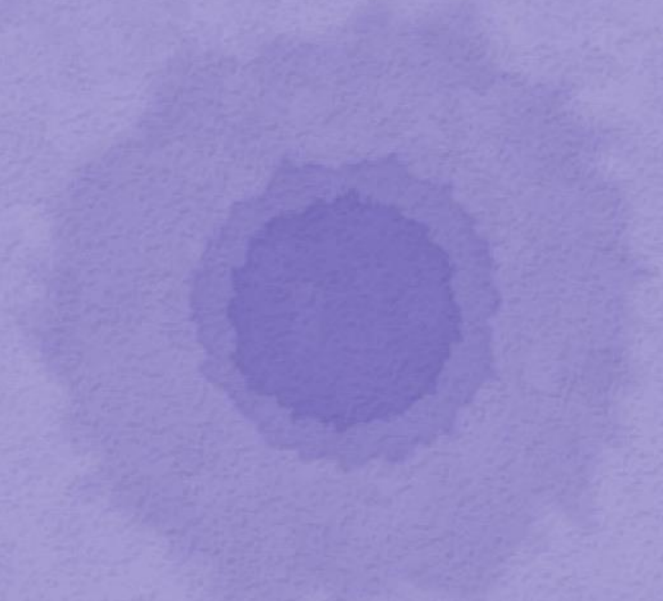


Cultural Volunteering in the UK:  
What have we learned  
and what's next?

---



1997

---

# What did it look like?

- Volunteering underpinning the sector
- Profile – either retired people or students
- Lack of good volunteer management
- Volunteering not seen as a profession – lack of recognition for skills
- Organisational ignorance of value
- Unions/staff councils concerned about volunteering – ‘job replacement’

# Regional networks

- Cultural volunteering – institution based or devolved / remotely managed committee structures (Art Fund, NADFAS, National Trust)
- Mainly retired arts enthusiasts – social aspect of volunteering/status important
- Challenges – sustainability, profile, remote management



Regional

Support

Local fundraising events

Volunteer with us

# Local fundraising events

Help support our vital work with museums and galleries by organising or attending an event local to you.

## Regional Network

Our network of 59 volunteer committees organise a lively and varied programme of fundraising events, lectures, trips and outings for existing members and potential supporters all over the UK.

Want to know more? Find your local committee and its contact details by using the drop-down menu below.

### Find local fundraising events near you





# Institutions

- Lottery capital development projects – more people required to meet operational requirements
- No volunteer management expertise – added on to existing roles
- Staff finding things for volunteers to do!
- ‘Friends’ organisations – grey area (time/money)



# Opportunities

- Funding – Lottery, trusts and foundations, European (e.g. ESF)
- Volunteering as a way of diversifying participation – ‘not for the likes of us’
- Voluntary sector strategic leads starting to work together to tackle recognition/value issues

# Association of Volunteer Managers

A voice, a resource and a network in volunteer management

[Home](#) [News & Comment](#) [Research](#) [Join AVM](#) [About AVM](#) [Contact us](#)

SEARCH

GO



## Search Results for: **lynnblackadder**

8 July, 2016

### Volunteer led organisations

In the final part of our "Embedding a Volunteer Culture" blog series, Lynn asks if being 'volunteer led' is essential to a pro volunteering culture, and what it is we actually mean by 'volunteer led'.

[Continue reading →](#)

[Home](#)

[News & Comment](#)

[Events](#)

[Campaigns and Policy](#)

[Funding and Value](#)


[Media Mentions](#)

[VM Voice Blog & Comment](#)

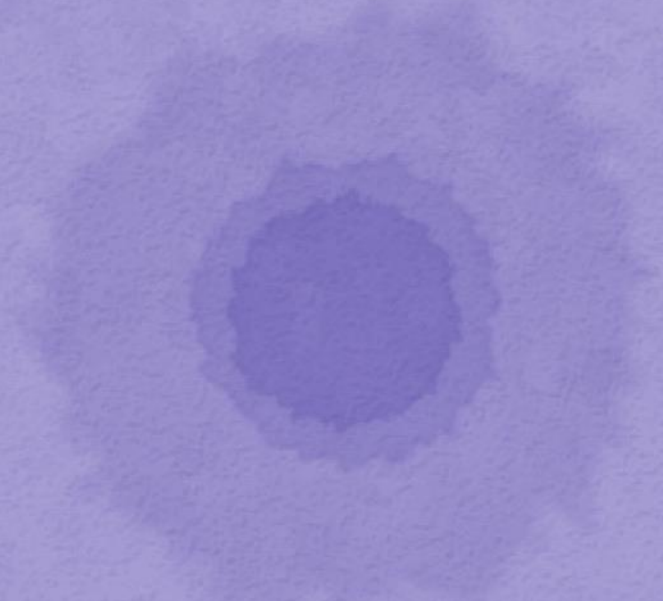
[Research](#)

