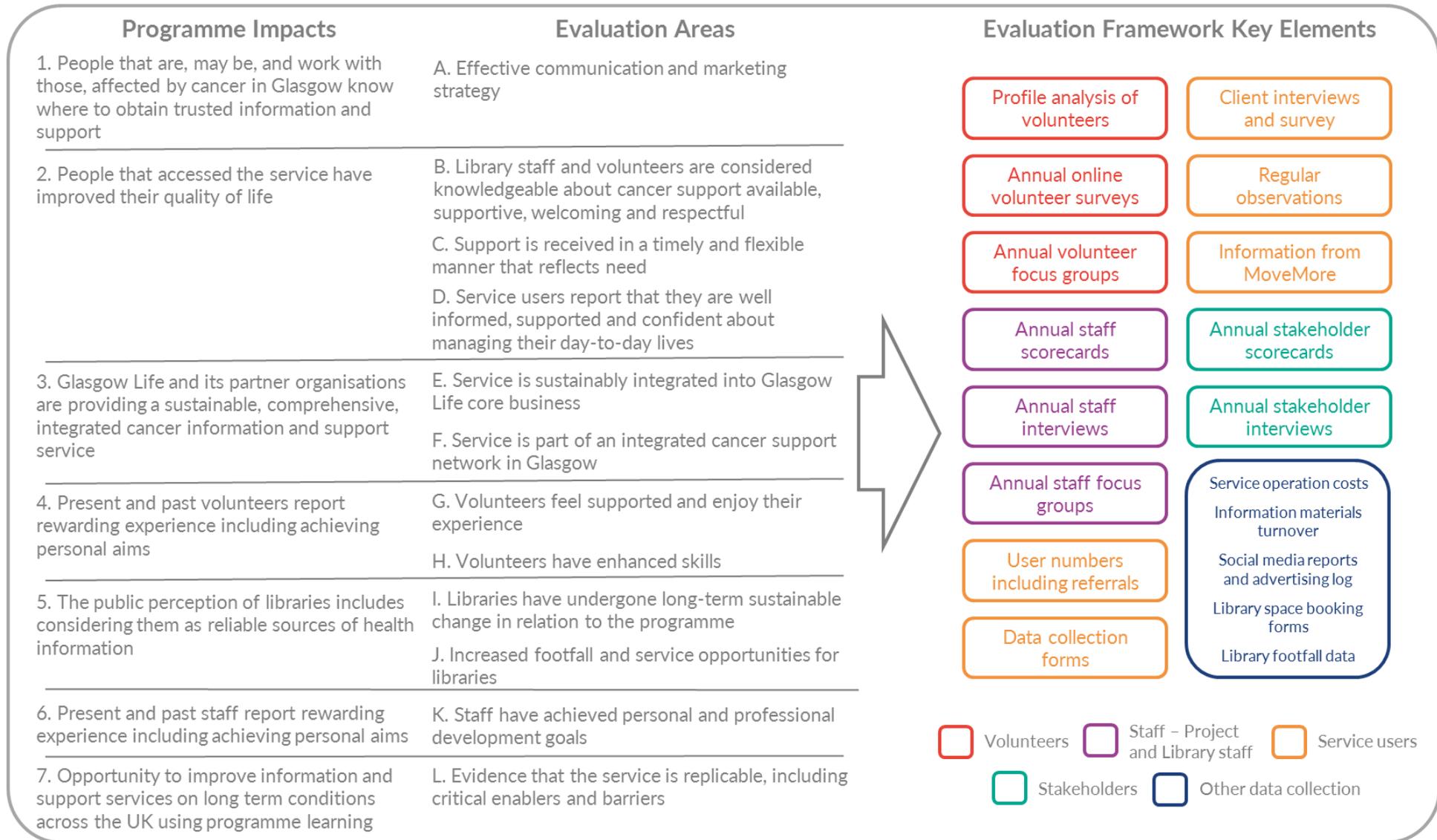
The evaluation framework

We proposed the following activities be completed as part of this programme evaluation:



Programme impacts and areas for evaluation

Each of the elements of the evaluation framework contributes to answering one or more of the evaluation questions. The evaluation questions in turn seek to explore the extent to which the seven programme impacts have been achieved. In order to identify these evaluation questions and programme impacts, we have drawn from the programme's Intervention Logic Model, the Invitation to Tender for the evaluation project we received, as well as subsequent conversations with the programme team and evaluation sub-group. These are outlined in the Figure overleaf.



