



# VOLUNTEERING AND THE HISTORIC ENVIRONMENT

---



Photo © Historic Environment Scotland



HISTORIC  
ENVIRONMENT  
SCOTLAND

ÀRAINNEACHD  
EACHDRAIDHEIL  
ALBA

**BEFS**  
BUILT ENVIRONMENT  
FORUM SCOTLAND

June 2016

## TABLE OF CONTENTS

Page

Executive Summary .....	3
1. Introduction .....	8
2. Methodology .....	10
3. Quantitative Findings .....	14
4. Qualitative Findings .....	24
5. Case Study Themes .....	37
6. Key Research Findings and Implications .....	52
Appendix A – List of Supporting Organisations .....	60
Appendix B – Methodology .....	65
Appendix C – Questionnaire and Case Study Guide .....	75
Appendix D – Economic Value of Volunteering.....	79
Appendix E – Case Studies .....	80
Appendix F – List of Acronyms .....	127

## EXECUTIVE SUMMARY

Volunteer Scotland completed this research study over the period January – May 2016. It was managed by Historic Environment Scotland (HES) and Built Environment Forum Scotland (BEFS). The primary objective of the research was to update the 2008 study on volunteering in Scotland's historic environment, which was also conducted by Volunteer Scotland.

### Headline Statistics for 2015

- Scotland's historic environment engaged at least 17,000 volunteers
- The volunteers provided over 121,000 days, an average of 7 days per volunteer
- The economic value of this contribution is £14.7 million
- 40% of organisations surveyed had increased their volunteer numbers in 2015
- 54% would like to increase their volunteer numbers in 2016
- The ratio of paid staff to volunteers is 1 to 1.6
- 46% of organisations surveyed were run entirely by volunteers

## METHODOLOGY

The research comprised the following elements:

- *Desk research* – only a limited amount of relevant information on volunteering in Scotland's historic environment was identified
- *Partner consultations* – key organisations involved in volunteering and the historic environment were consulted
- *Population database* – the study developed a database of 1,044 organisations to contact as part of the online survey
- *Online survey* – a short survey was issued with a focus on quantitative questions and a small number of qualitative questions. 182 valid and high quality responses were generated.
- *Case studies* – ten organisations supported the study by providing invaluable insights into volunteering in the historic environment.

Note: the quantitative data from the 2016 study cannot be compared against the 2008 study to identify trend information. This is due to variations in the identified population, the survey respondents and the refined definitions for both the historic environment and volunteering. A detailed comparison of the methodologies used in 2008 and 2016 is presented in [Appendix B](#).

## DEFINITIONS

'*Historic environment*' – the definition was taken from Our Place in Time (OPiT), the historic environment strategy for Scotland. However, it was simplified for the purposes of the online survey:

*"The 'historic environment' represents the physical evidence of past human activity. For example, a stone circle, a prehistoric fort, a medieval castle, a renaissance garden, a stately home, a battlefield, a shipwreck, and an historic townscape or landscape. It can also*

*include historic collections – artefacts, paintings, maps, drawings, photographs, books and manuscripts that relate directly to Scotland’s places and history.”*

‘Volunteering’ – to make the quantitative data on volunteering comparable to the Scottish Household Survey data, the online survey asked how many people volunteered in the last year, linked to this definition:

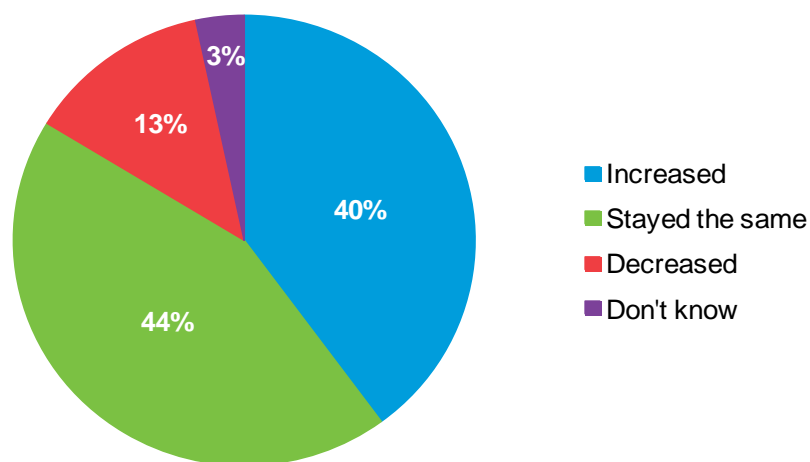
*“By ‘volunteer’ we mean anyone who gives their time voluntarily, in an unpaid capacity, to your organisation. This could include someone who gives up their time to be a museum tour guide or helps to catalogue an art collection, someone who works on an archaeological excavation or helps to restore Scotland’s canals, and let’s not forget those people who are trustees!”*

## **VOLUNTEERING CONTRIBUTION**

The sector was very positive regarding the volunteering contribution which was reinforced by their desire to further increase volunteer numbers, the diversity of volunteers and the roles they can play in the future. Evidence includes:

- The 40% of organisations increasing volunteer numbers in 2015 was very positive. This compares to the [Scottish Household Survey](#) data for the adult volunteering participation rate, which shows a modest decline over the last 5 years from 31% in 2010 to 27% in 2014.

### **Change in volunteer numbers in 2015 (n=178)**



- Key reasons for involving volunteers to date:
  - 83% of responding organisations believed that volunteers improved their community engagement
  - 77% thought that volunteers improved the capacity of the organisation
  - 75% appreciated the attributes, skills and experience that volunteers brought
- 54% of organisations wish to increase their volunteer numbers in 2016, 44% hope to stay the same and only 2% wish to decrease their numbers.
- Key reasons why organisations wish to increase volunteer numbers in 2016 include:
  - The role volunteers can play in helping to promote the organisation
  - Increasing the organisation’s community presence and engagement

- Providing opportunities for people to increase their health and wellbeing through volunteering
- Trying to increase the diversity amongst their volunteers
- There is also a frank admission that volunteers have an important role to play in supporting service delivery in an environment of constrained funding and cutbacks. Interestingly, in 2015, only 4% of organisations used volunteers to fill positions held by paid staff.

The case studies also provide a rich source of evidence on the benefits volunteering can bring to the volunteer involving organisations, their beneficiaries and the volunteers themselves.

## CHALLENGES AND SOLUTIONS

The open questions from the online survey provided a wealth of data on the challenges facing volunteering in the historic environment sector as well as constructive solutions.

Challenges	Possible Solutions
<b>Diversifying the volunteer profile</b> (Perceived as an older age profile)	<ul style="list-style-type: none"> <li>• Youth – improving engagement with schools and universities</li> <li>• Working age – demonstrating the benefits of volunteering</li> <li>• ‘High need’ – making a conscious effort to recruit volunteers from deprived communities, those suffering from mental/ physical health problems, ethnic minorities, long term unemployed, etc.</li> </ul>
<b>Improving volunteer recruitment and management</b>	<ul style="list-style-type: none"> <li>• Recruitment – improving communications through marketing campaigns, social media, the use of ‘volunteering champions’, etc.</li> <li>• ‘The offer’ – providing more interesting, meaningful and relevant volunteering roles which widens the organisation’s reach.</li> <li>• Skill levels – moving beyond the narrow ‘technical’ focus to encompass other roles</li> <li>• Succession planning – making room for ‘new blood’</li> <li>• Volunteer status – ensuring the whole organisation recognises and respects the role and contribution of volunteers (in particular the Board and Senior Management Team)</li> </ul>
<b>Reducing budget &amp; resources</b>	<ul style="list-style-type: none"> <li>• Funders &amp; decision makers (including national government) – improving their awareness and understanding of the contribution of volunteers and the fact that this is not a ‘free’ service. Effective volunteer management has to be invested in.</li> </ul>
<b>Improving the public’s awareness of volunteering</b>	<ul style="list-style-type: none"> <li>• Perception of historic environment – to improve its image and counteract perceptions of being ‘very stuffy and middle class’</li> <li>• Understanding – improving the public’s understanding of the historic environment and the roles volunteering can play</li> <li>• Showcasing – profiling exciting and innovative volunteering opportunities.</li> </ul>
<b>Improving accessibility</b>	<ul style="list-style-type: none"> <li>• Transport – volunteering opportunities are often in remote locations and require additional support to help volunteers travel to the site</li> <li>• Facilities – basic things such as access to toilet facilities</li> </ul>



Challenges	Possible Solutions
<b>Dealing with legal compliance</b>	<ul style="list-style-type: none"> <li>• Guidance – improved guidance and support from national bodies relating to health and safety, Protecting Vulnerable Groups (PVG) legislation, etc.</li> <li>• Recruitment – volunteer involving organisations to work with the national bodies to minimise the compliance barriers to volunteering</li> </ul>
<b>Increasing competition</b>	<ul style="list-style-type: none"> <li>• Managing the volunteer pipeline – avoid reliance on the same core of volunteers – fatigue and burnout issues</li> <li>• Grow the ‘volunteer pie’ – attract new entrants rather than poach existing volunteers</li> </ul>
<b>Community engagement</b>	<ul style="list-style-type: none"> <li>• Empowerment – to make connections between communities and the professional heritage sector. ‘Listen to what communities want, rather than telling them what they want’.</li> <li>• Support – volunteer involving organisations to help facilitate community actions by arranging local meetings to show how communities can help themselves</li> </ul>
<b>Improving networking across the sector</b>	<ul style="list-style-type: none"> <li>• Partnerships – more partnership working and collaboration</li> <li>• Sharing – organisations to share good practice and pool resources: examples include joint training, sharing volunteers and equipment</li> </ul>

## CASE STUDY THEMES

The ten case studies provide detailed evidence of good practice and lessons learned from volunteering in different organisations. Seven themes were identified, which reinforce the qualitative evidence presented above:

- **Youth volunteering** – 7 out of the 10 case studies have a specific youth focus. Given the anecdotal evidence that the historic environment sector has a disproportionately high reliance on the older age demographic, this was an encouraging finding.
- **Inclusive volunteering** – only 2 out of the 10 case studies have a specific focus on inclusive volunteering, outside the engagement of youth volunteers. This may indicate the potential for the sector to do more to support volunteering within marginalised and disadvantaged groups in society.
- **Innovative volunteering** - there is a very rich body of evidence to draw upon relating to innovation and good practice for volunteering roles, skills and outputs. Examples include live music and the performing arts linked to costume interpretation; specialist skills such as aircraft engineering, building interpretation, textile conservation and needlework.
- **Community engagement** – 3 case studies were dependent on the community taking ownership and leadership of historic environment projects in their locale. This includes examples of good practice in the development, management and day-to-day operation of local volunteer groups and their wider community engagement.

- **Partnership working** – a wide range of partner relationships were identified which shed light on the types of contribution partners offer. This provides an interesting insight into the rationale for, and benefits flowing from, partnership working. Unsurprisingly, delivery partners and funding were the most frequently cited.
- **Volunteer management** - as one would expect we did not find the single 'silver bullet' to deliver effective volunteer management across the board. This reflects the fact that our case study organisations were very varied: from major players such as National Trust for Scotland and National Museums Scotland to micro organisations employing few or no paid staff. Hence, what works for one organisation may not be appropriate for another.

# 1. INTRODUCTION

Volunteer Scotland was commissioned by Historic Environment Scotland (HES) in December 2015 to undertake a research study to determine the range and scale of volunteering in the historic environment in Scotland. This report updates a previous study<sup>1</sup> from 2008 which was also conducted by Volunteer Scotland.

This study was carried out between January and May 2016 and was managed by a small steering group comprising HES and the Built Environment Forum Scotland (BEFS). Volunteer Scotland would like to acknowledge the help and support received from both of these organisations. However, the authorship of this report and any omissions/errors remains the responsibility of Volunteer Scotland.

## 1.1 RESEARCH OBJECTIVES

The rationale and objectives of this study are as follows:

*“This current study should build on the 2008 volunteering study undertaken by Volunteer Scotland for the Historic Environment Advisory Council for Scotland (HEACS)<sup>2</sup>. The findings will be used to:*

- *Inform the evidence base for measuring the success of [Our Place in Time](#) (OPiT) the national strategy for the historic environment sector;*
- *Provide data for the 2016 edition of the Scottish Historic Environment Audit (SHEA); and*
- *Inform HES corporate and business planning.”*

It was also recognised that the findings from this study will be a valuable resource to a wide range of organisations and individuals across the historic environment sector, both within Scotland and further afield.

In commissioning this piece of work, HES requested that the following outputs be included in the final report:

- Volunteer Scotland should develop a methodology which is capable of being replicated, drawing upon the lessons learned from the 2008 and 2016 studies;
- Volunteer Scotland should provide clear guidance to HES on how/when this research should be replicated;
- Where possible, Volunteer Scotland should carry out a comparison between the 2008 and 2016 findings.

HES also requested that Volunteer Scotland liaise closely with two of the groups responsible for the implementation of the OPiT strategy:

---

<sup>1</sup> [Volunteering and the Historic Environment: A research report by Volunteer Scotland on behalf of the Historic Environment Advisory Council for Scotland \(December 2008\)](#)

<sup>2</sup> In 2012, HEACS was closed down and its functions transferred to other publicly funded bodies involved in Scotland's historic environment.



- Measuring Success Steering Group; and
- Volunteer Sub-Group of the Participation Group.

During the course of the study, Volunteer Scotland attended meetings of these two groups and actively encouraged their engagement in the research through telephone and e-mail communication.

## **1.2 REPORT STRUCTURE**

The report is structured into six sections as follows:

- Section 1 – Introduction
- Section 2 – Methodology
- Section 3 – Quantitative findings
- Section 4 – Qualitative findings
- Section 5 – Case Study Themes
- Section 6 – Key research findings and implications

## **1.3 ACKNOWLEDGEMENTS**

Volunteer Scotland would like to thank the following organisations for their valued support:

- Steering Group: to both HES and BEFS for their ongoing support throughout the research programme.
- Volunteer Sub-Group and Measuring Success Steering Group: for their guidance at meetings and the significant contributions from a number of their members in a personal capacity.
- 'Membership' organisations: a number of organisations kindly offered to circulate the online survey to their members/ associate organisations and chase responses on our behalf.
- Respondents to the survey: the 182 organisations who took the time to respond to the survey and so help us build a picture of volunteering across Scotland's historic environment.
- Case study organisations: the 10 organisations who kindly agreed to be profiled as case studies and the time they devoted to the process.

The identity of all these organisations is credited in [Appendix A](#).

## 2. METHODOLOGY

Historic Environment Scotland asked Volunteer Scotland to deliver the following outputs:

- A methodology which is capable of being replicated, drawing upon the lessons learned from the 2008 and 2016 studies;
- Clear guidance to HES on how/when this research should be replicated; and
- Where possible, Volunteer Scotland should carry out a comparison between the 2008 and 2016 findings.

Given the technical nature of these outputs and the range of issues involved, a detailed methodological response is presented in [Appendix B](#). Section 2 therefore focuses on the definitions used, a concise summary of the methodology and some of the key issues raised.

### 2.1 DEFINITIONS

**‘Historic environment’** – the definition was taken from Our Place in Time (OPiT), the historic environment strategy for Scotland. However, it was simplified for the purposes of the online survey:

*“The ‘historic environment’ represents the physical evidence of past human activity. For example, a stone circle, a prehistoric fort, a medieval castle, a renaissance garden, a stately home, a battlefield, a shipwreck, and an historic townscape or landscape. It can also include historic collections – artefacts, paintings, maps, drawings, photographs, books and manuscripts that relate directly to Scotland’s places and history.”*

**‘Volunteering’** – to make the quantitative data on volunteering comparable to the Scottish Household Survey data, the online survey asked how many people volunteered in the last year, linked to this definition:

*“By ‘volunteer’ we mean anyone who gives their time voluntarily, in an unpaid capacity, to your organisation. This could include someone who gives up their time to be a museum tour guide or helps to catalogue an art collection, someone who works on an archaeological excavation or helps to restore Scotland’s canals, and let’s not forget those people who are trustees!”*

### 2.2 RESEARCH DESIGN

This study comprised three main research elements: a desk review, partner consultations and primary research. Each is described in turn:

#### Desk Review

The objectives of the desk review were to:

- Identify key partners and volunteer involving organisations;
- Develop a population database for undertaking an online survey;
- Identify any existing research on volunteering within the historic environment – specifically

within Scotland;

- Assist with the development of a questionnaire to collect primary research.

Regarding the identification of existing research, only a limited number of publications and data sources were identified and most of these were several years old. Given the lack of up-to-date information relating to volunteering in Scotland's historic environment, it was decided not to include a literature review as part of this study, but to instead use the information from the desk review to support the quantitative and qualitative research elements described below.

## **Partner Consultations**

A primary objective at the beginning of this study was to identify and liaise with key partners operating in the historic environment sector who could add value to this study. A mixture of major delivery bodies and umbrella bodies who represented the sector were identified, although these organisations did not necessarily engage significant numbers of volunteers themselves. Engagement with these organisations was mainly conducted by e-mail and phone, although several meetings were conducted.

We sought their support in the following areas:

- To provide their views on the key dynamics of volunteering within the historic environment sector;
- To help identify other organisations who were major engagers of volunteers;
- To help cascade information about the study and encourage member organisations to participate;

In total, over 80 organisations were consulted and engaged with during this part of the study. In addition to BEFS members and associates, contact was made with key local authorities, universities, National Museums Scotland, National Galleries of Scotland, Museums Galleries Scotland, Scottish Canals, Scottish Waterways Trust, Forest Enterprise Trust, Doors Open Day, Digit It! 2015, Scottish Library and Information Council, Development Trusts Association Scotland, to name but a few. We also consulted with the members of the Measuring Success Steering Group and the Volunteering Sub-Group. A full list of organisations is presented in [Appendix A](#).

## **Primary Research**

The primary research element of this study involved two different methods - an online survey and case studies. The aim of the survey was to try and reach all of those organisations in Scotland who operate within the historic environment to generate robust quantitative data on two key questions: how many volunteers were involved in each organisation and how many days these volunteers contributed to each organisation (see questions 9 and 10 in the questionnaire in [Appendix C](#)). A secondary focus was to provide:

- Some basic classification data relating to sector, size and historic environment;
- The nature of volunteering in their organisation; and
- Any wider views they had on volunteering more generally in Scotland's historic environment.