[Professional development & learning](#)

[Join AVM](#)



Open, friendly, knowledgeable  
and passionate about heritage  
volunteering



2002

---



IMPERIAL WAR MUSEUM NORTH

NOW OPEN HORRIBLE HISTORIES: FRIGHTFUL FIRST WORLD WAR

# Imperial War Museum North

- New site, opening up collections to the North
- Trafford, Manchester – regeneration area
- Wanted local people involved from the start – ‘in with the bricks’
- £250,000 European Social Fund plus Lottery
- Targeting social exclusion
- National Vocational Qualifications in Cultural Heritage – visitor welcome



Mary

*"I've enjoyed every last minute - I've loved the challenge of it."*

"I first got to know about the Volunteer Programme when I was a cleaner at the Quay West building, where IWM North staff were working before the Museum opened. I'd retired 12 months previously from my job as a machine assistant, and always said I'd like to go back into education in some form. And this was a chance to do something satisfying and educational.

I've enjoyed every last minute - I've loved the challenge of it. I've learned patience with myself, not to put myself down by thinking I can't do something. I *can* do it. I learned how to use a computer and the next thing is to get the NVQ Level 2 done.

I worked on the first soft opening at the Museum, meeting and greeting everyone from children right up to veterans, talking to visitors in general. One gentleman said, 'It's nothing like the Leeds Armoury Museum.' And a woman summed it up for me when she replied, 'It's not meant to be. It's a people's museum and it's part of our lives. Every person has some experience of war, even primary school children who've lived through September 11th.'

When you come to the end of your working life, you can tend to sit back and get complacent. But I didn't do that. At the beginning I doubted myself, but I've had fantastic help from everyone in the group, from the Lowry staff when I was on placement there, and from Chris (Pickles) and Anna (Brint). It's given me a different kind of confidence."

Mary Barter

# Imperial War Museum North

- 250 local people involved before museum opened
- Department for Culture, Media and Sport 'exemplar' in Third Sector Strategy



## Society

# Show of pride

The war museum in Manchester has an exciting blend of history and hi-tech. But its most futuristic feature is helping local people find work through volunteering

Executives planning the Imperial War Museum North commissioned an international architect, Daniel Libeskind, to design an eye-grabbing building. But they turned to people in deprived areas close to the canalside site in Trafford Park, Greater Manchester, to run most of the visitor services.

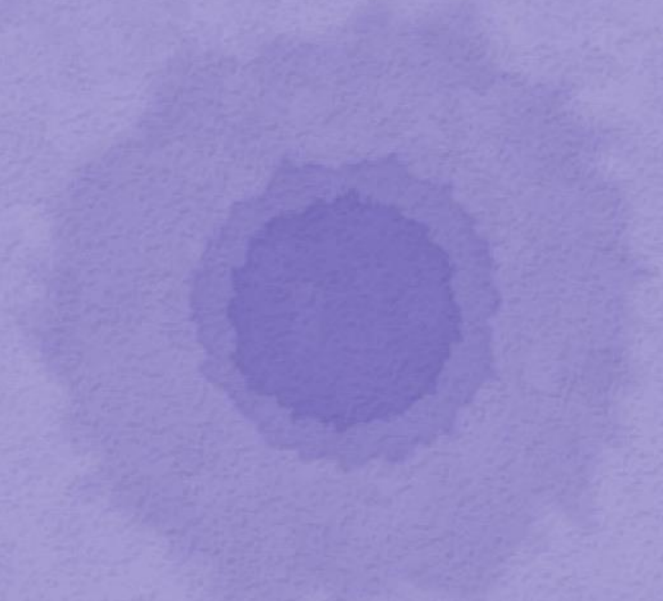
Under what must be the most radical staffing policy of any museum in Britain, about 200 volunteers at the new museum - most of them unemployed - can draw more than £50 a week in expenses. And all of them are given places on training courses to help their careers.