Exploring each evaluation component

The figures in this section outline each of the key elements of the evaluation framework and explain which evaluation questions they seek to address and programme impacts they seek to assess.

User numbers including referrals

Analysing the client numbers will largely provide context about the scale of service user. This will help to indicate the level of awareness of the service (programme impact 1, evaluation area A). Analysis of referral numbers will help indicate how well integrated the service is into the broader cancer support network of services (programme impact 3, evaluation area F). There are three types of user number data:

- Referral numbers in and out of the programme
- The number of clients that engage with volunteers during service hours. In order to gather this data, we will ask volunteers to keep a log book to record the number of service users that use the space, regardless of whether they engage with the volunteers, or fill in a data collection form.
- Library footfall

Information from MoveMore

In evaluations of programmes like Macmillan @ Glasgow Libraries it can be difficult to engage with those not using the service in order to understand why. Those that are not interested in the service, or did not enjoy their experience with the service usually 'vote with their feet' and do not use the service and do not return to the service. This can make feedback to inform change difficult to identify.

As part of this evaluation we are seeking to understand why people haven't engaged with the service as part of assessing programme impacts 1, 2 and 3. We suspect it'll likely be for one of three reasons:

- Lack of awareness of the service
- Receiving adequate support elsewhere
- Having engaged with the service previously but found it to be unsatisfactory.

Therefore, we have arranged for the MoveMore phone line to ask a number of questions of the clients they engage with. These clients present a group of the Macmillan @ Glasgow Libraries targets but won't all necessarily know or use the libraries service.

Regular observations

It is easier to get an idea of what happens in the service during volunteer hours at libraries that have volunteers. It is more difficult to determine what happens outside of those volunteer hours. Therefore we intend to have regular observation of the use of the spaces outside of volunteer hours in order to understand how the service has contributed to evaluation area J, specifically increased service opportunities for libraries.

We would like to use library staff to complete this task, and will bring in volunteers where staff are unable. This will involve observation periods where volunteers or library staff keep a log of the use of the space over a week, twice a year. We intend to use the same observation week for all libraries in order to control for as many external factors as possible.

Data collection forms

Client interviews and survey

From user data collection forms, interviews and surveys we are looking for answers to the following impact areas and their relevant evaluation areas:

- People affected by cancer in Glasgow know where to obtain information and support – evaluation area A
- People that accessed the service will report that they have improved their quality of life – evaluation areas B, C and D
- Glasgow Life and its partner organisations are providing a sustainable, comprehensive, integrated cancer information support service – evaluation areas E and F.

Service users will be asked by volunteers whether they are interested in participating in the evaluation. Service Users will be asked to provide contact details and choose one of the following options for involvement:

- A one-off short online survey sent via email
- A one-off interview of around 30 minutes with the study team
- A sequence of up to five short interviews over a period of 12 – 18 months with the study team.

Where service users choose the second option they will be asked in their interview whether they are interested in being part of the longitudinal study outlined in option three and have the evaluators call back again in three months time.

In addition, we propose to add five evaluation questions to the current Survey Monkey questionnaire used by volunteers. This option was chosen instead of changing the current form entirely, or creating a separate evaluation form. The evaluation team consider that the addition of five questions is vital to getting the core evaluation information from a large number of service users without creating a disproportionate burden on volunteers and service users.