**Database of historic environment organisations** – this proved to be one of the most challenging aspects of the study. Volunteer Scotland was starting with a ‘clean sheet of paper’ when it came to identify which organisations were in the historic environment sector. It is interesting that despite all of the effort that has been expended in the development and rollout of the OPiT national strategy, no comprehensive up-to-date database of organisations was identified during the course of the study.

The database was built up from lists of members and contacts from the following sources:

- Archaeology Scotland\*
- Association of Local Government Archaeology Officers (ALGAO)
- Built Environment Forum Scotland \*
- Chartered Institute for Archaeologists\*
- Heritage Lottery Fund
- Historic Environment Scotland\*
- Scottish Association of Preservation Trusts\*
- Scottish Civic Trust\*
- Scottish Historic Environment Database (SHED)
- Volunteer Scotland\*

[**Note:** \* signifies that the organisation also issued the survey directly to their members or contacts]

**Questionnaire** – the questionnaire was kept purposely short with a focus on closed questions to maximise the response rate (see [Appendix C](#)). The estimated completion time was five minutes, excluding any time organisations had to spend collating data on volunteer numbers.

**Survey issue** – a cascade distribution was adopted whereby the survey was issued by Volunteer Scotland and six other organisations – those marked with an asterisk in the above list. The population database was divided up so that respondents received the survey from the organisation with whom they had the closest relationship. For example, Archaeology Scotland issued the survey to their own members.

Organisations were also encouraged to forward the survey on to other organisations in their network. Each of the issuing organisations could customize the introduction in the email containing the link to the survey, but there was also a formal request to participate in the study from the Senior Research Manager at HES, followed by detailed guidance notes.

**Maximising the response rate** – the following measures were adopted: reminder e-mails were sent by the issuing organisations; direct one-to-one follow-ups were made to key volunteer engaging organisations; and the survey was actively promoted via a website page and social media across Volunteer Scotland, BEFS and HES.

**Case Studies** – 10 case studies were completed using telephone and face-to-face interviews which lasted from 45 minutes to 2 hours. A loose topic guide (see [Appendix C](#)) allowed the discussion to explore areas of particular interest in more detail. The detailed case studies are presented in [Appendix E](#).

## 2.3 METHODOLOGY ISSUES: 2008 / 2016 STUDIES

HES requested that Volunteer Scotland highlight any variations in the methodology between the studies we conducted in 2008 and 2016, in particular drawing out any implications for the quantitative research findings. The key variations are:

- **Definition of volunteering** – the 2008 study used a wider definition of volunteering to include ‘non-active’ volunteers, defined as “*those who support an organisation financially or through occasional attendance at events (volunteering less frequently than once or more a year)*”. For the 2016 study we excluded the ‘non-active’ category and focused on the ‘active’ definition as used in the [Scottish Household Survey](#) (volunteering once or more in a year).
- **Population database** – both studies have suffered from the difficulty of trying to identify all relevant organisations within Scotland’s historic environment. In the 2008 study, there were 897 organisations listed compared to the 1,044 in 2016. However, we must recognise that this only represents a partial and imperfect classification of organisations due to the problems of omission and mis-classification. It is quite possible that the true population is nearer 2,000 organisations rather than 1,000; but we just do not know.
- **Cascade distribution** – the tactic of asking membership and umbrella organisations to cascade the survey to their ‘members’ proved successful. This has specific merits over the centralised issue and control method used in 2008.

Finally, Volunteer Scotland was asked to advise whether the 2008 and 2016 volunteer data can be compared. Having examined the methodological issues we have to advise that the quantitative data from the 2016 study cannot be compared against the 2008 study to identify trend information. This is due to variations in the identified population, the survey respondents and the refined definitions for both the historic environment and volunteering.

### 3. QUANTITATIVE FINDINGS

#### SUMMARY

- The historic environment involved at least **17,000** volunteers in 2015 – collectively these volunteers spent **121,175** days volunteering in the sector. Each volunteer contributed an average of **7** days per annum.
- The economic value of volunteering in the historic environment sector was estimated at **£14.7 million** in 2015.
- Almost half of responding organisations (46%) were entirely run by volunteers. Where organisations involved both paid staff and volunteers, there was an overall staff to volunteer ratio of **1 to 1.6**.
- The top reasons given for involving volunteers were that volunteers improved the organisation's community engagement, volunteers helped to increase the capacity of the organisation, and volunteers brought attributes, skills and expertise that the organisation did not have.
- Nearly half (40%) of responding organisations had increased their number of volunteers between 2014 and 2015, and more than half (54%) hoped to increase their number of

#### 3.1 RESPONDENT ORGANISATIONS

A total of 1,044 organisations received an electronic link to the online survey (see [Appendix C](#)). Of those organisations, a total of 182 completed the survey. It is important to note that not all of the respondents answered all of the survey questions. Therefore a note of the number of responses to each question is provided for each chart that is included within this section of the report.

A series of questions were included at the start of the questionnaire to help profile the type of organisations that had responded. This included questions on:

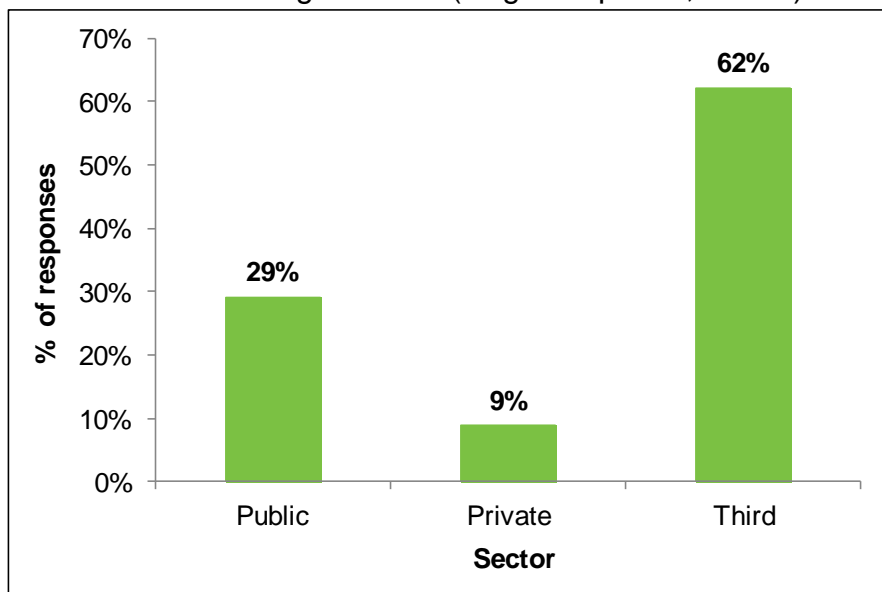
- Sector (public, private or third sector)
- Annual income
- Organisational purpose within the historic environment.

#### 3.2 TYPES OF ORGANISATION (CHARTS 1-3)

A wide range of organisations took part in the survey – from national bodies to small local history societies to local authority departments, university departments and preservation trusts. It was interesting to note that within local authorities, responsibility for the historic environment spanned different departments – we had responses from archive and archaeology departments, leisure and culture departments, as well as libraries and museum departments.

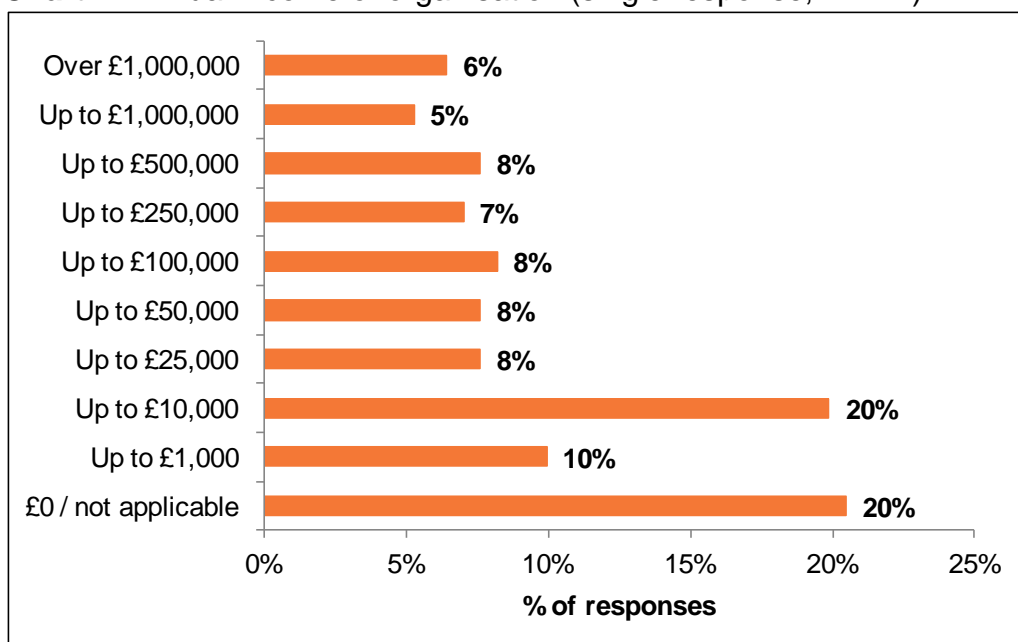


**Chart 1: Sector of organisation (single response, n=182)**



The majority (62%) of respondent organisations were working in the Third Sector (Chart 1), many of which were local organisations – friends of a local monument, local history societies, local heritage groups and local archaeological groups.

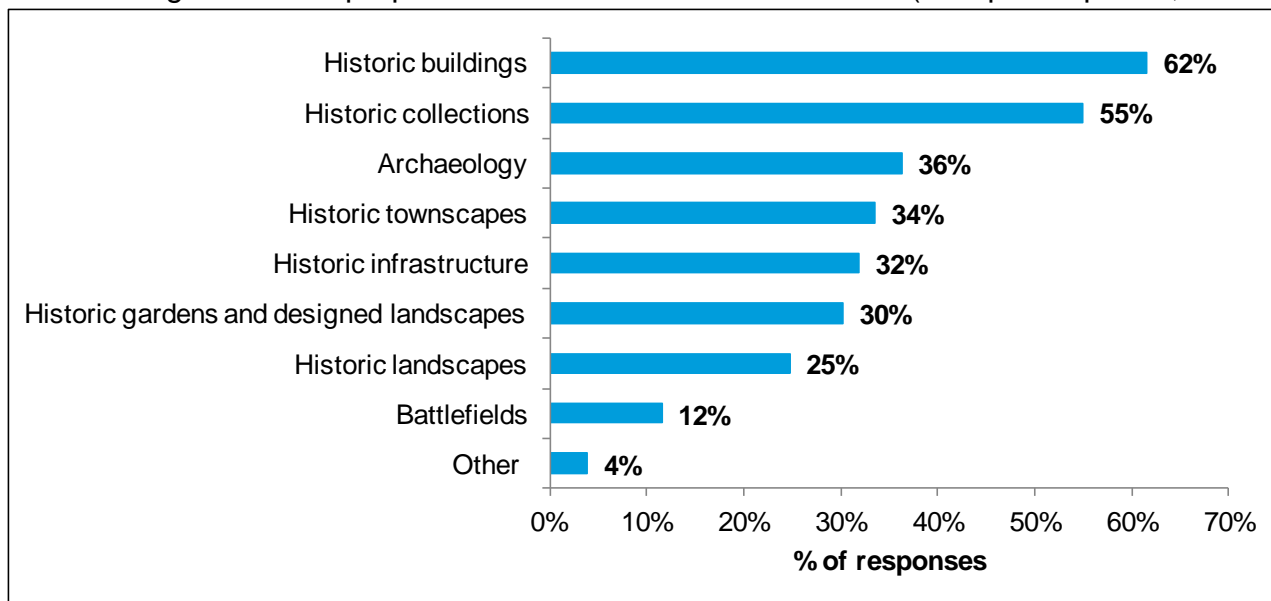
**Chart 2: Annual income of organisation (single response, n=171)**



Half of respondent organisations (50%) were in the lower income brackets – that is those with an income below £10,000 (Chart 2). It should be recognised that this data is a snapshot in time, and that organisational income will vary from year to year, particularly where funding is mainly project based.

In terms of which part of the historic environment sector respondent organisations were operating within, the majority were involved in historic buildings (62%) and historic collections (55%). ‘Other’ types of work within the historic environment included folk traditions, historic events, historic skills, promoting and marketing the historic environment and regulatory work (Chart 3).

**Chart 3:** Organisational purpose within the historic environment (multiple response, n=182)

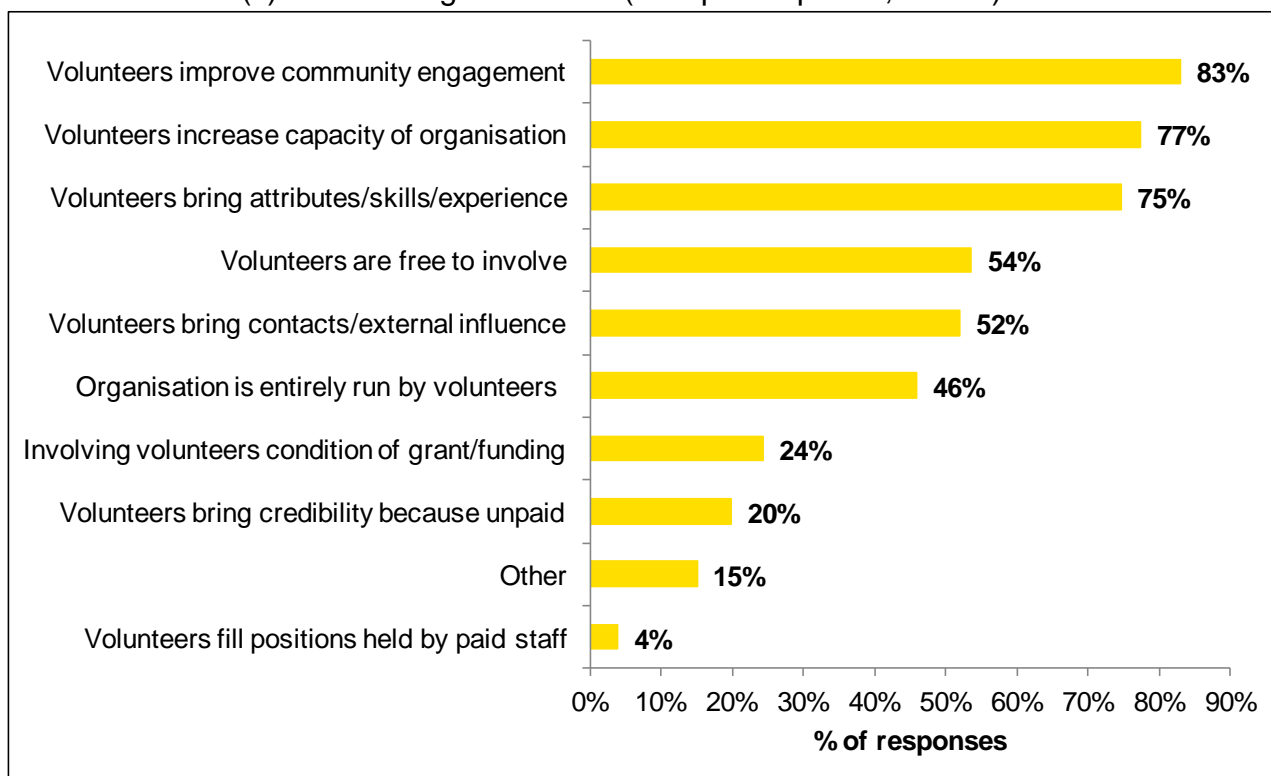


### 3.3 INVOLVING VOLUNTEERS (CHART 4)

Organisations were asked to only complete this survey if they involved volunteers in some capacity. The survey asked a series of questions around volunteer involvement. These included:

- Why volunteers were involved
- What roles volunteers carried out
- Who supported volunteers
- Levels of volunteer involvement

**Chart 4:** Reason(s) for involving volunteers (multiple response, n=181)



Organisations were asked why they involved volunteers and were provided with a list of responses to select from (Chart 4). The top three chosen responses were that volunteers improved the organisation’s community engagement (83%); volunteers helped to increase the capacity of the organisation (77%); and volunteers brought attributes, skills and expertise that the organisation did not have (75%). These findings echo feedback that Volunteer Scotland has received from other volunteer-involving organisations working in different sectors, and help to demonstrate the added value that volunteers bring to an organisation.

Nearly half of the responding organisations (46%) were entirely run by volunteers, meaning that these organisations would not exist without the input of volunteers. Over half of the organisations (54%) involved volunteers as they were perceived to be free<sup>3</sup> (as opposed to employing paid staff), although only 4% of organisations reported that volunteers were filling positions once held by paid staff.

‘Other’ reasons why organisations involved volunteers included it being part of the organisation’s ethos to involve volunteers; organisations wanted to help volunteers enhance their skills, experience and wellbeing; and involving volunteers added value to their visitor experience.

### 3.4 VOLUNTEER ACTIVITIES (CHART 5)

A list of activities that volunteers might carry out within an organisation was included in the survey. This list was based on the categories used in the 2008 study and was approved by the steering group as still being relevant. Organisations were asked to select which activities their volunteers undertook.

**Chart 5:** Volunteer roles (multiple response, n=180)



**Education/training/awareness** (working with schools, community/family activities, training, leading walks, tour guides)

**Organisational support** (governance/trustees, co-ordinating other volunteers, running of facilities, fundraising, campaigning, driving, marketing)

**Practical work** (conservation and repair, construction, maintenance, archaeology, architectural services)

**Research and recording** (site surveying, managing data, archiving, preparing publications and interpreting information)

<sup>3</sup> Volunteering is not cost free – successful and effective volunteer engagement requires resources and management.