<  
0

**John Cunningham**

Wednesday 26 June 2002 10.22 BST



2008

---

# A complex landscape

- Financial crash
- Public funding cuts – arts and volunteering
- The Big Society – cultural venue/library closures or community ‘ownership’
- High unemployment brings opportunities for volunteer involving organisations
- Olympic bid – volunteering central to delivery



Where are we now?

---

# Challenges

- ‘Traditional’ volunteer pool disappearing
- People have less time and more choice – sandwich generation
- Cultural organisations still struggling financially
- Sustainability of programmes – how?
- Reduction in volunteering infrastructure

# VOLUNTEERING

[I want to volunteer](#)[Why volunteer?](#)[Volunteer Centres](#)[Find a Volunteer Centre](#)[If volunteering goes wrong](#)[Volunteering and benefits](#)[Volunteering in Care Homes](#)

## SHOPPING CART

Cart is empty

[View cart](#) | [Checkout](#)

We are committed to supporting, enabling and celebrating volunteering in all its diversity. Volunteering is someone spending time, unpaid, doing something that aims to benefit the environment or someone who they're not closely related to. Volunteering must be a choice freely made by each individual.

NCVO doesn't broker or place volunteers in charities directly but we have a selection of resources to help you find a suitable opportunity.

### I WANT TO VOLUNTEER

- [Tips on how to volunteer](#)
- [What to do if volunteering goes wrong](#)

## Volunteer Centres

[Volunteer Centres](#) are our local delivery partners, providing assistance to individual volunteers and volunteer involving organisations.

- [Volunteer Centre Quality Accreditation \(VCQA\)](#)

**Volunteer Centre**

Quality Accreditation

## Volunteer management

NCVO offers a range of resources on [volunteer management](#), including a Studyzone video training course [Good Practice in Volunteer Management](#).

[Our publications](#) include the best-selling [Volunteering Impact Assessment Toolkit](#). We also



## Five questions we should be asking of volunteering in 2017

### Institute for Volunteering Research

NCVO's Institute for Volunteering Research (IVR) is a world-class research and consultancy agency specialising in volunteering.

We undertake research, consultancy and evaluation projects to help improve policy and practice.

For our free volunteering reports and evaluations visit our [Evidence Bank](#).

To find out how we can help you, [click here](#).

### News and events

[The 2017 Voluntary Sector and Volunteering Research Conference](#)

[New book chapter exploring the role of volunteers who deliver public services](#)

[Latest volunteering data shows no change in rates of volunteering](#)

[New research to compare hospital volunteering in the UK and Canada](#)



# The good news

- Volunteering profile / Olympics 2012 legacy – did we do volunteering before ...?!
- Progress in top down recognition of value
- Volunteering *is* a profession
- Investment in volunteer management
- Diversity and inclusion
- Mutually beneficial



# Change as opportunity

- Pushing boundaries, taking risks and dispelling myths
- Volunteers *can* do same jobs as paid staff
- Involving volunteers for skills / specialisms at every level
- Volunteers *shaping* what happens in organisations, not just delivering



What does it look like?

---

# Volunteering with IWM North



Volunteers play a vital role at IWM North. We currently have over 60 wonderful volunteers working regularly on our galleries in a variety of roles.

## if: Volunteering for wellbeing 2013 – 2017



## People's stories

[See more](#)

Read and hear the extraordinary stories from  
the people who have taken part

A unique volunteering, training and placement project delivered across 10 heritage venues in Greater Manchester designed to support participants into volunteering and away from social and economic isolation.



Y GANOLFAN  
EIDETAIDD





If you are short of time but still keen to contribute to the Museum's work, our new Visiteering scheme might be for you. We also offer placements for school students.

## Visiteering

Are you only in London for a short period? Or do you work or study full time but would like to help make a difference to our collections alongside our experts? Our one-day Visiteering opportunities will give you a genuine collections-based experience and support the Museum's work.

You will be set a challenge relating to the collections. The task will be easily understood and no experience is necessary, but the value of your contribution will be priceless. To take part you need to be aged 16 or over and available on a set date.