Volunteers will be able to exercise judgement about which questions to ask users. For those that agree to an interview or online survey then the 5 Survey Monkey questions could be skipped. It will be important to try and get the 5 Survey Monkey questions answered if the service user is not interested in an online survey or interview with the evaluators. However, volunteer discretion will be relied on as per usual to ensure that service user distress is prevented. We recognise that some users will not be comfortable providing contact details, or participating in interviews and online surveys. In addition, users may not be in a position to participate in the Survey Monkey feedback form, or may have previously completed this enhanced feedback form.

The client interviews intend to answer similar questions as the data collection forms, but to provide more targeted in-depth qualitative information by exploring questions in more detail. It is proposed that while most interviews will be done annually, but that for a smaller group of individuals we would look to track their outcomes over a longer period of time through 3 monthly interviews

Annual online
volunteer surveys

Annual volunteer
focus groups

Both the online volunteer survey and focus groups will be looking to answer similar evaluation questions. The survey is intended to provide high quantity, largely quantitative data, with light touch collection of qualitative data. The focus groups are intended to provide more targeted in-depth qualitative information by teasing out trends, conclusions and recommendations that are arising from other data collection during the evaluation period. In the volunteer surveys and focus groups we are interested in volunteer insights across most of the programme impact and evaluation areas including all evaluation areas under impact areas 1, 2, 3, 4, and 5.

We recognise that volunteers are able to provide invaluable insight into the practicalities of running the service, and the evaluation. Therefore, the focus groups with volunteers will also provide an opportunity for volunteers to provide feedback on how the evaluation process is going, including any issues they are seeing or facing in implementing the evaluation tasks. As a way to help minimise problems in implementing the evaluation framework, we will use the first focus group as a way to test the evaluation framework prior to its implementation.

Profile analysis of
volunteers

In measuring impact on volunteers under impact area 4, we will analyse the profile of volunteers in order to identify whether certain groups in Glasgow are more or less likely to begin or sustain volunteering with the programme. This analysis will be compared with the profile trends identified in phase one in order to identify patterns over the course of the pilot.

We are also interested in exploring whether the type of volunteer clients work with impacts on the experience. If this is the case then profile analysis of the volunteers will be needed to see whether this profile matches the expected need. This will contribute identifying impact area 2 and 3.

Annual stakeholder
interviews

Annual stakeholder
scorecards

Both the stakeholder interviews and scorecards will be looking to answer similar evaluation questions. The scorecard is intended to provide high quantity, largely quantitative data in a way that enables the identification of trends on how stakeholder views change over the course of the evaluation. This is particularly important in identifying how well the programme fits within the broader provision of cancer support services in terms of awareness of, need for, and reputation of the service.

Interviews with stakeholders will provide more targeted in-depth qualitative information on stakeholder views of the service.

During the stakeholder interviews and scorecards we are interested in stakeholder views on most of the programme impact areas, but particularly on the evaluation areas, A, B, C, E, F, I and L.

Annual staff focus groups

The primary objective of the staff focus groups is to test the emerging findings, conclusions and recommendations of the evaluation on a regular basis. We recognise that staff are able to provide invaluable context to the trends, conclusions and areas of interest that we identify during our evaluation. The staff focus groups are intended to provide a forum for detailed exploration of our emerging findings in order to increase their robustness

Annual staff scorecards

Annual staff interviews

Both the staff scorecards and interviews will be looking to answer similar evaluation questions. The scorecard is intended to provide high quantity, largely quantitative data in a way that enables the identification of trends on how staff views change over the course of the evaluation. This is particularly important in identifying how well the process of embedding the programme within Glasgow Life is going as staff roles and responsibilities change. Interviews with staff are intended to provide more targeted in-depth qualitative information on what underpins their views and scorecard rankings.

In the staff scorecards and interviews we are interested in staff views on most of the programme impact areas, but particularly on the evaluation areas: A, B, E, F, I, J, K, and L.