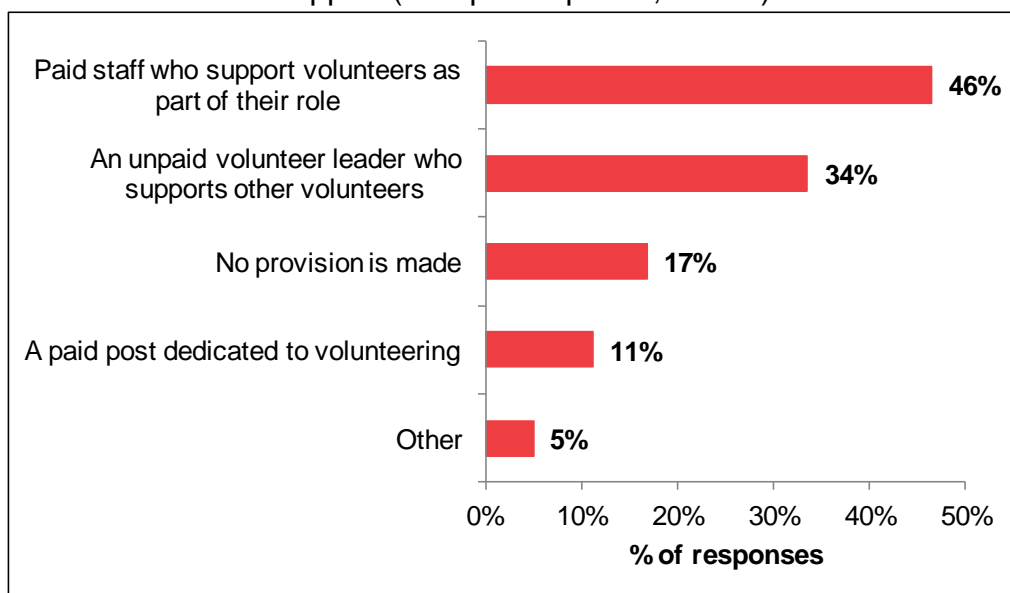
The activities were split into four groups; education/training/awareness, organisational support, practical work and research and recording. Chart 5 depicts the level of activity under each of these categories. The results indicate there was an even spread of activity across the categories as no one activity dominated amongst the respondent organisations. An 'other' category was provided in this question, but on examination of responses, they were all able to be categorised under the four main headings.

### 3.5 VOLUNTEER SUPPORT (CHART 6)

In terms of who supports volunteers, nearly half (46%) of all respondent organisations had paid staff who supported volunteers as part of their role and 11% had a paid post dedicated to volunteering. Around a third (34%) of organisations had an unpaid volunteer leader who supported other volunteers, while 17% made no provision.

'Other' forms of volunteer support included organisations having a committee of volunteers who were responsible for volunteer management.

**Chart 6:** Volunteer support (multiple response, n=179)



### 3.5 VOLUNTEER NUMBERS (CHARTS 7 & 8)

Respondents were asked to provide the number of people who had volunteered with their organisation in 2015. It is important to note that in some cases, numbers may have been an estimate.

Of the 179 respondents who answered this question, a total of **17,099 volunteers** were recorded. This is in comparison to the **10,470 paid staff** that respondent organisations employed. This produces a staff to volunteer ratio of **1:1.6**.

The number of volunteers varied widely between organisations and events, ranging from 1 to 4,700 volunteers. In further discussions with organisations, it appears that some volunteers could have been involved with more than one organisation throughout the course of the year, for example a volunteer may have helped to catalogue an art collection in one museum and then also

volunteered at an archaeological dig for a different organisation in the same year. Therefore it may be that the 17,099 volunteers are not 17,099 separate individuals – however this figure is designed to represent the number of individual volunteer contributions that were made to each organisation throughout the course of 2015.

**Chart 7:** Average number of volunteers by organisational income (n=168)

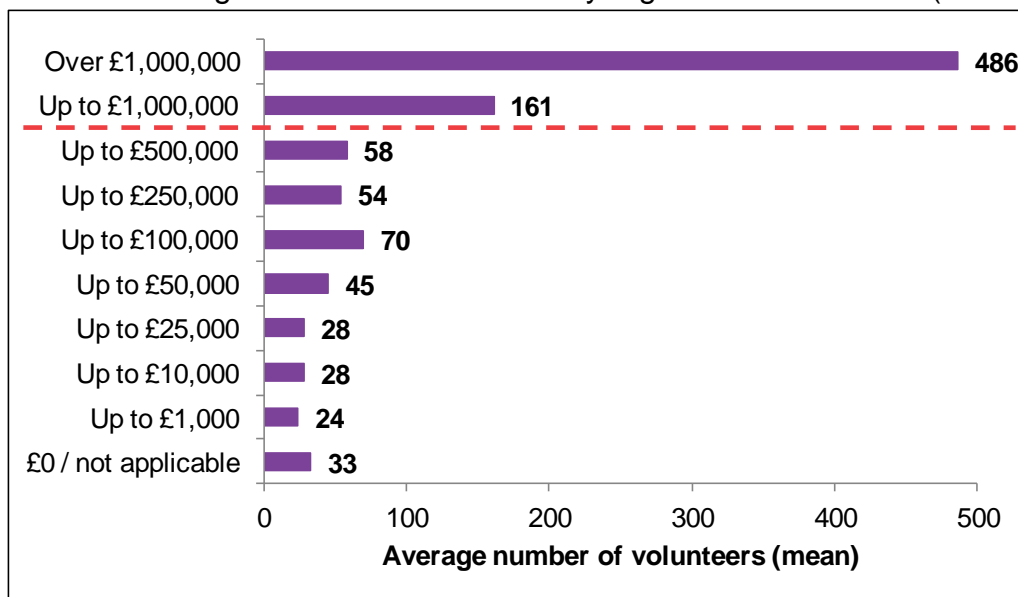
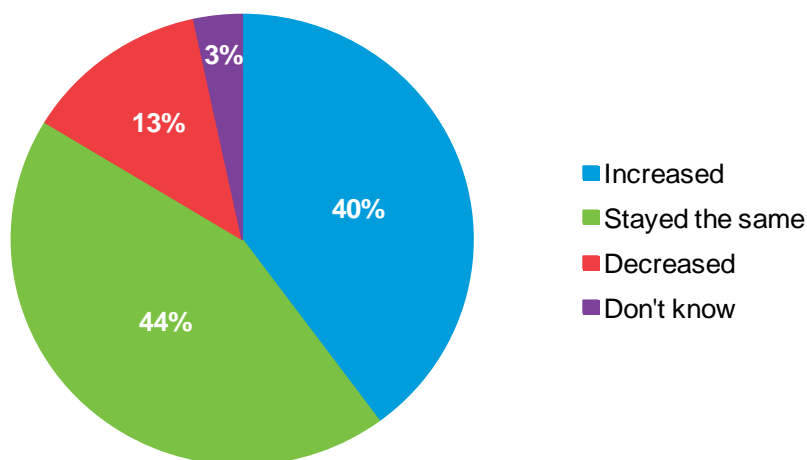


Chart 7 shows the distribution of volunteers by organisational income. The average (mean) number of volunteers is shown on the graph. The highest number of volunteers, perhaps unsurprisingly, is concentrated in the organisations with an annual income of over £1,000,000. It is worth noting that the 6% of respondent organisations who had an income of over £1,000,000 accounted for 40% of volunteers.

By excluding organisations with an annual income of over £500,000, a clearer picture of volunteer involvement in the smaller income organisations emerges, with the average number of volunteers varying between 24 and 70.

**Chart 8:** Past change in volunteer numbers, 2015 (single response, n=178)



When organisations were asked how their number of volunteers in 2015 compared to 2014 (Chart 8), 44% said that the number had stayed the same and 40% said it had increased. When asked

why this was the case, organisations provided a range of different explanations and reasons which have been summarised in Table 1.

**Table 3.1 – Reason for change in past volunteer numbers**

Change?	Why?
<b>Increased</b>	<ul style="list-style-type: none"> <li>• Funding/grants were awarded which provided the resources to involve more volunteers (involving volunteers was sometimes a condition of funding);</li> <li>• New community/volunteer projects were established which required volunteers;</li> <li>• More volunteers were required due to increased demand for services;</li> <li>• Special events/publicity (i.e. celebrating anniversaries) had increased organisations' profile and attracted volunteers;</li> <li>• Organisations had engaged more closely with universities to attract students into volunteering;</li> <li>• Organisations had actively chosen to involve more volunteers and had put a 'push on recruitment';</li> <li>• Organisations had developed a more professionalised approach to volunteer management which resulted in greater promotion of volunteer opportunities;</li> <li>• More people were becoming 'community aware' and wanted to contribute through volunteering.</li> </ul>
<b>Stayed the same</b>	<ul style="list-style-type: none"> <li>• Organisations wanted to maintain the 'status quo' and had no need for more volunteers (if volunteers left, they were replaced);</li> <li>• The same number of volunteers was required each year and the same people volunteered each year;</li> <li>• There was no capacity or funding to increase and sustain more volunteers;</li> <li>• There had been no change in service demand;</li> <li>• Organisations had not pro-actively looked to recruit more volunteers;</li> <li>• Organisations had found it difficult to recruit new volunteers (location and accessibility problems could pose a challenge, people did not have the time or interest to volunteer).</li> </ul>
<b>Decreased</b>	<ul style="list-style-type: none"> <li>• Volunteers had to step away due to personal circumstances/family commitments;</li> <li>• Volunteers were no longer required due to decline in demand for services;</li> <li>• Volunteers had died or 'retired' and had not been replaced;</li> <li>• There was a lack of resources to run community/volunteer projects;</li> <li>• Community/volunteer projects had come to an end.</li> </ul>

### 3.6 VOLUNTEER HOURS (CHART 9)

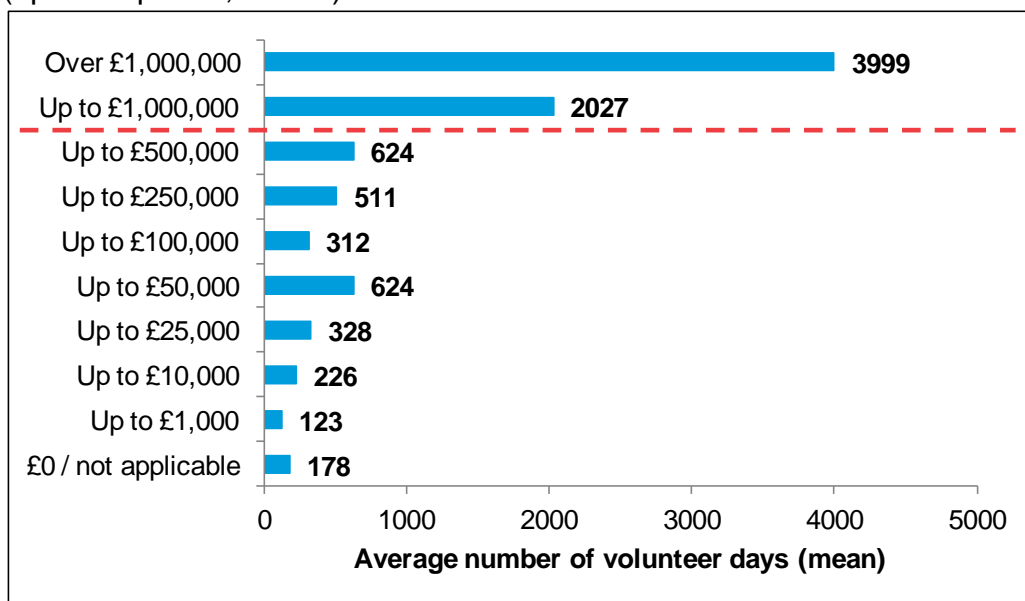
Organisations were asked to estimate the total number of days that volunteers had contributed to their organisation in 2015. Some organisations felt unable to answer this question as they did not keep records, while others made it clear that they were giving an estimation and not a definite report of days given.



It is also important to note that 168 organisations answered this question, meaning that some of the organisations who were able to provide volunteer numbers (n=179) were not able to calculate the number of days these volunteers had contributed to their organisation. Therefore the number of days given does not relate directly to the levels of volunteering reported in the previous section. However, by using the data from those organisations who answered both the question on volunteer numbers and volunteer days (n=168), it is possible to report that a total of **121,175** volunteer days (based on a 7 hour day) were given by a total of **16,740** volunteers in 2015. This works out at an average of **7 days per volunteer**.

Chart 9 shows the average number of days per organisation given by volunteers in 2015. Once again the largest number of volunteer days contributed was by organisations with an income over £1,000,000.

**Chart 9:** Average number of volunteer days per organisation p.a. by income category (open response, n=168)



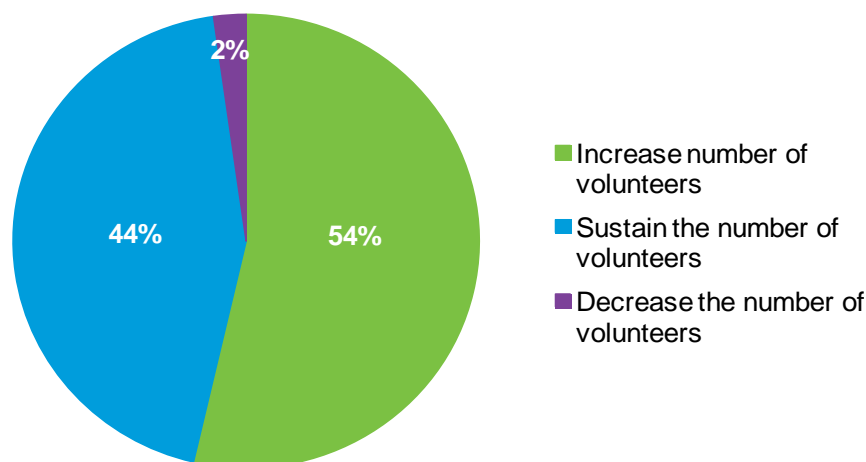
### 3.7 ECONOMIC VALUE

The economic value of volunteering in Scotland’s historic environment sector was estimated at **£14.7 million** in 2015. For a full explanation of how this was calculated see [Appendix D](#).

### 3.8 FUTURE VOLUNTEER NUMBERS (CHART 10)

Organisations were asked what change they would like to see in terms of the number of volunteers they would like to involve in 2016. Over half of responding organisations (54%) wanted to increase their volunteer numbers, whilst 44% hoped to sustain their number of volunteers.

**Chart 10:** Change in future volunteer numbers - 2016 (single response, n=179)



When asked why they wanted to see this change – and how they would try to achieve it – organisations provided a range of different responses which have been summarised in Table 2.

**Table 3.2 – Reason for future change in volunteer numbers - 2016**

Change?	Why?	How?
<b>Increase volunteer numbers</b>	<ul style="list-style-type: none"> <li>• Spread workload / reduce pressure on existing volunteers;</li> <li>• Increase capacity / expand services and activities provided;</li> <li>• Safeguarding and strengthening position against funding cuts;</li> <li>• Volunteers help to promote the organisation;</li> <li>• Increase capacity to deliver organisational remit;</li> <li>• Want to increase community presence and engagement;</li> <li>• Providing opportunities for people to increase health and wellbeing through volunteering</li> <li>• Want to bring in 'new blood' (new faces, new ideas, new skills);</li> <li>• Increase diversity of existing volunteers.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase organisational profile to attract volunteers;</li> <li>• Make volunteering opportunities attractive;</li> <li>• Carry out national and local publicity campaigns;</li> <li>• Increase social media presence;</li> <li>• Engage with schools/universities to attract more young people;</li> <li>• Acquire more funding and resources;</li> <li>• Employ volunteer managers;</li> <li>• Introduce succession planning;</li> <li>• Encourage existing volunteers to spread the word;</li> <li>• Organise community events to develop a community connection;</li> <li>• Offer incentives, i.e. learning opportunities, volunteer awards;</li> <li>• Hold volunteer 'open days'.</li> </ul>
<b>Sustain volunteer numbers</b>	<ul style="list-style-type: none"> <li>• Concentrate on supporting and developing existing volunteers (quality vs. quantity);</li> <li>• No resources to grow volunteer participation;</li> <li>• No capacity to manage more volunteers;</li> </ul>	<ul style="list-style-type: none"> <li>• Only replace those volunteers who leave;</li> <li>• No active volunteer recruitment;</li> <li>• Provide an interesting, engaging and supportive experience to retain existing volunteers.</li> </ul>

Change?	Why?	How?
	<ul style="list-style-type: none"> <li>• Infrastructure constrictions (e.g. no office space);</li> <li>• Projects winding down / time limited;</li> <li>• Unable to attract new volunteers;</li> <li>• Wary of volunteers being used to replace paid staff.</li> </ul>	
<b>Decrease volunteer numbers</b>	<ul style="list-style-type: none"> <li>• No funding;</li> <li>• Building closures;</li> <li>• Time limited projects;</li> <li>• Running less events.</li> </ul>	<ul style="list-style-type: none"> <li>• No volunteer recruitment;</li> <li>• No replacement of departing volunteers.</li> </ul>

## 4. QUALITATIVE FINDINGS

### SUMMARY

Section 4 explores the challenges that organisations can encounter when it comes to increasing volunteer participation in the historic environment. These challenges are coupled with possible solutions and suggestions as to how to generate growth.