Find out more, including the next available dates, and sign up via our [expression of interest form](#).

## Opportunities for companies

Interested in corporate group volunteering? [Contact our Development team](#).



[Search vacancies](#)



## More volunteering options

- [Medium-term volunteering](#)
- [Long-term volunteering](#)

## Volunteers in action

See our scientists and Visiteering volunteers at work in the Specimen Preparation Area of the Darwin Centre Cocoon.

[Find out more](#)



# THE SILK MILL

Derby's stunning Silk Mill building stands on the site of the world's first factory and is part of the Derwent Valley Mills World Heritage Site.

Situated in the centre of Derby, The Silk Mill is currently undergoing a process of significant development to reinvent the Silk Mill for the 21st century through the creation of Derby Silk Mill – Museum of Making.

The new museum will display fascinating items from Derby's rich industrial history, celebrating the makers of the past; and will be designed to empower makers of the future through inspirational environments for learning programmes and activities. The project is timed to be completed in 2019/20 and is supported by the Heritage Lottery Fund, Derby City Council and Arts Council England.

Our project theme "Made by the Makers of Today" is a primary focus for the coming months and years. We will be offering volunteer co-production opportunities that will excite and challenge everyone, developing our collective skills and enabling us to make Derby Silk Mill – Museum of Making together. If you are interested in being part of our co-production volunteer programme for the Silk Mill project as an individual, family or as part of a community group, organisation or business – please email [gemma@derbymuseums.org](mailto:gemma@derbymuseums.org)

Keep up-to-date with progress on the Silk Mill project by visiting the project blog [www.derbysilkmill.tumblr.com](http://www.derbysilkmill.tumblr.com) or follow [@derbysilkmill](https://twitter.com/derbysilkmill) on twitter.



# Volunteering to engage

- Leicestershire County Council
- ‘Hitting the streets with heritage’ – Century of Stories project
- Get Set – work experience for young people

**Inclusion, access, co-production/creation – what do people want and how do they want it?**

**New models emerging**







Soldier

Lord Kitchener

War Horse

Poppies

Nurse

Great Grandad

King George

COAL MINE

Remembrance

Volunteer

Songsier

# Doing things differently

- **IWMN** – creative partnership working delivering across agendas: employability, inclusion, health
- **Natural History Museum** – diversifying volunteering through interpretation and increasing productivity
- **Silk Mill\Leicestershire County Council** – co-production: how do you want your heritage?