Other data collection

As part of the evaluation we are looking at doing two elements of cost benefit modelling. One of these elements is to determine the average unit cost of the different Macmillan spaces in Glasgow Libraries. In order to do this, we will require detailed service operation costs, including staff costs (programme and library staff), volunteer training costs, detailed breakdown of volunteer hours in each library, capital costs invested in the space to date, and maintenance costs. Data required to inform cost modelling will need to be agreed in more detail in advance of the analysis. This cost modelling will help to provide evidence to support programme impact 3 and 7, particularly evaluation areas E and L.

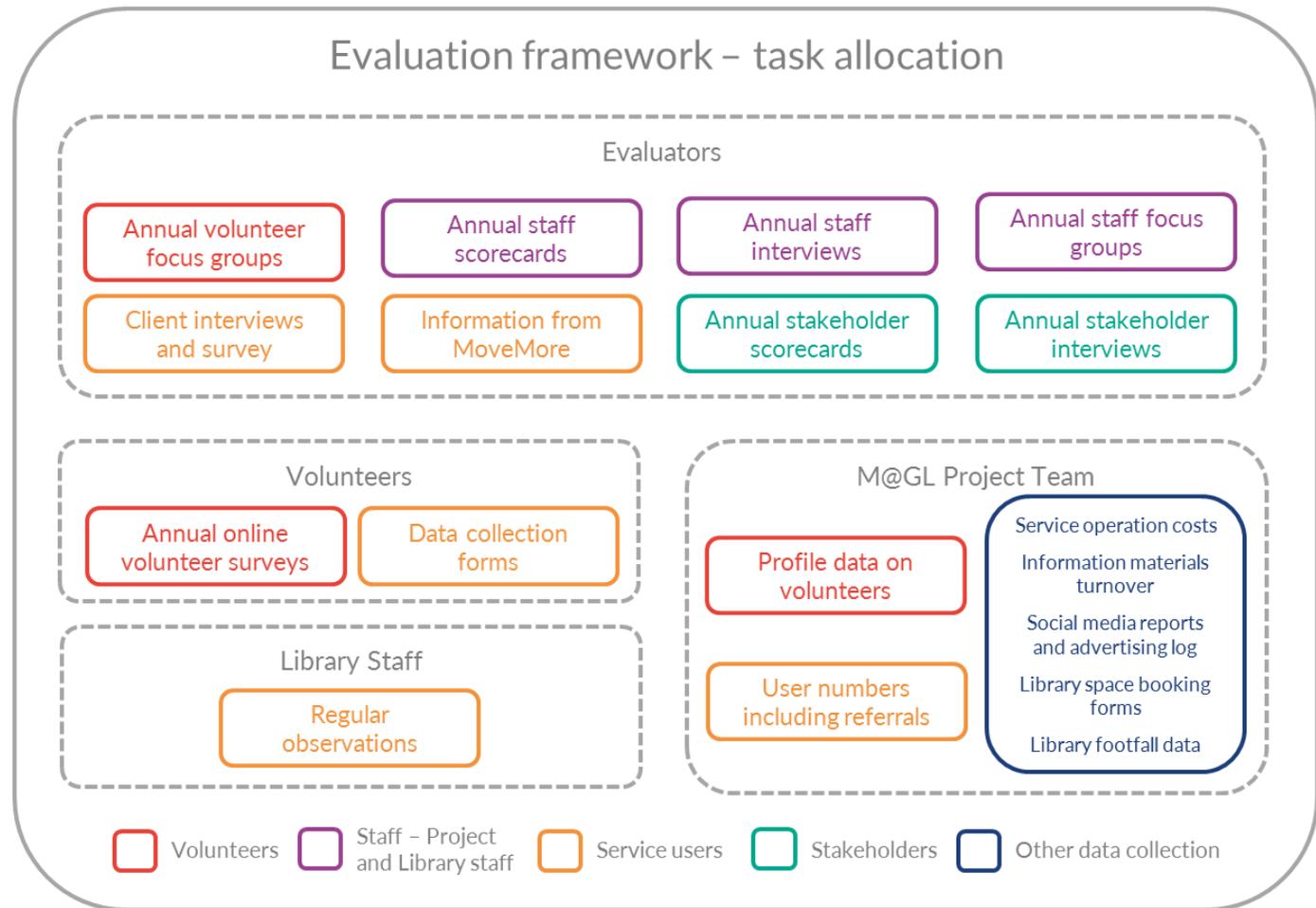
Through analysing the booking logs for the Macmillan spaces in the libraries and library footfall, we are looking to evidence evaluation area J. Specifically around the opportunities these spaces have provided Libraries as part of Library and community based service delivery.