Many of the challenges to increasing volunteer participation in the historic environment are common to all those sectors who are reliant on voluntary support and contributions. Some of the key findings are summarised below:

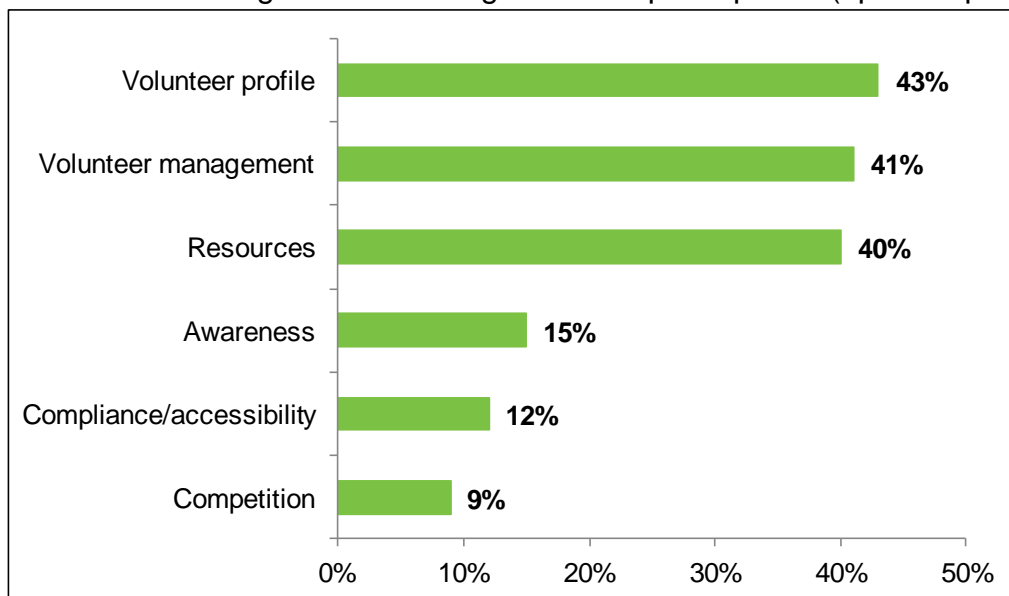
- People have many competing pulls on their time and volunteering needs to stand out as a fun and rewarding activity if it is to compete with other time pressures. Organisations need to offer flexible and engaging opportunities if they want to attract volunteers.
- Organisations need to better engage with schools and universities to attract young people into volunteering and increase the diversity of the volunteering profile in the historic environment;
- Organisations need to better promote volunteering opportunities, such as running media campaigns, using social media and encouraging volunteering champions to spread the word.
- Organisations need to ensure volunteers are properly managed so they receive an enjoyable, fulfilling and beneficial experience that avoids volunteer fatigue and 'burn out'.
- Organisations need to empower communities to take pride and ownership of preserving their own local historic environment by helping to support and facilitate this type of collective community action.

### 4.1 INTRODUCTION

As part of the online survey, organisations were asked to consider what they thought were the challenges to increasing volunteer participation in the historic environment sector. A large proportion of organisations responded (82%), providing a detailed and informative picture of the key challenges.

Although several organisations (3%) reported that they faced "*no apparent challenges*" when it came to involving volunteers within their own organisation, the vast majority of respondents identified a range of both internal and external factors that posed a challenge to increasing volunteer participation. These have been grouped into 6 broad themes, although many of these themes are inter-related (see Chart 11).

**Chart 11:** Challenges to increasing volunteer participation (open response, n=149)



Organisations were also asked to consider how they thought volunteer participation in the historic environment sector could be increased. Again, a large proportion of organisations responded (70%), providing a range of interesting and insightful suggestions. These suggestions have been included under the six themed ‘challenges’ where possible, although another two additional themes were identified around ‘communities’ and ‘networks’.

## 4.2 VOLUNTEER PROFILE

Diversifying the profile of volunteers within the historic environment sector to help increase levels of participation was identified as a challenge by 43% of all respondent organisations.

Many of the volunteers involved in the historic environment sector were considered to be of retirement age. Although the dedication of these volunteers was never in question, the over-reliance on retirees to sustain voluntary activity within the sector was a cause for concern, particularly given the increase in retirement age and the health issues that older people can face.

*“Many of our volunteers are retired. As the retirement ages move later, it’ll be harder to staff the sector with volunteers”.*

*“Traditionally volunteers would be recruited from the recently retired group but due to the working age increasing and more grandparents taking on childcare duties this has reduced the pool of potential volunteers who are able to give the same time commitment as in the past”.*

Although organisations were keen to attract a more age diverse cohort of volunteers to the historic environment sector, they were aware that societal changes had made it increasingly difficult to find people of working age who were willing to commit their time on a regular basis.

*“People are working longer hours and women who would once have stayed at home with children and might have had at least a little time to volunteer are now returning to work and have no spare time at all”.*

*“We particularly find that people who are under retirement age find it very difficult to commit their time. With increased work pressures in the current climate, everyone works long hours and have families to look after. Therefore it can be difficult to engage and maintain volunteers who are professionals/actively working. This is a shame as it is a skills set that would greatly benefit us”.*

*“I think that due to pressure of work and family life, many people find it difficult to spare the time to volunteer...people appear to be more willing and able to find the time to participate in particular one-off events”.*

The difficulty of attracting young people to volunteer in the historic environment sector was raised by a number of respondent organisations. It was noted that more needed to be done to generate awareness and enthusiasm for volunteering amongst the younger generations. A study by Volunteer Scotland in 2014 revealed that 45% of young people (aged 11-18) in Scottish state schools were volunteering<sup>4</sup>. This demonstrates that young people are interested in volunteering – the challenge for the historic environment sector is to how to successfully engage this group of volunteers in their activities.

*“Younger folk are not so interested in history and in volunteering”.*

*“Young people and people from poorer backgrounds do not feel confident to volunteer”.*

*“Long term sustainability of these [volunteer] groups requires younger volunteers and investment in children of school age as “volunteers of the future”. Engagement with children will not only increase the chance of a parent volunteering, but should also increase the chances of the child volunteering in later life”.*

In terms of how to try and engage a more diverse group of volunteers in the sector, organisations thought there was a need to offer more flexible opportunities and to try and develop community projects that appealed more to younger generations and non-traditional volunteer groups.

*“[There is a] lack of flexibility about when people can volunteer – people may like to volunteer in the evening which doesn’t always fit with the opportunities available”.*

*“We are currently working on a drive to try and recruit younger volunteers and as such are developing projects which we hope are going to attract younger volunteers”.*

*“We need to try to get whole families to come along and spend their time working together to preserve their local heritage”.*

*“Working with delivery focused groups could enhance the uptake of volunteering from those with ‘protected characteristics’. Examples of this would be to work in partnership with organisations who deliver services to minority ethnic groups or individuals with disabilities to encourage their participation in volunteering”.*

---

<sup>4</sup> <http://www.volunteerscotland.net/policy-and-research/research/young-people-and-volunteering/>



### 4.3 VOLUNTEER MANAGEMENT

Over 40% of respondent organisations believed that volunteer management in the historic environment sector needed to improve if levels of volunteer participation were to increase. Although it was recognised by some organisations that volunteering should be a mutually beneficial experience for both the volunteer and the host organisation, there were concerns that “often there is no clear information on what the volunteer will be doing and what they will get in return for volunteering”.

*Volunteers want to participate in a worthwhile, well run organisation; they want a task they enjoy, where they help meaningfully; they need to be appreciated and thanked, as well as encouraged...increase in participation will only be sustained if volunteers are valued, trained, properly treated, encouraged to develop and therefore to do more and better work”.*

This theme has been separated into sub-sections to cover the different aspects of volunteer management.

#### **Recruitment**

Organisations found it challenging to ‘extend their reach’ and attract new volunteers into the sector. It was felt that perhaps not enough was done to promote volunteer opportunities; that information about opportunities could be difficult to find; and that some organisations had adopted a passive approach to involving volunteers whereby “volunteers would seek them out”.

*“People don't know about what opportunities are out there – they perceive volunteering to have a narrow range of activities and be aimed at older people”.*

*“[A challenge is] just getting the word out there to the right people who would be willing to undertake the work we require”.*

*“Initial engagement (finding ways to encourage people to get started) is the part that needs work. After that, retention is not so difficult because the feedback/benefits are very good”.*

To encourage more volunteers into the historic environment sector, it was suggested that organisations needed to improve the way in which they promoted volunteer opportunities, including being more proactive in asking people to become involved in their organisation.

*“Perhaps the biggest challenge is having someone who is good at recruiting new volunteers - the personal approach is very important”.*

*“People sometimes don't think of volunteering until they are asked”.*

*“Make sure existing volunteers are valued, looked after and informed about the organisation as word of mouth recommendation by existing volunteers is valuable”.*

*“Advocating the value of volunteering to younger professionals in contributing and developing their skills”.*

For the promotion of volunteer opportunities to be successful, it was recognised that people needed to “*see a role for themselves*”. Volunteer opportunities needed to be interesting, meaningful and relevant if they were to appeal to people.

*“Speak to potential volunteers and ASK them what they want”.*

*“Offer a good range of voluntary opportunities across the sector that are aimed at different ages, experiences, time-commitments, etc. where both the organisation and volunteers can see the benefits”.*

*“Offering as many different ways to volunteer as possible – where possible tailoring roles to suit the volunteers' needs, abilities and interests”.*

*“People need an incentive, i.e. training opportunities to learn new skills/personal development, etc. Perhaps a recognised system of rewards and incentives would encourage people to see a benefit to volunteering”.*

Organisations recognised that digital and social media could play an important role in attracting volunteers to the sector. By creating a volunteer community on Facebook and Twitter, volunteering projects and opportunities could be showcased and promoted. On-line resources could be used to demonstrate to people “*what a day in the life of a volunteer is, and where they can sign up to get involved*”.

*“[Social media is] a means of advertising the need for volunteers without having to resort to paid advertising which we can't afford”.*

*“There needs to be more activity on social media about volunteering and how fun it is”.*

At a local and national level, it was highlighted that more needed to be done to demonstrate the personal benefits of volunteering and the positive contribution it makes to society.

*“In an urban area with high unemployment we struggle to get many people to see volunteering as something which is not unpaid work. We struggle to get our volunteers locally with many volunteers travelling from other areas of the city and beyond. We would like to increase our local volunteer engagement within the community”.*

*“Ensuring that the expectations of both the organisation and the volunteers are clear and commonly understood. Ensuring that volunteers are valued and are aware of the benefits to them from volunteering (e.g. engagement, pride, social opportunities, experience and job training). Matching the right volunteer to the right opportunity”.*

*“Selling the idea that the value of volunteering is a positive contribution - people increasingly want to get something career-focused out of it and see a return for time and money”.*

## **Skills**

Organisations reported difficulties in attracting volunteers with the right skills and experience. There was a view that volunteer roles could be “*quite niche*” and that many volunteer opportunities required a certain degree of expertise and knowledge in order to maintain the professional standing of the organisation and the sector.

*“It is essential for the sector that the quality of public access is maintained alongside volunteer opportunities being provided; this means that training and management is required for volunteer input”.*

*“Finding the right kind of task in our highly specialised department is also a challenge. While those who love history often approach us it is often those with IT skills, database experience and working with scanners and images that we would like to attract”.*

*“Getting people to understand principles such as best conservation practice can confuse people and put them off but is essential to the organisation as volunteers giving the wrong advice can cause problems”.*

However, it was noted that if volunteering was to be a mutually beneficial experience, then organisations had an obligation to help volunteers enhance their skills and experience. By thinking more creatively and innovatively about the types of volunteer opportunities that were offered, it was hoped that organisations would be able to attract and accommodate a more diverse range of volunteers.

*“Some organisations don’t make enough/any use of or really value the skills and knowledge of their volunteers beyond the activity they signed up to participate in”.*

*“[The challenge is] finding new and interesting roles for volunteers that have little to no experience so that they may be able to learn and gain experience from their time with us”.*

*“The input we get from volunteers through specific projects is highly valuable and is what allows us to deliver high quality access to our visitors”.*

## **Sustainability**

Organisations were concerned about their lack of time and resources to effectively manage volunteers and provide a fulfilling and rewarding experience.

*“The challenges are to keep the project interesting, people like to see their hard work being recognised. Volunteering can be hard work without good guidance”.*

*“Current funding is often project based so everything ends when the project ends...including volunteering...the trick is how to keep volunteers engaged once the project ends”.*

*“A lot of staff see the benefit of taking on volunteers but when they actually look at the real time it can take to manage the relationship properly it can make them think about the practicalities. This can be even more difficult if the volunteer is young or inexperienced as they cannot be left to get on with tasks in the same way a more experienced volunteer might. One way around this is to work with staff to come up with ideas where they see the benefit of spending time to input into a volunteer role that might in the long run have good benefits and outcomes all round”.*

A number of respondents indicated that for volunteering to be effectively organised and supported, they believed that organisations needed to have posts dedicated to volunteer management. Although it was recognised that volunteer management could be overseen by other volunteers, some organisations felt there needed to be investment *“in full-time permanent paid staff to manage the volunteering potential”*.

*“Investing in paid staff in order to support healthy, productive, mutually beneficial volunteering”.*

*“More direct funds are required for the sector to employ dedicated staff to manage volunteer programmes”.*

*“Managing volunteers within an organisation, recruiting them, giving them full inductions, tailoring their skills to the correct department and the correct volunteering roles needs a dedicated person in a paid position. Keeping abreast of staff training, one to ones and CPD is already time consuming - good volunteers deserve the same support and having this in place would help immensely”.*

However, this view was not supported by all organisations, particularly those who were run entirely by volunteers. *“I suppose one way forward might be a paid "officer" but my feeling is that we would lose something if we went down that path - at the moment we are all equals, everyone is the same, we discuss and speak freely”.*

Whilst organisations were keen to *“stimulate long-term interest in the historic environment sector”*, it was recognised that there was also a need to have exit strategies in place to prevent volunteering from stagnating and becoming a barrier to attracting new volunteers.

*“Sometimes community groups can "fossilise" with the same personnel over decades, perhaps little succession planning and indeed not really wanting to get in new people. The social side ends up dominating the objectives of the group. The result is unwelcoming to others and then the best way forward is to designate the "old soldiers" as "ambassadors" and get in a whole new committee to refresh the organisation - this time with some succession planning in place”.*

*“Many volunteering positions which would be perfect for those seeking a career in heritage are filled by people who used to do the role as their full time job and have continued as a volunteer after retirement”.*

## **Relationships**

Some organisations were concerned about the perception that volunteers were a threat to the jobs of paid staff and how this could negatively impact on the volunteer experience.

*“[Volunteers are] undertaking tasks that were provided, and in many cases still assumed to be, by local authorities or other agencies”.*

*“There is a balance between paid jobs and tasks within the library service which require professionals to deliver them – there is a tension between volunteers being brought in to do jobs that are actually the responsibility of staff”*

It was suggested that more needed to be done to change organisational attitudes and cultures towards volunteers. By demonstrating and recognising what “*volunteers are capable of and the benefits they bring to individuals, communities, and society*”, it was hoped there would be a greater appreciation amongst paid staff at all levels of the value of volunteers.

#### **4.4 RESOURCES**

Increasing workloads and decreasing resources – both in terms of funding and staff capacity – were identified as a challenge to increasing volunteer participation. Over a fifth of respondent organisations indicated that there was less funding available to support volunteer projects and that increasing workloads meant things had to be re-prioritised and organisations often had to scale back on their community work.

*“Organisations are increasingly under-resourced and staff are expected to do more with less, meaning that their capacity to manage volunteer programmes and provide quality experiences is reduced”.*

*“As local authorities face further cuts we have to make difficult decisions as to what goes first, and often it is the perceived 'luxury' items such as volunteer projects”.*

*“It is not difficult to find willing and committed volunteers, but the requirement for them is often dependant on external funding and this is increasingly more difficult to get”.*

Funding constraints were not only seen to jeopardise the ability of organisations to increase volunteer participation, but were also seen to impact on the capacity of organisations to appropriately co-ordinate, support and retain volunteers. Nearly a fifth of organisations commented on how volunteer participation was not free and that good volunteer management had time and resource implications. As resources diminished, so too did the capacity of organisations to train and manage volunteers.

*“Engaging and managing volunteers requires resources. Staff time to recruit, train, and manage volunteers is often in short supply. Good volunteer support and management delivers a much greater return, AND a better experience for volunteers, but it can be hard to achieve on a shoestring”.*

*“[There is a] lack of staff time to coordinate volunteer work and support volunteers due to other pressures. Volunteers may be unpaid, but require staff time and support as well as some assistance with costs”.*

*“Taking time to train and supervise volunteers is like managing a whole new team! Adding this to my workload without having a dedicated post overseeing volunteers can be difficult”.*

A number of organisations remarked on there being a perception amongst funding bodies in the historic environment sector *“that volunteer programmes do not require a high level of resource investment”* and that there was a *“lack of understanding in Government about how voluntary organisations operate”*. It was suggested that more funding and support was needed from *“key influencers and decision makers”* before volunteer participation could be increased.

*“[We need to] encourage Government and other key influencers and decision makers/takers that resources should be allocated to the historic environment sector - we need to prove that more resource allocation would bring tangible beneficial returns”.*

*“[There is] no support from heritage organisations with paid employees or council organisations who have skills which could help us”.*

*“The main challenge is capacity and the lack of a sustained professional infrastructure to support and grow volunteering. I can't think of a permanent post in the heritage sector (unlike the natural heritage sector) which is specifically concerned with sustaining or building volunteer participation across heritage sector activities. Opportunities for volunteer participation tends to wax and wane according to project funding. This is not necessarily a bad thing - but this model doesn't encourage a sustainable increase in participation, because opportunities are linked to projects, not embedded in the sector generally”.*

*“Scotland's Heritage is a major contributor to attracting tourists to Scotland. A lot of these sites are run by unpaid volunteers propping up this industry with not enough money available to do what is required to maintain this infrastructure”.*

#### **4.5 AWARENESS**

There was a concern amongst 15% of the respondent organisations that people were either unaware of the volunteering opportunities that were available within the historic environment sector, or that people were more attracted to volunteering in other sectors, such as health and social care or animal welfare.

*“I think when most people think of volunteering they think of helping someone who is worse off than them, or assisting with children, sick people, disabled, etc. – most do not think of helping out in a museum or heritage environment”.*

*“Communities do not necessarily expect to participate themselves. People often think that their taxes should pay for others to do the work for them. Other people were responsible for the creation of the historic environment a long-time ago and it can be difficult to make this past relevant”.*

Some organisations felt there was a public perception that the historic environment sector was not



as “trendy” as other areas of volunteering interest and that the sector “*can seem very stuffy and middle class*”.

*“The historic environment sector's activities and properties seem irrelevant or un-engaging to some audiences”.*

*“Many people are disinterested in history, possibly because of school experience and believe it is only lists of dates...”*

*“Early medieval collections inside a church environment are also a difficult sell”.*

Respondents thought it was important to raise public awareness of the historic environment sector and to try and encourage people to understand and appreciate the need to protect the architectural and cultural heritage that they share. By highlighting the importance of volunteering to the historic environment sector and by promoting the different types of volunteering opportunities that are available and the associated benefits and rewards, it was hoped that more people would be motivated to become involved.