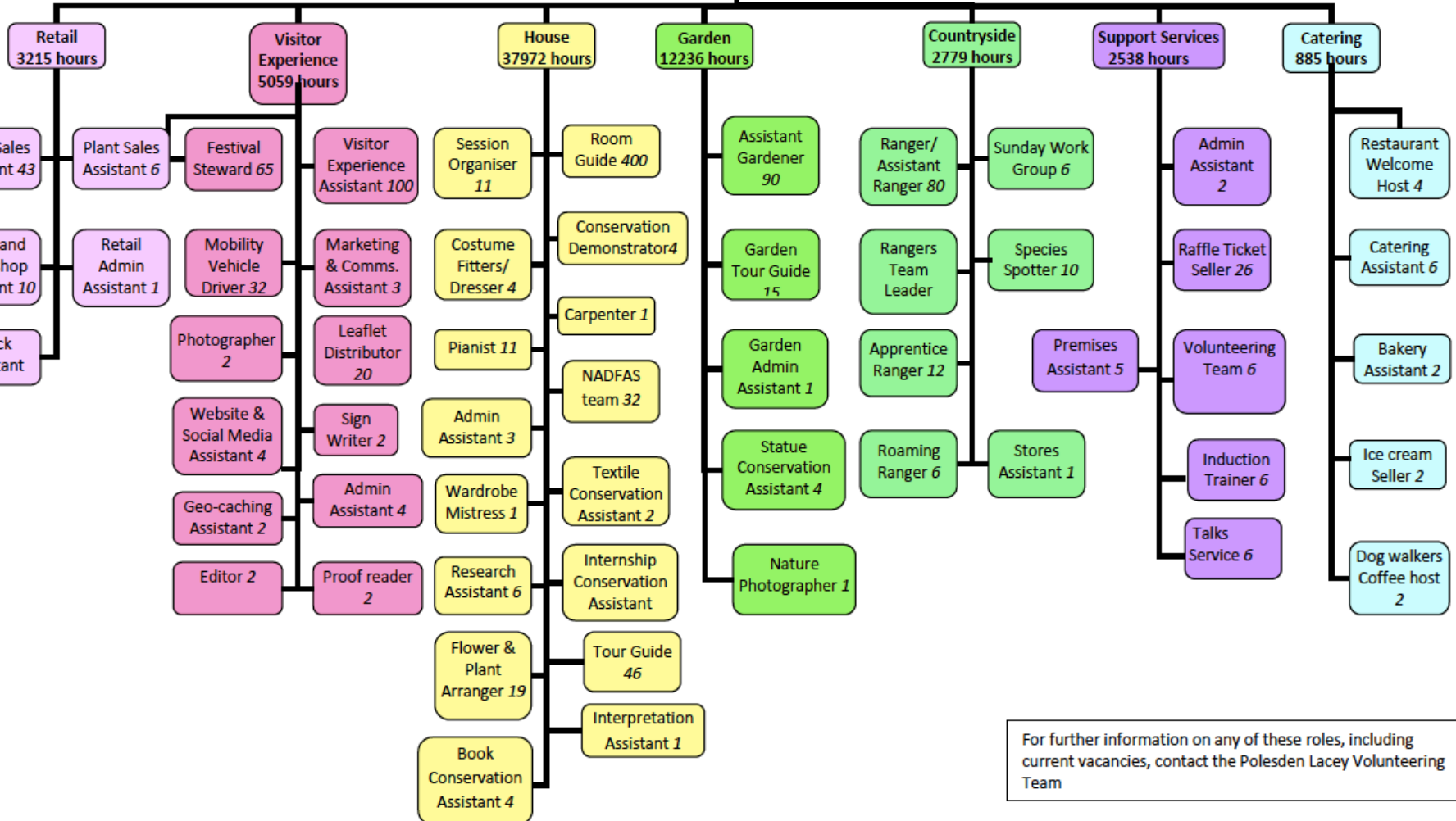
# Polesden Lacey, National Trust

**NT – 5,000 staff, 64,000 regular volunteers**

- One team approach – no ‘us and them’
- Staff and volunteer Sounding Board
- Volunteers leading volunteers
- Volunteers involved at every level
- Dynamic and flexible opportunities to suit individual needs, e.g. speed volunteering

## Volunteer roles at Polesden Lacey

Work experience placements



For further information on any of these roles, including current vacancies, contact the Polesden Lacey Volunteering Team





KEEP CALM

Good Luck

up in dramatic finale

Your chance to

88

Direct



TOWRITE





## National Trust Project

We have been engaged in a funded research project with the National Trust which aims to provide:

- (1) a detailed, evidenced-based understanding of what it means to manage a volunteer in the National Trust
- (2) identify the nature of similarities or differences between the management of volunteers and paid staff and
- (3) consider the implications of these similarities or differences for policy, resourcing and strategic planning around volunteer management within the National Trust.

The research involved two in-depth qualitative case studies carried out at two National Trust properties between 2013 and 2015.

Headline findings are that:

***In practice, the management of volunteers within the National Trust is, and should be, significantly different to the management of paid staff.*** These differences can be classified around five broad, yet interconnected, themes:

Performance Management,

Communication,

Task Differentiation,

Trust and Fear V Autonomy and Creativity

Emotional Labour.

Our findings challenge the prevailing trajectory within the third-sector, namely the operationalisation of the management of volunteers as paid staff. The attendant costs and benefits of managing volunteers are significantly different to those associated with the management of paid staff. Indeed, our findings suggest that rather than the volunteer management practice being rooted in HR and other managerial rhetoric there is cause to suggest that this relationship be inverted. Indeed, we need to ask what can HR learn from effective volunteer management?

# Fit for purpose and the future

- Clear vision and top down commitment
- Resources – invest in people and money
- Training in volunteer management = confidence and capability
- Have to offer what volunteers want
- Highly competitive market
- Change can be painful – staff and volunteers



# Work placements, interns and volunteering

---

# Unpaid opportunities

[Home](#) >  
[Unpaid opportunities](#)

We recognise the value in people having access to proper work experience, where it is properly managed and mutually beneficial.