It is easier to get an idea of what happens in the service during volunteer hours at libraries that have volunteers. It is more difficult to determine what happens outside of those volunteer hours. Analysing the number of materials that are taken from Macmillan spaces, particularly those that do not have volunteers, will help to build answers to evaluation areas C, D, and J.

Analysis of the social media report and advertising log will complement the research tasks that gather information on the level of awareness of the service and effectiveness of the marketing and communications activities that are covered in evaluation area A.

Allocation of evaluation tasks

Both the Macmillan @ Glasgow Life evaluation sub-committee and the Evaluation Partners (Rocket Science and Consilium) are keen to involve volunteers in the evaluation process in order to utilise their invaluable expertise and insight into the programme and create a sense of ownership for evaluation within the programme. The figure to the right outlines how the information gathering required to inform the evaluation are allocated between the evaluators, programme team and volunteers. All responsibility for analysing the data collected will be completed by the Evaluation Partners. The Evaluation Partners also retain responsibility for designing the questionnaires, topic guides, and forms required for data collection – which will be created in consultation with the Programme Team, Evaluation Sub-Committee and Volunteers. The figure to the right outlines the roles specifically related to collecting the data.



Evaluation Timeframes

The table below outlines the timeframes for undertaking each evaluation component.

Evaluation Timetable	w/c	Baseline Report				Interim Report				Final Report	
		Q1 Jan - Mar 2016	Q2 Apr - Jun 2016	Q3 Jul - Sept 2016	Q4 Oct - Dec 2016	Q5 Jan - Mar 2017	Q6 Apr - Jun 2017	Q7 Jul - Sept 2017	Q8 Oct - Dec 2017	Q9 Jan - Mar 2018	Q10 Apr - Jun 2018
Profile analysis of volunteers											
Annual online volunteer surveys											
Annual volunteer focus groups											
Annual staff scorecards											
Annual staff interviews											
Annual staff focus groups											
User numbers including referrals											
Data collection forms											
Client interviews and surveys											
Information from MoveMore											

Regular observations										
Annual stakeholder scorecards										
Annual stakeholder interviews										
Library space booking forms										
Service operation costs										
Data on information materials turnover										

The Detailed Evaluation Materials

Topic guides for interviews, and questionnaires/score cards will be developed in advance of each of the stages. At this stage we have developed:

- The topic guide for the partner interviewed conducted in June 2016 (contained in Appendix One)
- The data collection forms (interview consent form and additional Survey Monkey questions) for use throughout the evaluation (contained in Appendix Two)
- The script for the MoveMore questions (contained in Appendix Two)
- The form for volunteers and library staff to record service user numbers (contained in Appendix Two).

Appendix 1: Partner Interview List and Topic Guide

Partner Interview List

The following eight individuals from partner organisations were interviewed:

- Andrew Olney, Head of Service, Glasgow Life
- Nici Hill-Lyons, Development Manager, Macmillan Cancer Support
- Karen Donnelly, Libraries Manager (Business Information & Mitchell Operations)
- Audrey Sutherland, Community Library Operations Manager
- Jane Collin, Health Improvement Lead, (Patient Information Centres, NHS GG&C)
- Debbie Young, Macmillan Service Manager, Improving the Cancer Journey / Long term Conditions Benefits Service
- Alison Murphy, Service Development Officer, Improving the Cancer Journey / Long term Conditions Benefits Service
- Madaline Alexander, Service Manager, Cancer Support Scotland.