*“Ensuring that potential volunteers see the historic environment sector as a good place to volunteer as it is not always as marketable as health and wellbeing charities”.*

*“Reduce the perception working out of doors only results in getting cold and wet; reduce the perception 'historic' refers to old and ancient”.*

*“Many will see heritage as 'not their thing' but could benefit hugely from volunteering”.*

*“Link events/resources of the past with existing issues. History does repeat itself...”*

#### **4.6 COMPLIANCE AND ACCESSIBILITY**

For 12% of respondent organisations, the logistics of offering volunteer opportunities in the historic environment could prove problematic. The bureaucracy and ‘red tape’ that surrounded some volunteer placements, such as Health and Safety regulations and insurance requirements, were found to be cumbersome and off-putting to both the organisation and the volunteer.

*“Health and Safety is a nightmare! [But] the legal framework so complained about is a necessary evil in this day and age. In order to do what we want with the historic framework we need to have the legal grounding and insurance to protect our members”.*

*“People are concerned about not having full [insurance] coverage and this discourages some from volunteering or carrying out work with volunteers”.*

*“[There are] difficulties and costs associated with the creation of a safe working framework within which everyone can participate”.*

Organisations found that the remoteness and lack of facilities (for example, toilet and kitchen facilities) at some historic environment sites could pose a challenge to attracting volunteers,

particularly older people and those with limited mobility. The seasonal opening of some sites also made it difficult to keep “volunteers interested in the off-season”.

*“One of our greatest obstacles is our remote and rural geography which can make taking part in volunteering opportunities difficult”.*

*“Many sites are not easily accessible by public transport therefore not open to people who don't have a car”.*

*“A lack of facilities (such as toilets) is a barrier for some potential volunteers”.*

#### **4.7 COMPETITION**

Around 10% of respondents reported a level of competition between the different organisations and charitable causes who were all vying for the attention of the same pool of volunteers, and that this made it difficult to sustain and increase their own levels of volunteer engagement.

*“It tends to be the same group of people in the community who are being wooed by the different voluntary organisations”.*

*“A number of our volunteers are already committing their time elsewhere, this is the trend within volunteers, people who give their time are often very generous with it. It can be difficult to find people who have available time to commit to an organisation that is new to them”.*

*“Competition for volunteers is fierce and sometimes in a small community there can be a risk of volunteer overload. Community asset transfer of heritage buildings, libraries, halls, etc. will increase competition further”.*

Organisations pointed out that relying on the same “hard core” group of volunteers could lead to volunteer fatigue and burn-out, and was not a sustainable position for the future of volunteering in the historic environment sector.

*“Our Trust looks after a very special building...it is an awesome responsibility for a small group of volunteers to sustain such an important part of Scotland's heritage and we feel we are very much on our own. We are unaware what might happen to this special place if for some reason our trust could not sustain itself. Some contingency planning for such an event at [a national] level would be comforting”.*

*“Although we have a great team here, who work on different levels of involvement, if I could step away from the feeling I've retired into another full-time job, I would tomorrow. But where do we find the money to pay for a curator/manager? I got involved to be a volunteer, but the balance has shifted far from putting in something equivalent to what I gain around my interests in archaeology and palaeontology. Funding for core costs is what we need to keep the sector going, with volunteers genuinely volunteering rather than doing unpaid work”.*

## 4.8 COMMUNITIES

A number of organisations reported that more needed to be done to make “*connections between communities and the professional heritage sector*”. By engaging more widely with communities and empowering them to take pride and ownership in preserving their own local historic environment, it was thought that more people would be willing to give up their free time to become involved. It was suggested that organisations needed to be more “*daring and open to what people in communities want, rather than telling them what they want*” and should help to facilitate community action by “*arranging local meetings to explain what needs to be done*” and “*showing communities that they can do things for themselves*”.

*“Work not only in partnership with individuals and organisations familiar with particular local communities, but with the communities themselves, to understand how activities and properties could be made more relevant or engaging to them - involve communities in the development of new perspectives on collections, interpretation, activities and events at properties. Build relationships by offering mentoring to local community groups involved in relevant heritage projects or sites and so make links with would-be volunteers”.*

## 4.9 NETWORKS

Some respondents felt that more collaborative working and networking was needed between organisations in the historic environment sector to increase volunteering. The sharing of good practice and the pooling of resources was considered an effective way of developing a more sustainable framework for volunteering and providing a more enjoyable experience for volunteers.

*“Partnerships with local organisations may be a route that we could explore. We may be able to tap into other volunteer pools locally and likewise share the skills within our volunteer pool”.*

*“Partnership working and trading skill bases would also benefit organisations. If we pulled together and offered specific training, our cost could be shared, the volunteers would feel valued and we could open up the field of opportunities”.*

*“Peer support programmes...opportunities to bring together volunteers from different organisations. If lots of organisations have a small number of volunteers then networking can be challenging but umbrella bodies holding volunteer sessions enables these organisations and the volunteers to share experiences”.*

*“[Create a] national network for volunteers providing support, training and social opportunities as well as recognition for the contribution of volunteers across the sector”.*

#### 4.10 SUMMARY OF SUGGESTIONS FOR GROWING VOLUNTEER PARTICIPATION

Theme	Suggestions for growing volunteer participation
<b>Volunteer profile</b>	<ul style="list-style-type: none"> <li>• Need to better engage with schools and universities to put volunteering on the 'radar' for young people;</li> <li>• Need to better demonstrate to people of working age the benefits that can be derived from volunteering;</li> <li>• Volunteering opportunities need to be more flexible to accommodate people's different lifestyles, for example offering family, evening, home-based or virtual opportunities;</li> <li>• Consider working with delivery focused groups to try and enhance the uptake of volunteering from those with 'protected characteristics'.</li> </ul>
<b>Volunteer management</b>	<ul style="list-style-type: none"> <li>• Need to better promote volunteering opportunities, such as running media campaigns, using social media and encouraging volunteer 'champions' to spread the word.</li> <li>• Volunteer opportunities need to be interesting, meaningful and relevant if they are to appeal to people;</li> <li>• Volunteer opportunities need to be developed which can accommodate a wide range of different skill levels.</li> <li>• Succession plans and exit strategies should be introduced to prevent volunteering stagnating and becoming a barrier to new volunteers;</li> <li>• Relationships between paid employees and volunteers need to be carefully managed – organisational attitudes towards volunteers need to be improved.</li> </ul>
<b>Resources</b>	<ul style="list-style-type: none"> <li>• National/local government and other key decision makers in the historic environment sector need a greater appreciation and understanding of the support and funding that is required to engage volunteers in the sector and provide a good experience.</li> </ul>
<b>Awareness</b>	<ul style="list-style-type: none"> <li>• Raise public awareness of the need to protect our architectural and cultural heritage by demonstrating the different dimensions of the historic environment and showcase exciting and innovative volunteering opportunities.</li> </ul>
<b>Compliance and accessibility</b>	<ul style="list-style-type: none"> <li>• Need to make volunteer opportunities as accessible as possible, for example by providing transport to remote sites.</li> <li>• National bodies should provide advice and guidance on compliance issues to help local organisations feel more confident in involving volunteers.</li> </ul>
<b>Competition</b>	<ul style="list-style-type: none"> <li>• Need to be careful to not over-rely on the same 'core' of volunteers which could lead to volunteer fatigue and 'burn-out' – this can be mitigated by effectively managing volunteers and putting succession plans in place.</li> </ul>
<b>Communities</b>	<ul style="list-style-type: none"> <li>• Need to empower communities to take pride and ownership of preserving their own local historic environment;</li> <li>• Organisations need to help support and facilitate this type of collective community action.</li> </ul>
<b>Networks</b>	<ul style="list-style-type: none"> <li>• Organisations should share good practice and pool resources to develop a more sustainable framework for volunteering and to provide a more enjoyable experience for volunteers.</li> </ul>

## 5. CASE STUDY THEMES

### Summary

The key themes drawn from the 10 case studies are:

- **Youth volunteering** - 7 out of the 10 case studies have a specific youth focus. Given the qualitative evidence that the historic environment sector has a disproportionately high reliance on the older age demographic, this was an encouraging finding. The target youth cohorts are typically drawn from the education system; in particular secondary and tertiary education. However, there are also examples of youth engagement with primary school children and those aged over 16 outside the education system with a focus on employability.
- **Inclusive volunteering** - it may just be random chance, but 8 out of the 10 case studies selected have no specific focus on inclusive volunteering, outside the engagement of young volunteers. This may indicate the potential for the sector to do more to support volunteering within marginalised and disadvantaged groups in society including those with disabilities, physical and mental health problems, those not in training, education or employment, refugees and asylum seekers, the long term unemployed, etc.
- **Innovative volunteering** - there is a very rich body of evidence to draw upon relating to innovation and good practice for volunteering roles, skills and outputs. Examples include live music and the performing arts linked to costume interpretation; different communication practices such as volunteer 'uniforms' and their identity, social media and visual /audio communication; specialist skills such as aircraft engineering, building interpretation, textile conservation and needlework; and historical research and the recording of oral history.
- **Community engagement** – the lessons learned from three case studies which were dependent on the community taking ownership and leadership of historic environment projects in their locale are profiled. Examples of good practice in the development, management and day-to-day operation of local volunteer groups and their wider community engagement are described.
- **Partnership working** – a wide range of partner relationships were identified which shed light on the types of contribution partners provide. This provides an interesting insight into the rationale for, and benefits flowing from, partnership working. Unsurprisingly, delivery partners and funding were the most frequently cited. There is also support in kind through the provision of skills and expertise; and access to facilities at no charge. The Scottish Government and HES were both identified as important partners from the perspective of the interpretation of, and support for, the Government's policy priorities.
- **Volunteer management** - as one would expect we did not find the single 'silver bullet' to deliver effective volunteer management across the board. This reflects the fact that our case study organisations were very varied: from major players such as National Trust for Scotland and National Museums Scotland to micro organisations employing few or no paid staff. Hence, what works for one organisation may not be appropriate for another. However, we did manage to identify some excellent examples of what works in volunteer management and this is shared below.

## 5.1 INTRODUCTION

Ten case studies were conducted, which are summarised in Table 5.1 below. We would like to thank the organisations concerned for the time they devoted to their production and for their willingness to share their experience publicly in this report.

<b>Table 5.1 – Profile of Case Studies</b>			
<b>Case Study</b>	<b>Historic Environment</b>	<b>Geography</b>	<b>Case Study Focus</b>
1. Dig It! 2015	Archaeology	Scotland	Focus on Dig It! 2015 and examples of events volunteering involving young people.
2. Edinburgh Graveyards Project	Graveyards	Edinburgh	Focus on how to engage the local community and formation of a 'Friends' Group in a World Heritage Site.
3. Historic Environment Scotland	Historic buildings & gardens Historic landscapes Historic collections Archaeology	Pan-Scotland	Focus on their volunteering pilot programme, with good examples of volunteer guides, music and historical research.
4. National Museums Scotland	Historic collections	Scotland	Volunteering engagement in a large organisation - examples of staff engagement and strategic challenges.
5. National Trust for Scotland	Historic buildings & gardens Historic landscapes Historic collections Archaeology	Focus on historic sites across Scotland	Focus on specialist skills and innovation in volunteering: interpretation, acting, music and conservation – linked to specific sites across Scotland.
6. Scottish Coastal Archaeology and the Problem of Erosion (SCAPE)	Archaeology	Scotland	Focus on Scotland's Coastal Heritage at Risk Project (SCHARP). Community identified and led projects, enabled by SCAPE.
7. Scottish Redundant Churches Trust	Churches	Cromarty	Focus on Cromarty East Church and how their Friends Group evolved to become sustainable.
8. Scotland's Urban Past	Urban historic environments	Scotland	Examples of volunteer led projects, young people and micro volunteering.
9. Scottish Waterways Trust	Scotland's canal network	Scotland	Example of project combining arts and archaeology and the Canal College Programme which won a Heritage Angel Award in 2015.

10. Young Archaeologists Club	Archaeology	UK body focusing on their Edinburgh club	Volunteer led organisation focused on archaeology education for children (aged 8 – 16), their volunteers and the historic environment from the perspective of a small local club.
-------------------------------	-------------	--	---

The case studies provide a diverse and rich body of evidence on volunteering in the historic environment sector. However, it must be stressed that they are not meant to be representative of the whole sector; this is not possible with only 10 case studies. Instead they provide interesting insights into how volunteering is addressed across a range of organisation types. The final health warning relates to the coverage of each case study. The case study descriptions recorded in this report do not purport to cover all aspects of volunteering in each of the 10 organisations. Instead, we have focused on what we believe is the most insightful evidence based on our interviews: see the case study topic guide – [Appendix C](#).

The objective of this section is to draw out key themes and lessons learned from the 10 case studies. We have concentrated on the following:

- Youth volunteering
- Inclusive volunteering
- Innovative volunteering
- Community engagement
- Partnership working
- Volunteer management

We have made a conscious effort to present qualitative research evidence which supplements, and is complementary to, the survey evidence presented in Sections 3 and 4. Case study evidence relating to volunteering challenges and possible solutions has been integrated with our assessment of the qualitative data in Section 4.

Full case studies are presented in [Appendix E](#). Contact information for the case study organisations is also given should the reader wish to access further details or address specific questions they may have. The case studies are referenced 1 – 10 and this is used in the text below to assist those who wish to find the full case study text in the Appendix.

## 5.2 YOUTH VOLUNTEERING

Seven out of the ten case studies have a specific youth focus. Given the qualitative evidence that the historic environment sector has a relatively high reliance on the older age demographic, this was an encouraging finding.

As one would expect the target youth cohorts are typically drawn from the education system; in particular secondary and tertiary education. However, there are also examples of youth engagement with primary school children and those aged over 16 outside the education system. A summary of the youth volunteering examples is presented in Table 5.2.

Table 5.2 – Youth Volunteering	
Case study number	Brief description
1. Dig It! 2015	Youth volunteering was the most effective way of engaging with the programme’s target audience of 16 – 24 year olds.
2. Edinburgh Graveyards Project	A team of about 25 students from Edinburgh University undertake a project each year to undertake graveyard recording or biodiversity projects.
3. Historic Environment Scotland	“Linlithgow Palace Summer Guides” is a long established programme to recruit volunteer guides from Linlithgow Primary and High Schools.”
4. National Museums Scotland	300 – 500 events volunteers, many of them students, provide frontline activity to support events. National Museums Scotland also provide unpaid work placements, work experience for 15 - 18 year olds and internships for graduates to support professional development
8. Scotland’s Urban Past	This five year programme is committed to undertaking 20 projects with young people up to the age of 24.
9. Scottish Waterways Trust	The Canal College Programme targets 16 – 24 year olds with a specific focus on employability and job skills
10. Young Archaeologists Club	A new category of ‘Young Volunteers’ has been created, whereby the older children aged 16 and 17 provide support to the adult volunteers.

More detailed case study information is presented for 2 of the case studies: Scotland’s Urban Past and the Scottish Waterways Trust.

### Scotland’s Urban Past – Youth Volunteering - Case Study No. 8

SUP supports community projects for groups who want to research their urban environment and its history. This programme has a commitment to undertake 20 projects with young people up to the age of 24. Two examples of youth volunteering are profiled:

- Youth Forum** – Each year a group of young people (16-24 yrs) are recruited to be an advisory group on what sorts of activities are good to help bring young people into heritage. Volunteers come from all over Scotland and in 2015 there were between 17 and 24. *“The Youth Forum’s aim is to advise SUP on our activities for young people and to lead the annual youth led event. The Youth Forum is completely youth led and we wanted the forum to be mutually beneficial. Therefore there is a programme of training for the volunteers, based on what training they want, CV workshop, again that they requested, opportunities to take part in SUP projects and events as well as lead their own event. This year they chose to celebrate 100 years of youth culture through music. This event is called ‘Dancing Through The Decades’.”* Peigi MacKillop, Scotland’s Urban Past.



- **Glasgow Disability Alliance** – The group of young people at GDA made a film about their favourite places in Glasgow, with a focus on disability access. “*We have trained the young people in taking oral histories and if they get the funding then they’re going to speak to the group of older people at GDA and find out about what disabled access was like in Glasgow when they were growing up.*” Peigi MacKillop, Scotland’s Urban Past. See more: <https://vimeo.com/scoturbanpast/videos>

### **Scottish Waterways Trust – Youth Volunteering - Case Study No. 9**

16-24 year olds are targeted when there is specific funding for it. For example, the Green Action and canal college® programmes, which have a focus on employability and job skills for young people in this age range.

**The canal college® programme** won a Scottish Heritage Angel Award in 2015. This is a 14 week programme that ran in Edinburgh and Falkirk. Between 2013 -15 there have been 6 programmes with a total of 162 participants. Programme attendees sign up for the programme and undertake tasks like environmental projects, archaeological excavations, wildlife surveys and built heritage work such as stone repairs. The programme is co-ordinated and supported and there are opportunities to get qualifications, write a CV and get help to move onto a positive end destination. 72% of participants from the last 2 years went on to positive destinations. SWT are currently seeking funding for another canal college® to run in 2017.

## **5.3 INCLUSIVE VOLUNTEERING**

‘Inclusive volunteering’ is defined as the proactive engagement with volunteer cohorts which face specific challenges to engage in volunteering. This would include, for example, those with disabilities, physical and mental health problems, those not in training, education or employment, refugees and asylum seekers, the long term unemployed, etc. The challenges and resources required to engage with these groups are often higher compared to the mainstream population; however, the benefits to the individuals supported are often that much greater.

It may just be random chance, but 8 out of the 10 case studies selected had no specific focus on inclusive volunteering, outside the engagement of young volunteers. This was somewhat disappointing, but may reflect two other factors:

- The characteristics of the volunteering roles within the historic environment, many of which are technical in nature; and
- The fact that some examples of inclusive volunteering initiatives may have been missed as this was not a specific topic to be covered in the case study.