Share   

However, we believe that work experience should never be used as a way to avoid [national minimum wage regulations](#). We realise that there is a growing concern in the art and culture sector about its reliance on unpaid roles, and so we do not advertise these on our site. If you are looking to post about an unpaid role, this may be removed from the site unless it is clearly for a collaboration, partnership or short term festival or event volunteer.

We reserve the right to remove any posts without further notice to you which, in our reasonable judgement, do not comply with our [terms and conditions](#).

## Internships

Arts Council England and Creative & Cultural Skills have published these [guidelines](#) to help clarify the legal obligations of arts and culture organisations offering internships.

We will not accept postings for unpaid internships unless they are part of a recognised further or higher education course.

For the purposes of these guidelines, an internship is not:

- **volunteering** – volunteers are not entitled to payment or benefits in kind, and are not classified as workers. There should be no contractual obligations between the volunteer and the arts organisation
- **voluntary work** – voluntary workers are specifically defined in legislation and are not entitled to the minimum wage. They work for a charity, voluntary organisation, associated fundraising body or statutory body. They receive no monetary payments and only limited and specified benefits
- **student placement** – unpaid work undertaken by someone in education as a required part of their course, with reasonable expenses paid
- **an apprenticeship** – any formal apprenticeship programme (including the government's apprenticeship scheme) offered by an employer. Apprentices are entitled to a special apprenticeship minimum wage (see See Section 2)



## About Us

Intern Aware is the national campaign for fair, paid internships. We believe that unpaid internships are exploitative, exclusive and unfair. By asking people to work without pay, employers exclude those with talent, ambition and drive who cannot afford to work for free. Employers and young people alike benefit from the best graduates getting the best jobs. Only by paying interns a fair wage can we ensure this happens.

We campaign for a shift in public consciousness against unpaid internships. We have helped change the debate in the media by making the case that asking young people to work for free has corrosive effects on social mobility.

### DO YOU LIKE THIS PAGE?



Like



Share

8 people like this. Be the first of your friends.



Tweet



G+

EMAIL ADDRESS

[Join](#)

Or sign in with:

[Report An Unpaid Internship](#)[Unpaid Internship Stories](#)[About Us](#)

# Getting value

- Flexibility – part-time, weekends, evenings
- *Real* work experience and supervision
- Training
- Networking opportunities
- Short-term opportunities
- Employer's references



What's next?

---

# Ongoing challenges

- Ongoing fear job displacement/replacement
- Change takes time, money and skill
- Lack of infrastructure for brokerage
- Huge competition for developmental cultural volunteering opportunities
- Opportunities restricted to privileged few?
- **But ... more flexibility / credit for volunteers**



# Resources

---

# Resources

<http://www.yahogroups.com/group/UKVPMs>

<https://www.ncvo.org.uk/ncvo-volunteering>

<http://www.ivr.org.uk>

<https://volunteermanagers.org.uk>

<https://volunteeringforwellbeing.org.uk>

<http://www.nhm.ac.uk/take-part/volunteer/short-term-volunteering.html>

# Resources

<http://www.dmu.ac.uk/research/research-faculties-and-institutes/business-and-law/human-resource-management/crowe-research-themes/unusual-and-atypical-work-contexts/national-trust-project.aspx>

[http://www.internaware.org/about\\_us](http://www.internaware.org/about_us)

<http://www.heritagevolunteeringgroup.org.uk>

[http://www.artscouncil.org.uk/sites/default/files/download-file/internships\\_in\\_the\\_arts\\_final.pdf](http://www.artscouncil.org.uk/sites/default/files/download-file/internships_in_the_arts_final.pdf)

- <http://www.museumsassociation.org/museum-practice/new-approaches-to-volunteers/16092013-leicestershire-county-council>
- <http://www.centuryofstories.org.uk>
- <http://getsetleics.co.uk>
- <https://www.voluntaryarts.org/why-were-here>
- <https://nadfas.org.uk>



# Thank You!

Coaching and Consulting –

Arts and Heritage

[lynn@lynnblackadder.com](mailto:lynn@lynnblackadder.com)

[www.lynnblackadder.com](http://www.lynnblackadder.com)

+44 (0)7966 253577