Partner Interview Topic Guide

Context

- What are the key challenges in supporting those affected by Cancer in Glasgow, now and in the future?
- What are the key features of the context for the programme (in terms of Glasgow and Scottish policy and practice, the evolution of health and social care integration, the public service reform agenda, and the provision of information and advice about health)?
- How do you see the Macmillan @ Glasgow Libraries service fitting into the broader landscape of provision and support?
- What opportunities do you see for the service during Phase 2?
- What challenges do you see for the service during Phase 2?

The service

- The Macmillan @ Glasgow Libraries service is going through a process of integrating the operation of the service to become part of the mainstream offer of Glasgow Life. This would see responsibility for the operation and funding of the programme shift from a partnership of Macmillan and Glasgow Life, to solely Glasgow Life. How would you describe the current situation and prospects in terms of mainstreaming the approach?
- How do you see this being reflected in the different levels and locations of support: hubs, drop-in centres, information points and outreach events?
- How does the approach relate to the current stage of organisational change within libraries - both in terms of their role as places for the provision of information and support, and in terms of taking on ownership of the service, and the next stages that are planned?
- The Phase 1 Evaluation Report identified a number of issues around the approach – notably:
 - The lower than expected use of the services and associated approaches to raising awareness. *Is the demand there? Are there other ways of raising awareness that should be tested?*
 - Related to this, concerns about the retention of volunteers, because the demands aren't necessarily there. *Are there ways of supporting retention? Is there scope for a wider role for volunteers across a number of related services?*
 - The extent to which there will be learning about how the service can be extended to support people with other long-term conditions in Glasgow or replicated (with careful adaptation) to other settings throughout the UK. *Can you see opportunities to apply the model to other conditions – or information/advice services? What kind of insights from our work would help on this?*
- The Phase 1 Evaluation Report made a number of recommendations – mainly related to enhancing awareness and service demand. To what extent have you seen progress on each of these?
 - *Devoting additional resources to communications and marketing in order to build awareness and demand for services.*
 - *Further engaging with health professionals to strengthen the base of referrals to the services.*
 - *Providing flexibility in the role and level of provision at each library in light of experience.*

- *Taking targeted action to strengthen local community engagement and involvement in the service, particularly within areas of multiple deprivation.*
- *Refining training and support measures to ensure that volunteers are fully equipped to deliver services and that volunteer retention is maximised.*
- *Setting in motion an explicit and phased handover of functions currently carried out by the central MCISS programme team.*
- *Making gradual changes to the partnership structures as part of the mainstreaming of the service within Glasgow Life.*
- *At an agreed point, taking small and measured steps to extend services to people affected by other long-term conditions.*

Focus for Phase 2

- Are there any other issues that it is important for us to understand/explore in our Phase 2 evaluation?

Appendix 2: Evaluation data collection

Evaluation Form:

Macmillan and Glasgow Libraries are working with independent consultants Rocket Science to evaluate the support services it provides through libraries and community venues across Glasgow for people affected by cancer.

If you are happy to provide it, and there is no pressure to do so, we would really value your feedback on the services provided in Glasgow Libraries in partnership with Macmillan. To do this we just need to get your contact details and an understanding about how you are interested in participating.

User Contact Details & Agreement to participate in interviews

Name:

Library visited:

Key Macmillan or GL Contact:

Email:

Preferred interview schedule:

- A one-off short online survey sent to you via email
- A one-off interview of around 30 mins with the study team
- A sequence of up to five short interviews over a period of 12-18 months with the study team

Questions will cover the following areas:

- Knowledge amongst people affected by cancer in Glasgow of where to obtain information and support
- Impacts of the service on the quality of life of people affected by cancer
- The quality and sustainability of a comprehensive, integrated cancer information support service.

Additional questions for the Survey Monkey questionnaire:

The evaluation needs you to be completely honest in telling us about both the good parts of the service and the areas that need to be improved. The evaluation will help Glasgow Libraries to shape the future of the project in line with the needs of people affected by cancer and the skills and capacity of the staff / volunteers providing the support.