However, this finding may point to the unexploited potential for the sector to do more to include those with disabilities, those who are not in education, training or employment, etc. The only examples identified were the ‘Canal College Programme’, an employability and skills initiative managed by the Scottish Waterways Trust (see description under ‘Youth Volunteering’ above and Case Study no. 9) and the work Scotland’s Urban Past have done with Glasgow Disability Alliance (see description under ‘Youth Volunteering’ above and Case Study no. 8).

## 5.4 INNOVATIVE VOLUNTEERING

There was a very rich body of evidence to draw upon relating to innovation and good practice for volunteering roles, skills and outputs. Table 5.3 summarises the evidence against the different categories of ‘innovation’, each example being referenced to the case study number.

<b>Table 5.3 – Innovative Volunteering</b>		
<b>Innovation category</b>	<b>Examples</b>	<b>Ref. No.</b>
Music & performing arts	• Piano player at Duff House	3
	• Music outreach group focused on traditional Scottish music	5
	• Costume interpretation and role play	5
	• Dancing through the decades’ – celebrating 100 years of youth culture through music	8
Communications	• Roman flash mob in Kirkintilloch	1
	• Volunteer uniform: pink T-shirts	1
	• Specialist photographic recording	6
	• Social media & YouTube	1
	• Video outputs	6
Specialist skills	• Textile conservation and needlework group	5
	• Aircraft engineering	4
	• Building interpretation	5
Research and oral history	• Stories from the graveyard at Canongate Kirkyard, Edinburgh	2
	• Recruitment of volunteer guides across the country who will assist with research and shaping of tours prior to delivery	3
	• Personal stories for the National Museum of Flight at East Fortune	4
	• Save the Wemyss Ancient Caves Society	6
	• Oral history to support the Glasgow Disability Alliance project	8

### **Music and Performing Arts**

There were 4 case studies where volunteers used their musical and acting skills to ‘bring to life’ the historic environment of Scotland. These involved performances and proactive engagement with visitors to historic sites. The blending of music, arts and culture with Scotland’s historic environment is a powerful combination with a ‘win-win’ outcome. The experience of the National Trust for Scotland is given as an example.

#### **National Trust for Scotland – Innovative Volunteering - Case Study No. 5**

##### **Traditional Scottish Music**

The NTS has a 12 member volunteer outreach group who specialise in traditional folk music. They play a variety of historic instruments including the fiddle and the chanter, a smaller version of the bagpipes. The volunteers all live in the Inverness area, with their hub venue being the Culloden Battlefield site. However, they tour around the area and play at a wide variety of venues including retirement homes, shopping centres and schools, with up to 12 performances each year in addition to their monthly music sessions at Culloden.

*“By providing regular musical sessions at Culloden they use traditional Scottish music to help to make the place much more than just a ‘visitor centre’ – they link music with the historic environment and show to the public what we mean by Scottish culture.”* Learning Manager, NTS Culloden Battlefield

### **Costume interpretation and scripted tours**

The NTS’s Georgian House in Edinburgh uses ‘scripted tours’ during the off-peak November / December period. A volunteer guides the tour group from room to room, where visitors meet real historic characters from the house such as Georgina Lamont, the daughter of the clan chief:

- *Upstairs* – the clan chief and his family
- *Downstairs* – the house-keeper, the butler, cook, etc.

It takes 20 volunteers to run a scripted tour. The Georgian House therefore has a ‘cast’ of 40 to enable the workload to be shared across two teams.

*“The volunteers bring the building and its history to life. Their impact can be measured by the quadrupling of visitor numbers during what is normally a very quiet period. We can get 160 visitors a day when the interpretation is being run during November. It is so popular that people come back again and again.”* Property Manager, NTS Georgian House

### **Communications**

The use of digital and social media communications technologies was cited across a number of the case studies. Examples include:

**Dig It! 2015 (case study No. 1)** – communications is fundamental to the purpose and success of the Dig It! 2015 programme. As a year-long celebration of Scottish archaeology it was involved in promoting over 1,500 events as well as running projects and events themselves. Their communications philosophy of making events fun and engaging is explained in the examples below:

*“I think it appealed because it looked really fun. Everyone was dressed in pink t-shirts; we used lots of photos for promotion that made it look fun and appealing. We found we had more demand from people wanting to do things than we could offer. It was a great way of engaging 16-24 year olds and providing them with stuff to do.”* Jeff Sanders, Dig It! 2015

A Roman Flashmob was organised and run in Kirkintilloch, where the locations were only promoted on social media hours before the event. The storyteller told one story which was split across a number of different sites with 10 minutes at each site. Volunteers helped deliver the event on the day and brought great enthusiasm which added to the impact of the storyteller.

*“What worked really well for us were the opportunities for co-creation. It was important to involve volunteers in what they want to do. One example was a St Andrew’s Career Crawl where we went to organisations, rather than having a typical jobs’ fair. The YouTube channel also came from two volunteers suggesting it. And we had volunteers trained to present the Minecraft project Crafting the Past.”* Jeff Sanders, Dig It! 2015

**Scotland's Coastal Archaeology and the Problem of Erosion (SCAPE) – case study no. 6** – one of the SCAPE projects involves a series of caves near East Wemyss, Fife, that contain Pictish carvings. These are very vulnerable to erosion and vandalism.

Save the Wemyss Ancient Caves Society (SWACS) look after the caves and raise awareness of them through organised cave tours and the local visitor centre that they manage. However they wanted to do something more to address and highlight the erosion at this vulnerable site. Joanna Hambly, Project Manager, summarises their work:

*“We’ve been working with them for the last 3 years to make a digital record of the caves so they can present a virtual Wemyss cave online allowing people to find out more. SWACS draw in local support for the project and volunteers have worked alongside specialists. Volunteers have been trained in and carried out specialist photographic recording (Reflectance Transformation Imaging). They have also been making videos to embed into the virtual caves. This includes a film that dramatises the history of research at the caves, showing the Victorian antiquarians who first recorded the carvings. Local stories about the caves have also been recorded.”* See more: [www.4dwemysscaves.org](http://www.4dwemysscaves.org)

### **Specialist Skills**

This category includes technical skills which by their nature are specialist. This category of innovation encompasses volunteer skills additional to those listed above such as music, performing arts and communication skills. Examples from the National Museums Scotland and the National Trust for Scotland are detailed below.

#### **National Museums Scotland – Specialist Skills – Case Study No. 4**

*“We have recruited ex-aircraft engineers at the National Museum of Flight (East Fortune) to link experienced engineers on a conservation project with young people. They will be showing young people skills on Museum artefacts such as a plane or aircraft engine. The young people will be aged 16 plus and 18 months of funding has been secured from HLF.”* Debbie Wilson, National Museums Scotland.

#### **National Trust for Scotland – Specialist Skills – Case Study No. 5**

*The Textile Conservation Group* is based at the NTS Hill of Tarvit property in Cupar, Fife. It meets once a fortnight to undertake their highly skilled textile conservation work, which includes:

- Conservation of the Falkland Palace 17<sup>th</sup> century Flemish tapestries – one of the most prized possessions of the NTS.
- Working with valuable historic fabrics to create authentic items to furnish Trust properties. For example, they used Italian damask silk which was 300 years old to make the hangings for the state bed at Culzean Castle.
- Making protective covers for precious objects to protect them for the future.

*“They are a highly skilled group, with some individuals who have been involved for over 30 years. They are driven by a keen interest in sewing and work away industriously ‘behind the scenes’, providing a vital contribution to the Trust.”* Volunteer Coordinator, NTS

## **Research & Oral History**

Five of the case studies have engaged volunteers in researching the history and the personal lives of those connected to the historic environment. This work provides an invaluable insight to the people who made the history of the time and /or the community within which the historic site/building is set. Personalising the history of a place is so much more powerful and provides a major contribution to the OPiT 'sharing' theme.

### **Edinburgh's Graveyard Project – Recording and Research – Case Study No. 2**

Volunteers undertook research on the gravestones at the Canongate Kirkyard which explained the history of the gravestones and the people buried there. These stories provide a rich addition to our understanding of Edinburgh's transition from a medieval burgh in the 15<sup>th</sup> century to an Enlightenment European City in the late 18<sup>th</sup> century. This information was used to help create an illustrated guide for the graveyard and its immediate environs.

### **Historic Environment Scotland – Historical research – Case Study No. 3**

Recruitment of volunteer guides across the country who will assist with research and shaping of tours prior to delivery.

### **National Museum of Flight, East Fortune – Oral History – Case Study No. 4**

*“At the National Museum of Flight (East Fortune) we have one of the most significant aviation collections in the UK and Europe. We are restoring, conserving and have launched two redeveloped WWII hangars. Contained within the exhibitions are stories from real people who have been part of aviation in Scotland and beyond. Volunteers supported us extensively in gathering this information and they have been involved in interviewing people all over the country that have memories of the airfield.”* Debbie Wilson, National Museums Scotland.

### **SCAPE – Historical Research – Case Study No. 6**

One of the 14 SCAPE projects – Save the Wemyss Ancient Caves Society (SWACS) – has been using volunteers to record local stories about the caves.

### **Scotland's Urban Past – Oral History - Case Study No. 8**

The Glasgow Disability Alliance has been supported by SUP:

*“We have trained the young people in taking oral histories and if they get the funding then they're going to speak to the group of older people at GDA and find out about what disabled access was like in Glasgow when they were growing up.”* Peigi MacKillop, Scotland's Urban Past.



## 5.5 COMMUNITY ENGAGEMENT

By their very nature all of the ten case study examples 'sit within' one or more communities geographically and they also have wider engagement through word-of-mouth and online/virtual communities, such as the Urban Detectives for Scotland's Urban Past. However, the focus of this section is to identify those case studies which are dependent on the community taking ownership and leadership of historic environment projects in their locale. In particular, three case studies stand out:

- Edinburgh Graveyards Project (no. 2)
- Scotland's Coastal Archaeology and the Problem of Erosion (SCAPE) (no. 6)
- Scottish Redundant Churches Trust (no. 7)

They all have similar distinguishing characteristics:

- *Project specific focus* – each one has important sites or buildings which are in need of support (graveyards, coastal archaeology sites and churches)
- *Volunteer led* – the organisations are constrained by the small number of paid staff and their limited funding.
  - Edinburgh Graveyards Project – one member of staff for 1.5 days/week
  - SCAPE – 4 staff members overseeing > 1,000 volunteers over three years
  - Scottish Redundant Churches Trust – one member of staff overseeing 7 churches across Scotland and 180 volunteers
- *Community engagement* – due to their small scale and limited staff resource, their success is dependent on effective engagement with local communities to establish local volunteer groups who can deliver the work, often with limited or no day-to-day supervision by paid staff.

The objective of this sub-section is to identify the challenges such groups' face, what has worked for them and the lessons learned.

### Edinburgh's Graveyard Project – Recording and Research – Case Study No. 2

The challenge for the Graveyards Development Officer was the fact that there was no community group existing for any of the five graveyards in the project. She therefore had to 'start from scratch'. The three main stages were:

- **Step 1 – Initial engagement** – the Development Officer started with an invitation for local people to meet up to discuss the Canongate Kirkyard and its requirements. Around 20 – 30 people participated in the initial meeting. This was followed up by regular fortnightly meetings attended by 8-10 people.
- **Step 2 – Project work** – the next stage was individuals stepping forward to take on specific tasks such as social media. The specific project work which generated a volunteering 'team spirit' included recording, planting and interpretation. The latter was a real success and involved the writing, design and printing of five self-guided trail leaflets; podcasts; and an interactive web-based map. The Development Officer provided information directly to help develop volunteers' skills and knowledge– but also looked for

opportunities to support their learning not in an overt way, but rather 'by stealth'.

- **Step 3 – Formalisation of roles** – as the volunteers' engagement increased, their confidence grew and eventually 9 individuals made the commitment to take on formal roles to launch a new Friends Group. The Group comprises a Chair, Vice-Chair, Treasurer and six Committee Members.

### **Scotland's Coastal Archaeology and the Problem of Erosion (SCAPE) – Case Study No. 6**

The SCAPE model is based on communities or individuals identifying a site being damaged due to coastal erosion and nominating it for action. According to the SCAPE Project Manager:

*"In the 14 projects we've supported, volunteers do a very wide range of activities".* This includes co-ordinating activities, fundraising, holding open days, helping design interpretation, and undertaking excavations and surveys. The projects are defined by the local community and in all cases involve a local voluntary co-ordinator. As she says, the co-ordinator *"will organise venues and get the word out about the project. SCAPE takes responsibility for project management, including obtaining necessary permissions, insurance, risk assessment and health and safety, and manages the post-excavation works for excavations."*

Some of SCAPE's community projects maintain volunteer engagement on a long term basis. For example, a community research and excavation project at Brora carried on for five years:

*"We recently visited the site at Brora and 15 people joined us for a walk on site. They would like to volunteer to do more here. It's these people who inspire us. The group had contacted us as there has been more of the site eroding and they are our eyes on the ground."*

### **Scottish Redundant Churches Trust (SRCT) – Case Study No. 7**

In 1998 SRCT took ownership of the Cromarty East Church in north east Scotland. It is a Grade A listed building of significant historical and cultural importance, dating back to medieval times. In 1999 the SRCT's newly appointed Executive Director visited the East Church to meet its Friends' Group. This was an un-constituted body of 8 volunteers, the majority of whom were quite elderly. The volunteers were all self-appointed and there was a degree of resistance to opening up membership to the wider community. The Executive Director adopted the following approach:

- **Secure the core team** – the Executive Director made it a priority to work with and consolidate the existing team without imposing changes which could potentially alienate established volunteers. This was the foundation upon which to build.
- **Give a focus for the team** – she worked with the team to identify practical steps and volunteering roles. In the case of the East Church this was as basic as opening its doors to the public 365 days a year.
- **Engage with the community** – widen the reach of the Friends' Group through engaging the community in its work. For the East Church this had the double benefit of:
  - Opening up the church to the community – school children, parents, etc. This built up the visitors to the church and supported the audience development plan; and

- Attracting members of the community to become volunteers. This improved the sustainability of the Cromarty East Church Friends' Group by bringing in new skills, experience and resource to support their increased workload.

The key lessons which can be learned from their community engagement experience are as follows:

- **Timeline** - it can often take longer than you expect, especially when you are constrained by lack of resources and have to try and support a volunteer group.
- **'Softly-softly'** – it is important to build the confidence of the local volunteers and the wider community. Work with the volunteers you have and build from there.
- **Focus** – establishing a clear focus and practical tasks early on is critical. Even basic tasks which are shared amongst the volunteer group gives a sense of purpose and engagement.
- **Community-led** – facilitating the volunteer group to take the initiative is key – not trying to instruct and manage from a remote position outside the community.

## 5.6 PARTNERSHIP WORKING

As one would expect a number of partners have been mentioned in all ten case studies, but we know that this will only be the 'tip of the iceberg'. This is due to the fact that the objective of the case studies was not to study partnership working per se. However, the findings have shed light on the types of contribution partners provide. This provides an interesting insight into the rationale for, and benefits flowing from, partnership working: see Table 5.4.

Unsurprisingly, joint delivery and funding were the most frequently cited reasons for partnership working. The contribution of funders is often much more than the provision of money; instead the application process and conditions of grant force a business-focused discipline on the applicant which can be critical to the long term success of the project. There is also support in kind through the provision of skills and expertise; and access to facilities at no charge.

The Scottish Government and HES were both identified as important partners from the perspective of the interpretation of, and support for, the Government's policy priorities.

Table 5.4 – The Contribution of Partners		
Partnership support	Partners (illustrative only)	Examples
Joint delivery	<ul style="list-style-type: none"> <li>● University of St Andrews</li> <li>● University of Edinburgh</li> <li>● City of Edinburgh Council</li> <li>● National Museums Scotland</li> <li>● Scottish Natural Heritage</li> <li>● Volunteer Scotland</li> <li>● Tourist attractions</li> <li>● Local school</li> <li>● Other community organisations</li> <li>● Glasgow Disability</li> </ul>	Examples include the Dig It! 2015 St Andrews Career Crawl; NTS and SNH working collaboratively across the historic and natural environments (note: St Kilda is the only dual World Heritage Site in the UK and one of only a handful worldwide); Cromarty East Church – the joint marketing of tourist attractions to increase visitors to the Black Isle; HES worked closely with the relevant Unions during the rollout of their volunteering pilot across Scotland.



<b>Table 5.4 – The Contribution of Partners</b>		
<b>Partnership support</b>	<b>Partners (illustrative only)</b>	<b>Examples</b>
	<ul style="list-style-type: none"> <li>Alliance</li> <li>Glasgow Sculpture Studios</li> <li>Archaeology Scotland</li> <li>Trade Unions</li> </ul>	
Funding	<ul style="list-style-type: none"> <li>Heritage Lottery Fund</li> <li>Historic Environment Scotland (Historic Scotland)</li> <li>BBC</li> <li>Edinburgh World Heritage Trust</li> <li>World Monuments Fund Britain</li> <li>The Pilgrim Trust</li> <li>Highland Council</li> <li>Church of Scotland General Trustees</li> </ul>	HLF contribution to the £1.3m redevelopment of Cromarty East Church. Their stipulation for an ‘Audience Development Plan’ was critical to the long term success of this project. It forced the Friends’ Group and the wider community to engage audiences in a planned and more proactive basis than would otherwise have been the case.
Resources	<ul style="list-style-type: none"> <li>Historic Environment Scotland (HES)</li> <li>Former Royal Commission on the Ancient and Historic Monuments of Scotland (RCAHMS)</li> </ul>	Edinburgh’s Young Archaeologists Club has benefited from the use of the HES Education Centre at Holyrood Park for running its monthly meetings with its group of 8 – 16 year olds. It was also given access to specialist survey equipment by RCAHMS.
Policy context	<ul style="list-style-type: none"> <li>Scottish Government</li> <li>HES</li> </ul>	Scottish Waterways Trust, SCAPE and National Museums Scotland all made reference to the importance of understanding the policy priorities of Government such as young people, fairer Scotland, etc.
Skills and expertise	<ul style="list-style-type: none"> <li>University of Edinburgh</li> <li>Volunteer Scotland</li> <li>Dig It! 2015</li> </ul>	Dig It! 2015 provided an education expert to show the Edinburgh Young Archaeologists Club how to use Minecraft.

## **5.7 VOLUNTEER MANAGEMENT**

As one would expect we did not find the single ‘silver bullet’ to deliver effective volunteer management across the board. This reflects the fact that our case study organisations were very varied: from major players such as National Trust for Scotland and National Museums Scotland to the micro organisations delivering their service with either no paid staff at all – the Young Archaeologists Club is 100% volunteer run – or only a very few paid staff: Edinburgh Graveyard Project (0.3 FTE), Scottish Redundant Churches Trust (1 FTE), Dig It! 2015 (2 full-time and 1 part-time) and SCAPE (4 FTEs). Hence, what works for one organisation may not be appropriate for another.

However, we did manage to identify some excellent examples of what works in volunteer management and this is shared below in Table 5.5, with the caveat that one has to be careful in whether /how this could be applied in different contexts.

<b>Table 5.5 – Volunteer Management</b>		
<b>Good practice</b>	<b>Case study</b>	<b>Description</b>
Quality not quantity	Historic Environment Scotland No. 3	In the roll-out of its volunteering pilot a phased approach was adopted: “... <i>out steady rollout was based on quality not quantity to build a firm foundation.</i> ”
	National Museums Scotland No. 6	“..... <i>We always want to keep improving but are careful not to grow beyond manageability. It has to grow in relation to capacity of staff to manage the activity they are involved in or we risk losing quality over quantity.</i> ” Debbie Wilson, National Museums Scotland.
	Young Archaeologists Club No. 10	The Club is limited to 26 children aged 8 – 16 to ensure that it can meet the teacher/pupil ratio of 1:8. The Club always operates with 3 volunteer teachers from a pool of 6 from Edinburgh.
Coordinator role	Edinburgh Graveyards Project No. 2	Without the Development Officer role the project could not have been initiated. This reflects the fact that the five Edinburgh graveyards had no Friends’ Groups or volunteers involved at the initiation of the project.
	National Museums Scotland No. 5	The role of the Volunteer Coordinator is critical given the complexity of the organisation (c. 450 staff across five museums and the Granton storage facility) and the scale of the volunteering effort: 200 ongoing volunteers and 300 – 500 events’ volunteers.
	SCAPE No. 6	Their projects are defined by the local community and in all cases involve a local voluntary co-ordinator who “ <i>organises venues and gets the word out about the project.</i> ”
	Scottish Redundant Churches Trust No. 7	Having a local Community and Education Officer living in the Cromarty area is essential when the single member of staff for SRCT is based in Edinburgh. This modest contribution of half a day a week makes all the difference.
Management in large organisations	National Museums Scotland No. 6	<p>The key elements of good practice include additional to the points above include:</p> <ul style="list-style-type: none"> <li>• Ensuring all National Museums Scotland staff are clear about how volunteers support the work of the organisation – it runs volunteer management training for staff that includes selecting, training and supporting volunteers.</li> <li>• All volunteers have a line manager on the ground (just an aspect of their role)</li> <li>• All departments have a department volunteer coordinator who helps with the administration of volunteers (just an aspect of their role)</li> <li>• National Museums Scotland provides extensive guidance for its volunteers through the provision of policies, procedures and annual appraisal, etc.</li> <li>• The National Museums Scotland Volunteer Coordinator</li> </ul>

<b>Table 5.5 – Volunteer Management</b>		
<b>Good practice</b>	<b>Case study</b>	<b>Description</b>
		joined the Internal Communications Group, which is made up of staff from all departments – this ensures the views and input from volunteers is included.
Volunteering Pilot and scaling up	HES No. 3	<p>HES are in the process of implementing a pilot project to test the feasibility of scaling up volunteering across their portfolio of c. 345 properties. The key factors for success have been:</p> <ul style="list-style-type: none"> <li>• Planned approach – project leader with specific experience and qualification in the topic.</li> <li>• Careful communication with staff</li> <li>• All staff to understand the vision and values of the project</li> <li>• This included consultation with RCAHMS and HS Unions. The pilot was based on the principle of the ‘added value’ of volunteering – not role replacement. There was full support from the Unions.</li> <li>• Phased approach – steady rollout</li> <li>• Careful management – this was underpinned by staff who ‘volunteered’ to become ‘Volunteer Coordinators’ – individuals who valued this role as part of their professional development</li> <li>• Successful volunteer engagement by HES staff at pilot sites</li> <li>• The enjoyment of volunteers from their varied roles and contributions. They value access to HES sites and the contribution they can make.</li> <li>• Wider support from HES teams in both the Commercial and Tourism Team and the other Directorates.</li> <li>• Support from Volunteer Scotland – which included training support and strategic inputs.</li> </ul>
Role of volunteers as part of the management team	Dig It! 2015 No. 1	<p>The small Dig It! 2015 team of 2 full time and one part time staff realised that if they were to maximise their ‘reach’ and impact, it would require the active engagement of volunteers who not only supported events, but helped to manage them as well. Two examples illustrate their approach:</p> <ul style="list-style-type: none"> <li>• It was particularly important for engagement with their target cohort of 16 – 24 year olds – where younger volunteers could engage more effectively with their peer group.</li> <li>• They also used a small number of senior and experienced volunteers. For example, they had a marketing director on their Management Group.</li> </ul>

## 6. KEY RESEARCH FINDINGS AND IMPLICATIONS

This final section provides a summary of the key findings and highlights the implications of this research for the future of volunteering within Scotland's historic environment sector. It is structured under the following headings:

- Summary of key findings
- Understanding volunteering participation
- Implications for the sector

### 6.1 SUMMARY OF KEY FINDINGS

It has been eight years since the last Scotland-wide research study on volunteering across Scotland's historic environment sector. As a consequence there was a keen interest to determine the current scale of volunteering, its characteristics and contribution to the sector. It was therefore reassuring that the 2016 research study identified a healthy state of volunteering in each of these areas. The evidence paints a positive picture and a solid foundation upon which to build for the future.

This conclusion is based upon the following findings:

- **Scale** – at least 17,000 volunteers were engaged in supporting Scotland's historic environment in 2015. Also, we know that this figure is likely to underestimate the true level of volunteering as the findings are based on survey respondents only, with no grossing up of the data from the 182 respondents. These volunteers contributed over 121,000 days which is equivalent to 526 FTEs<sup>5</sup>. This is a significant contribution to the resourcing and skills base of the sector.
- **Economic value** – volunteering has an economic value of £14.7m which contributes not just to the performance of the historic environment sector directly, but also to Scotland's tourism industry and the wider economy.
- **Relative importance** – we know that for many organisations volunteering is the literal 'life-blood' of the organisation. This is evidenced by the 46% of organisations surveyed who are entirely run by volunteers. This means that these organisations would, most probably, not exist without volunteers. Also, in terms of headcount, on average there are 1.6 volunteers to every 1 staff member.
- **Volunteer contribution** – one of the distinguishing features of the historic environment is the breadth of the sector and the wide range of functions and roles involved. It was therefore really positive to see the wide-ranging volunteer engagement which supports the sector: from scientific roles, to marketing and design, art and drama, engineering, archaeology, administration, management, horticulture, tour guides, interpretation,

---

<sup>5</sup> FTE figure is based on 230 effective working days per annum (5 days/week x 46 weeks)

recording, etc., etc. The historic environment benefits from an extremely rich and diverse volunteering contribution.

- **Positive engagement** – the rationale for engaging volunteers is fundamentally driven by positive motivations associated with the added value which volunteers bring:

<b>Reasons for involving volunteers</b>	<b>% of responses</b>
Volunteers improve community engagement	83%
Volunteers increase capacity of the organisation	77%
Volunteers bring attributes, skills and experience	75%
Volunteers bring contacts and external influence	52%

Interestingly, the ‘cost saving’ motivations were relatively less important drivers of volunteer engagement: 54% of respondents stated that ‘volunteers are free to involve’ as a reason for engagement. However, only 4% stated that volunteers fill positions once held by paid staff. This would seem to indicate that the sector is not being unduly influenced by the austerity agenda.

- **Volunteer growth** – finally, recent and desired growth in volunteer numbers is very strong. In 2015, 40% of organisations had increased volunteer numbers, and only 13% had decreased their volunteers. This compares to the national adult volunteering participation rate which has been flat-lining for the last five years at around 27-30%<sup>6</sup>. Also, 54% of respondents would like to increase their volunteer numbers in 2016, with only 2% wishing to decrease their volunteers. These findings are really strong and to an extent were unexpected.

## 6.2 UNDERSTANDING VOLUNTEER PARTICIPATION

This ‘good news’ story provides an excellent base upon which to consolidate and further develop the contribution of volunteering to Scotland’s historic environment sector. However, to achieve this it is important to drill down to understand more fully the factors influencing both volunteer engagers and the volunteers themselves. Only by understanding the factors impacting on volunteering participation can we start to draw out the implications for how best to support and enhance volunteering going forward. The evidence is discussed under three headings:

- Development potential
- Barriers to volunteering
- Opportunities for growth.

### ***Development potential***

There is strong quantitative and qualitative evidence which highlights the potential to grow volunteering and its contribution to the historic environment sector. Not only do 54% of

---

<sup>6</sup> Scottish Household Survey data on volunteering: <http://www.gov.scot/Publications/2015/08/3720/12>

respondents wish to increase volunteer numbers in 2016, but there is qualitative evidence which indicates that this is both desirable and achievable. This is due to the following factors:

- *Demand* – numerous organisations quoted increased demand for their services and the consequential requirement to increase volunteering to meet this demand
- *Supply* – for some respondents there was evidence of increased interest in volunteering as people become ‘community aware’ and want to contribute through volunteering
- *Management* – perhaps the most encouraging finding was the proactive approach by those organisations who had achieved growth in volunteer numbers in 2015. This included:
  - A planned approach to grow volunteering – this involved a focused ‘push on recruitment’
  - Proactive marketing – for example, targeting recruitment at the youth cohort
  - A more professional and flexible approach to volunteer management which improves the quality of the volunteering experience and its sustainability.

To conclude, there is both the need and the opportunity to develop and enhance the contribution of volunteering to Scotland’s historic environment. The question is how best to achieve this taking into account the barriers to volunteering.

### ***Barriers to volunteering***

The development potential outlined above must be tempered by a number of significant barriers which organisations face, including:

- *Lack of funding and resources* – many organisations just do not have the resources to grow their volunteering base. Over a fifth of respondents indicated that there was less funding to support volunteer projects. In particular, many organisations acknowledged the staff time and money required to recruit, manage and support a volunteer team effectively. Volunteering is not ‘free’. Reference was also made to the lack of physical office space to accommodate volunteers. Therefore it must be recognised that for numerous organisations there is limited or no scope to increase and/or improve the support for volunteering. It is often a case of survival and even trying to retain their current foothold in volunteering is a major challenge.
- *Demographic profile* – repeated reference was made to the problems of the sector being over-reliant on elderly volunteers and the failure to actively manage the volunteer pipeline. This included the problems of older volunteers ‘retiring’ or dying and not being able to be replaced. There are also perceived problems in recruiting from the older age cohort:

*“Many of our volunteers are retired. As the retirement ages move later, it’ll be harder to staff the sector with volunteers.”*

The working age cohort is also under increasing pressure at work and can find it difficult to commit their time to volunteering on a regular basis. Lastly, the youth cohort was seen as a challenge by some and an opportunity by others. On the negative side there was the view that the historic environment does not have the attraction and emotional pull of the aid and animal welfare charities, and those helping the most disadvantaged in society.

- *Unfulfilled potential* – this is more difficult to evidence authoritatively, but there is an emerging picture from the qualitative evidence that some organisations may not recognise the opportunities to further develop their volunteer base or else make the conscious decision not to exploit them. Notwithstanding the resource constraints described above, there may be the potential to ‘open the eyes’ of such organisations and to get them to engage more proactively. Evidence includes:
  - Undertaking no active recruitment of volunteers
  - Only replacing those volunteers who leave
  - Organisations who want to ‘maintain the status quo’.
- *Public perceptions and awareness* – there was a concern amongst 15% of respondents that the public were unaware of volunteering opportunities in the historic environment sector, or that people were more attracted to volunteering in other sectors. Some respondents felt there was a public perception that the historic environment sector was not as ‘trendy’ as other areas of volunteering and that the sector can ‘*seem very stuffy and middle class*’.
- *Other barriers* – these include:
  - Location – often historic sites are located in remote areas of Scotland with relatively poor transport: “*One of our greatest obstacles is our remote and rural geography which can make taking part in volunteering opportunities difficult.*”
  - Facilities – basic things such as access to toilets can be problematic in remote sites.
  - Health and safety - for example, archaeological sites require the appropriate health and safety compliance and insurance cover.

Having listed the main barriers it is interesting to stress-test whether they can be addressed and overcome. With the possible exception of funding and resource constraints all of the barriers listed above can be addressed proactively. The next sub-section describes some of the measures put forward by respondents to help overcome them.

### ***Opportunities for growth***

**Improving awareness** – it was recognised that the sector needs to ‘reach out’ to the public through publicity and events to help build the supply of volunteers. This could be through national and local initiatives which are focused on:

- Demonstrating the need to protect Scotland’s historic environment
- Understanding the breadth of the historic environment
- Showcasing exciting and innovative volunteering opportunities.

**Effective recruitment strategy** – active management of the volunteer pipeline was seen as a priority for many organisations. This requires proactive management to bring in ‘new blood’ to the organisation which will ensure there is a positive turnover of volunteers and not a ‘stagnant pool’. In addition, opportunities were identified to diversify the volunteer profile through targeted recruitment:

- Youth – for example, through improved engagement with schools and universities. Seven out of the 10 case studies provide good practice examples of youth engagement
- Working age cohort – to demonstrate the benefits of volunteering to those in employment
- Inclusive volunteering – there were relatively few examples cited of volunteering targeting ‘high need’ groups such as low income/deprived communities, those suffering mental and physical health problems, refugees and asylum seekers, ex-offenders, the long term unemployed, the lonely in society, etc, etc. This was seen as an omission and missed opportunity by some.

**Proven recruitment tactics** – the following tactics worked for a number of respondents:

- *Identifying opportunities* – think creatively about new roles which could be offered to volunteers. Often organisations’ thinking is hampered by where they are; not where they could be.
- *Volunteering ‘offer’* –make this as volunteer-friendly as possible. Cater for a diversity of volunteers, with different tasks and roles and different patterns and styles of support and communication. If possible, provide extra support to cater for those with recognised high support needs. Tailor roles to suit volunteers’ needs, abilities and interests.
- *Skills’ specific* – however, organisations must also recognise that some volunteer roles are by their nature technical with a high skill content. Engaging volunteers with the appropriate skills should not be compromised.
- *‘Ask’* – one of the most obvious, but often overlooked, tactics is having the systems in place to actually ask people if they would like to volunteer. Also, to ask them what they want to get out of the role. A ‘win-win’ outcome is much more sustainable for both parties.
- *Ambassadors* – using existing volunteers to network and promote volunteering opportunities can be invaluable in improving an organisation’s reach in the volunteer market.
- *Open days and community events* – to showcase the work of the organisation and partners, as well as providing the opportunity to engage and thank the local community.

**Improving volunteer management** – in addition to awareness raising and recruitment, effective volunteer management is a key element in the growth and development of volunteering. In particular, there should be an allocated responsibility(ies) for this role. Important aspects include:

- The induction and training of volunteers so they can carry out their volunteering activities. Provide support, supervision and feedback on volunteer performance – recognising the volunteering contribution and thanking volunteers is critical
- Give recognition to volunteer status in the organisation (note: this must also be embraced and supported by the senior management team and board)
- Recognise, celebrate and publicise the contribution of volunteers both internally and externally. Gather stories and information to demonstrate the impact of volunteering and share these great news stories on social media, websites, etc.
- Encourage the role of ‘volunteering champions’ within the organisation
- Succession planning and exit of volunteers.



**Community engagement** – by engaging more widely with communities and empowering them to take pride and ownership in preserving their own local historic environment, respondents believed that more people would be willing to give up their free time to become involved. Suggestions include:

- Being “*more daring and open to what communities want, rather than telling them what they want*”
- Arrange local meetings to explain what needs to be done; also showing communities what they can do for themselves.
- “*.....involve communities in the development of new perspectives on collections, interpretation, activities and events at properties.*”

**Funding and resources** – last, but not least, the most significant barrier facing volunteering is the lack of funding and resources. Suggestions to address this include:

- *Awareness raising* – there is a lack of understanding amongst Government, funders, and public bodies regarding how volunteering organisations work. In particular, there is a frequently held misconception “*that volunteer programmes do not require a high level of resource investment.*”
- *Rationale for investment* – the sector needs “*to prove that more resource allocation would bring tangible beneficial returns.*”
- *Professional infrastructure* – the sector needs a dedicated staff resource to support and grow volunteering across Scotland’s historic environment sector. “*I can’t think of a permanent post in the historic heritage sector (unlike the natural heritage sector) which is specifically concerned with sustaining or building volunteer participation....*”

Funders can also support volunteering through grant conditions specific to the engagement, management and development of volunteers.

### 6.3 IMPLICATIONS FOR THE SECTOR

To conclude, the evidence from this research study has demonstrated the following:

- Volunteering is a major asset for Scotland’s historic environment sector
- There is an appetite to grow and further develop this volunteering contribution from within the sector.
- To achieve this growth a number of significant barriers have to be addressed.
- However, there are a number of practical actions which could be implemented to help overcome these barriers and maximise the contribution of volunteering.