8. Can you think of any reasons why people affected by cancer would be reluctant to access the service?

- Accessing services in a library
- Fear of a lack of privacy
- Not wanting to ask for help
- Not knowing about the service
- Concern about the quality of the service
- Not receiving support from a health and/or advice 'professional'
- Other

9. How would you rate (Excellent / Good / Poor / Very Poor/not applicable) the services ability to provide you with:

- Support that is personalised to your needs and situation
- Emotional support
- Access to practical (non-health) information/support
- Access to counselling and complementary therapies

10. How would you say you benefited from the project? Yes/No

- Increased ability to make informed decisions
- Reduced anxiety
- Increased reassurance
- Accessing wider local support networks
- Accessing national support networks
- Employment
- Social

Volunteer to write any detail needed for this question

11. What do you think you would have done / how you would feel now if you hadn't accessed the project?

Volunteer to write any detail needed for this question

12. What are the benefits of accessing support in a community venue like a library rather than a health centre or hospital?

Volunteer to write any detail needed for this question

Script for MoveMore questions

This is the script for the MoveMore volunteers and staff to ask their service users over the phone. This is to capture a cross section of the target client group of Macmillan @ Glasgow Libraries who may or may not have heard of and/or used the Macmillan @ Glasgow Libraries service. We have arranged for these questions to be asked for 2 months during quarters 3, 6 and 9 of the evaluation.

While on the phone with MoveMore service users, we are keen for the staff/volunteer to ask the following:

We are also helping one of our other services Macmillan @ Glasgow Libraries. They are currently being evaluated so that they can learn how to improve their service. In each of the libraries in Glasgow there are hubs set up that have Macmillan brochures on cancer. Some of these also have places to sit down, may be in different rooms within the libraries, and sometimes these have Macmillan volunteers around to talk to.

Would it be ok if I asked you three questions about this service? You don't have to have used the service, or have ever even heard of the service in order to answer these questions, but your answers would greatly help Macmillan and the Glasgow Libraries.

- 1 *Have you used the Macmillan Cancer Information and Support that is available in the Libraries in Glasgow?*

Yes?

No?

2 If the answer is no then ask:

I would be interested to understand a little bit more about why you haven't used the service. I have a list of reasons, could you please tell me which of these apply to you? You can choose as many of these as you think apply to you

13. *I didn't know this support was available before this phone call*

14. *I get enough information and support from other sources, services and people*

15. *I didn't think that it would be a useful service*

16. *I don't want to go to the library for support*

17. *I have heard that the service is not very good*

3 *Do you mind if someone from Macmillan or their evaluation team contacted you about this further?*

Yes?

No?

If yes please get the contact details

If the answer is yes then ask:

Would you recommend this service to other people affected by cancer and their families?

Yes?

No?

We would also be interested in any explanation to their answers that the service user wishes to provide. If there is time and the service user is willing to discuss their views we ask that the MoveMore volunteer/staff member record the service users views in more detail for the evaluation team please?

Service user observation form

We are also interested in how many people are using the service including:

- The number of those that engage with the volunteers
- The number of those that visit during volunteer hours but do not engage with a volunteer
- The number of those that visit and use the space outside of the volunteer hours.

During volunteer hours we would look for the volunteers to fill in the below form. Outside of volunteer hours we would look to set up specific observation periods by library staff and use the same form to record visitor numbers and uses. Discussions about when and how this will be implemented needs to be discussed on a library by library case as some spaces are easier for library staff to observe than others. Observations by library staff would not be needed for spaces which are not accessible outside of volunteer hours. Instead we will use the room booking forms.

Date	Who completed this form?	During volunteer hours?	Tally of visitors	Tally of visitors that spoke to volunteers	Any comments
eg 29/07/2016	Volunteer	Yes			
eg 01/08/2016	Library Staff Member	No			1 looked at the leaflets, 1 used the space to sit and read