A key objective of this report has been to share this information with the sector so that its knowledge and understanding of volunteering is enhanced and it is better able to support this important dimension of Scotland’s historic environment going forward. In this regard there are two main ‘agents of change’ who can engage with the report’s outputs:

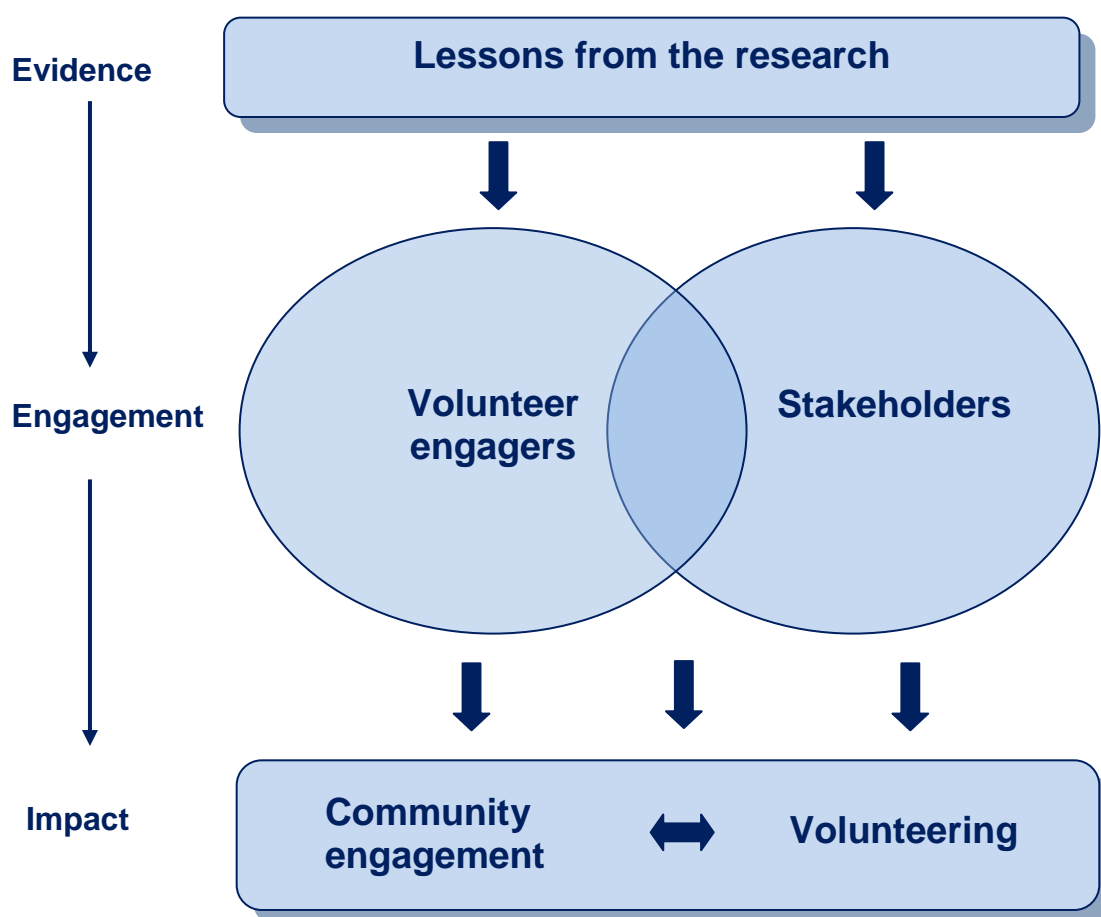
- **Stakeholders** – which includes all organisations with a leadership and influencing role across Scotland’s historic environment sector. This includes Historic Environment Scotland,

the Working Groups supporting OPiT, sector associations and membership bodies, funders, national bodies funded by government with responsibilities for the historic environment and volunteering, etc.

- **Volunteer engagers** – all organisations/ projects/ programmes which currently engage volunteers or would like to. It is important to recognise that historic environment organisations can take ownership of key actions to help themselves – we believe this ‘bottom up’ approach is equally important to the ‘top down’ role by stakeholders.

Figure 6.1 illustrates a framework for sectoral engagement. HES and BEFS as the principal supporters of this research will be working with Volunteer Scotland in the dissemination of the research findings and the ongoing engagement process. It is hoped that this will result in the ‘buy-in’ from, and the support of, key stakeholders and the sector more widely.

**Figure 6.1 – Framework for Sectoral Engagement & Volunteer Growth**



Finally, Volunteer Scotland and its partners would welcome feedback on the report and any suggestions for how best to take forward the findings. Please feel free to contact the following:

- Matthew Linning, Strategic Performance Manager, Volunteer Scotland:  
[Matthew.linning@volunteerscotland.org.uk](mailto:Matthew.linning@volunteerscotland.org.uk)
- Karen Robertson, Senior Research Manager, Historic Environment Scotland  
[Karen.robertson@hes.scot](mailto:Karen.robertson@hes.scot)

- Jo Robertson, Senior Policy Officer, Built Environment Forum Scotland  
[Jrobertson@befs.org.uk](mailto:Jrobertson@befs.org.uk)

## **APPENDIX A – LIST OF SUPPORTING ORGANISATIONS**

### **Organisations who supported the management and direction of the study:**

- Historic Environment Scotland
- Built Environment Forum Scotland
- Volunteering Sub-Group (of the Participation Group)
- Measuring Success Steering Group

### **Organisations who supported the development of the database:**

- Archaeology Scotland\*
- Association of Local Government Archaeology Officers (ALGAO)
- Built Environment Forum Scotland\*
- Chartered Institute for Archaeologists\*
- Heritage Lottery Fund
- Historic Environment Scotland\*
- Scottish Association of Preservation Trusts\*
- Scottish Civic Trust\*
- Scottish Historic Environment Database

Note: \* signifies that the organization also issued the survey directly to their members or contacts

### **Respondents to the online survey:**

Abbotsford  
Aberdeen City Libraries  
Aberdeenshire Council Archaeology Service  
AFC Heritage Trust  
An Iodhlann - Tiree's Historical Centre  
Angus Alive Museums  
Angus Alive  
Archaeology Scotland  
Architectural Heritage Society of Scotland  
Ardrossan Castle Heritage Society  
Arts and Heritage Volunteer Group  
Ayrshire Archaeological and Natural History Society  
Braemar Community Ltd  
British Archaeological Jobs Resource  
Built Environment Forum Scotland  
Burghead Headland Trust  
Burntisland Heritage Trust  
Cambo Heritage Trust  
Cameron Archaeology Ltd  
Carmyllie Heritage Society  
Castles of Scotland Preservation Trust  
Castletown Heritage Society  
Cawdor Castle  
Centre for Stewardship

CFA Archaeology  
Church Buildings Renewal Trust  
City of Brechin Civic Trust  
City of Edinburgh Council - Archaeology Service  
City of Edinburgh Council - Museum of Childhood  
Clyde Maritime Trust  
Coldstream History Society  
Comann Eachdraidh Uibhist a Tuath  
Cousland Smiddy Trust  
Craft Town Scotland/WKCIL  
Cramond Association  
Cruickshank Botanic Garden, University of Aberdeen  
Cupar and North Fife Preservation Society  
Dig It! 2015 (SoAS/Archaeology Scotland project)  
Dingwall  
Dingwall CARS (HES/Highland Council joint funded)  
Dollar Museum  
Doors Open Days  
Dumfries and Galloway Aviation Museum  
Dunblane Museum  
Dunkeld Parish Church  
Dunollie Projects Ltd  
East Lothian Council Archaeology Service  
Edinburgh City Libraries and Information Services  
Edinburgh Museum & Galleries (City of Edinburgh Council)  
Edinburgh Old Town Association  
Edinburgh World Heritage  
Elgin CARS  
Elgin Museum  
Falkland Stewardship Trust  
Fife Cultural Trust  
Fife Family History Society  
Fife Historic Buildings Trust  
Forest Enterprise Scotland  
Forres Heritage Trust Limited  
Friends of Eyemouth Fort  
Friends of Glasgow West  
Friends of Mansfield Traquair Centre  
Friends of New Lanark  
GalGael Trust  
Garioch Heritage Society  
Gate Christian Fellowship  
Gatehouse Development Initiative  
Glasgow Building Preservation Trust  
Glasgow Museums  
Glasgow Women's Library  
Glencoe Folk Museum  
Greater Liberton Heritage Project

Gullane and Dirleton History Society  
Helmsdale Station CIC  
Heritage Railway Association  
Historic Assynt  
Historic Environment Scotland  
Historic Kilmun  
Holy Trinity & St Barnabas Scottish Episcopal Church  
Hopetoun House Preservation Trust  
Hospitalfield  
Icon Scotland Group  
ITW Parish Church of Scotland  
Johnstone History Museum  
Keith & Dufftown Railway  
Kilwinning Heritage  
Kirk of Saint Nicholas Uniting  
Kirkcudbright History Society  
Knockando Woolmill Trust  
Lanarkshire Family History Society  
Landmark Trust  
Leadhills and Wanlockhead Railway  
Leighton Library  
Leisure and Culture Dundee  
Lennox Heritage Society  
Library of Innerpeffray  
Linlithgow Union Canal Society  
Local and Family History (dept) Perth and Kinross Council Library Service  
Lochaber Archaeological Society  
Logie Old Graveyard Group  
Mackay Country Community Trust  
Markinch Heritage Group  
McLean Museum and Art Gallery  
Milngavie Heritage Centre  
Monifieth Local History Society  
Mull Historical & Archaeological Society  
Museum of The Royal Regiment of Scotland  
Museum of the University of St Andrews  
Nairn Museum Ltd  
National Galleries of Scotland  
National Mining Museum Scotland  
National Museums Scotland  
National Trust for Scotland  
Nautical Archaeology Society  
New Lanark Trust  
Nigg Old Trust  
North Ayrshire Heritage Centre  
North of Scotland Archaeological Society  
North Queensferry Heritage Trust  
Northlight Heritage

Orkney Heritage Society  
Orkney Natural History Society Museum  
PAS (formerly Planning Aid for Scotland)  
Penicuik Civic Society  
Penicuik Community Development Trust  
Perth Museum  
Pollokshields Heritage  
Portobello Heritage Trust  
Queensferry Heritage Trust  
Reiver Productions  
Rosyth Garden City Association  
Royal Burgh of Lanark Museum  
RSA Fellows' Media, Creative Industries, Culture & Heritage Network  
Rutherglen Old Parish Church  
Save Wemyss Ancient Caves Society  
Scotland's Churches Trust  
Scotland's Festival of History  
Scotland's Garden and Landscape Heritage  
Scotland's Urban Past (a Historic Environment Scotland project)  
Scottish Borders Council  
Scottish Canals  
Scottish Church Heritage Research  
Scottish Civic Trust  
Scottish Fisheries Museum  
Scottish Historic Buildings Trust  
Scottish Maritime Museum  
Scottish Redundant Churches Trust  
Scottish Vernacular Buildings Working Group  
Scottish Vintage Bus Museum  
Scottish Waterways Trust  
Seven Incorporated Trades of Aberdeen  
Society of Antiquaries of Scotland  
Society of Friends of Dunblane Cathedral  
St Giles' Cathedral  
Strathnaver Museum  
Tarbert Castle Trust  
The Dalgarven Mill Trust  
The Forth and Clyde Canal Society  
The Friends of Glasgow Necropolis  
The Friends of Kinneil  
The Glasgow Police Museum  
The Gordon Highlanders Museum  
The Govan Heritage Trust SCIO (The Govan Stones)  
The Highlanders Museum (Queens' Own Highlanders Collection)  
The Hunterian, University of Glasgow  
The Institute of Historic Building Conservation  
The Peter Pan Moat Brae Trust  
The SCAPE Trust

The Scottish Ironwork Foundation  
The Walmer Crescent Association  
The Whithorn Trust  
UK Association of Preservation Trusts (Scotland)  
University of Aberdeen Museums  
University of Dundee Museum Services  
War Memorials Trust  
West Lothian Local History Library, West Lothian Council  
West of Scotland Regional Equality Council (WSREC)  
Young Archaeologists' Club

### **Other supporting organisations**

Association of Accredited Field Archaeologists (ACFA)  
AOC Archaeology  
Archaeology for Communities in the Highlands (ARCH)  
Archaeology Shetland  
Association for the Protection of Rural Scotland  
Association of Independent Museums (AIM)  
Central Scotland Green Network Trust (CSGNT)  
The Coburn Association  
Commercial Archaeologists  
Community Woodland Association  
Development Trusts Association Scotland  
European Association of Archaeologists  
Forum for Environmental Volunteering Activity (FEVA)  
Glasgow City Heritage Trust  
Glasgow Life  
Heriot Watt University  
Historic Houses Association  
Institute of Historic Building Conservation (IHBC)  
Museums Galleries Scotland  
Royal Incorporation of Architects in Scotland (RIAS)  
Royal Institution of Chartered Surveyors in Scotland (RICS)  
Royal Town Planning Institute in Scotland (RTPI)  
Scotland's Towns Partnership  
Scottish Culture & Education Group  
Scottish Group of Chartered Institute of Archaeologists  
Scottish Library & Information Council  
University Campus Suffolk



## APPENDIX B – METHODOLOGY

### B.1 DEFINITIONS

One of the key challenges for a study of this nature is complete clarity on what we mean by the ‘historic environment’ and ‘volunteering’. Each is discussed in turn.

#### ***Definition of ‘historic environment’***

The 2008 definition was:

*“Any or all of the structures and places in Scotland of historical, archaeological or architectural interest or importance.”*

The 2016 study has based its definition on OPiT. However, given the considerably wider definition adopted as part of the OPiT strategy development, the ‘reach’ of the historic environment is now considerably wider. The revised definition is:

*“Scotland’s historic environment is the physical evidence for human activity that connects people with place, linked with the associations we can see, feel and understand.”*

The OPiT explanation describes in more detail what this entails:

*“The historic environment could be said to be ‘the cultural heritage of places’, and is a combination of physical things (tangible) and those aspects we cannot see – stories, traditions and concepts (intangible). It comprises a variety of objects, structures, landscapes and features.”*

For the purposes of this study the Steering Group agreed the following wording to make this as understandable as possible by giving specific examples:

*“**Historic Environment**’ – this represents the physical evidence of past human activity. For example, a stone circle, a prehistoric fort, a medieval castle, a renaissance garden, a stately home, a battlefield, a shipwreck, and an historic townscape or landscape. It can also include historic collections – artefacts, paintings, maps, drawings, photographs, books and manuscripts that relate directly to Scotland’s places and history.”*

The implication of the 2016 definition is that the population of organisations engaged with the historic environment is now significantly larger than in 2008, particularly with regard to the inclusion of historic collections.

#### ***Definition of ‘volunteering’***

The 2008 definition was taken from the then Scottish Executive definition in the 2004 Volunteering Strategy<sup>7</sup>:

---

<sup>7</sup> Scottish Executive Volunteering Strategy 2004 – 2009: <http://www.gov.scot/Publications/2004/05/19348/36990>

*“Volunteering is the giving of time and energy through a third party, which can bring measurable benefits to the volunteer, individual beneficiaries, groups and organisations, communities, the environment and society at large. It is a choice undertaken of one’s own free will, and is not primarily motivated by financial gain or for a wage or salary.”*

This definition is still fit-for-purpose with the exception of the word ‘primarily’. There should be no motivation for financial gain. The 2008 study also goes on to distinguish between two types of volunteer:

- ‘active’ – referring to those who have given hands-on help to an organisation in Scotland in the past year or six months (13,204 volunteers were recorded under this category); and
- ‘non-active’ – referring to those who have supported an organisation financially or through occasional attendance at events, etc (5,360 volunteers were recorded under this category).

In this study we have aligned the volunteering definition with that of the Scottish Household Survey which concentrates on adults who have ‘volunteered once or more in a year’. This excludes those who have volunteer less frequently than once a year and those who support an organisation financially (which is included within the ‘inactive’ classification above).

Therefore, for the purposes of the 2016 study we have focused exclusively on the ‘active’ category as defined above.

The volunteering definition used in the 2016 study is:

*“By ‘volunteer’ we mean anyone who gives their time voluntarily, in an unpaid capacity, to your organisation. This could include someone who gives up their time to be a museum tour guide or helps to catalogue an art collection, someone who works on an archaeological excavation or helps to restore Scotland’s canals, and let’s not forget those people who are trustees!”*

## **B.2 LESSONS LEARNED FROM 2008 STUDY**

Volunteer Scotland was asked to examine the methodology used in the 2008 study and to draw lessons from what worked and, importantly, where improvements could be made. The focus of this sub-section examines the lessons from the three main elements of the research methodology: the quantitative survey, case studies and the economic value of volunteering.

### ***The quantitative survey***

**Centralised vs. decentralised survey** – the 2008 survey was developed and administered centrally by Volunteer Scotland. This had the advantage of control but as the organisation did not come from the historic environment sector this brought its own limitations. In 2016, the Steering Group agreed that a ‘cascade’ distribution would have particular merits in this instance. In particular, we used a number of BEFS members to reach the organisations they represent. This helped the study on a number of levels:

- It assisted in the development of a population database of historic environment organisations, as these ‘umbrella’ bodies shared their membership lists with us;

- We believe it improved the response rate because the impact of receiving the survey from their lead body with whom they are familiar would be greater and more effective than if it had been issued centrally by Volunteer Scotland;
- The umbrella bodies helped boost the response rate by encouraging members to respond;
- A number of these organisations helped more widely by signposting us to other organisations and contacts that could support the study.

**Survey Method** - the 2008 study used a postal survey and achieved a response rate of 26%. Initially Volunteer Scotland considered using a postal survey as we believe that this can be more effective in securing returns – the norm for online survey response rates is typically < 10%. However, we decided to go for an online survey for two reasons:

- Firstly, the lack of time and additional cost involved in administering a postal survey to a population of more than 1,000 organisations
- Secondly, our chosen ‘cascade’ distribution would only work effectively through a digital platform, where we could cascade an electronic hyperlink to the survey and so reduce the administrative burden on the umbrella organisations.

The 2016 online survey approach worked well and achieved a response rate of 17%. However, what was just as important was the quality of the responses received. In particular, a key priority was the completion of the key quantitative questions on the number of volunteers and number of volunteer days. In the 2008 study, 73% and 69% of respondents respectively completed these questions, which compares to 98% and 92% in the 2016 study.

**The 80:20 rule<sup>8</sup>** – the below table and the following graph highlight how skewed the distribution of ‘mean volunteers’ is between large and small/medium sized organisations in the 2008 study. Some simple analysis of the 2008 data reveals that only 8% of respondent organisations with a turnover > £1m accounted for 67% of volunteers.

2008 survey results for number of ‘active’ volunteers				
Annual turnover	No. of organisations		No. of volunteers	
	No.	%	No.	%
< £1m	157	92	4,384	33
> £1m	14	8	8,820	67
Total	171	100	13,204	100

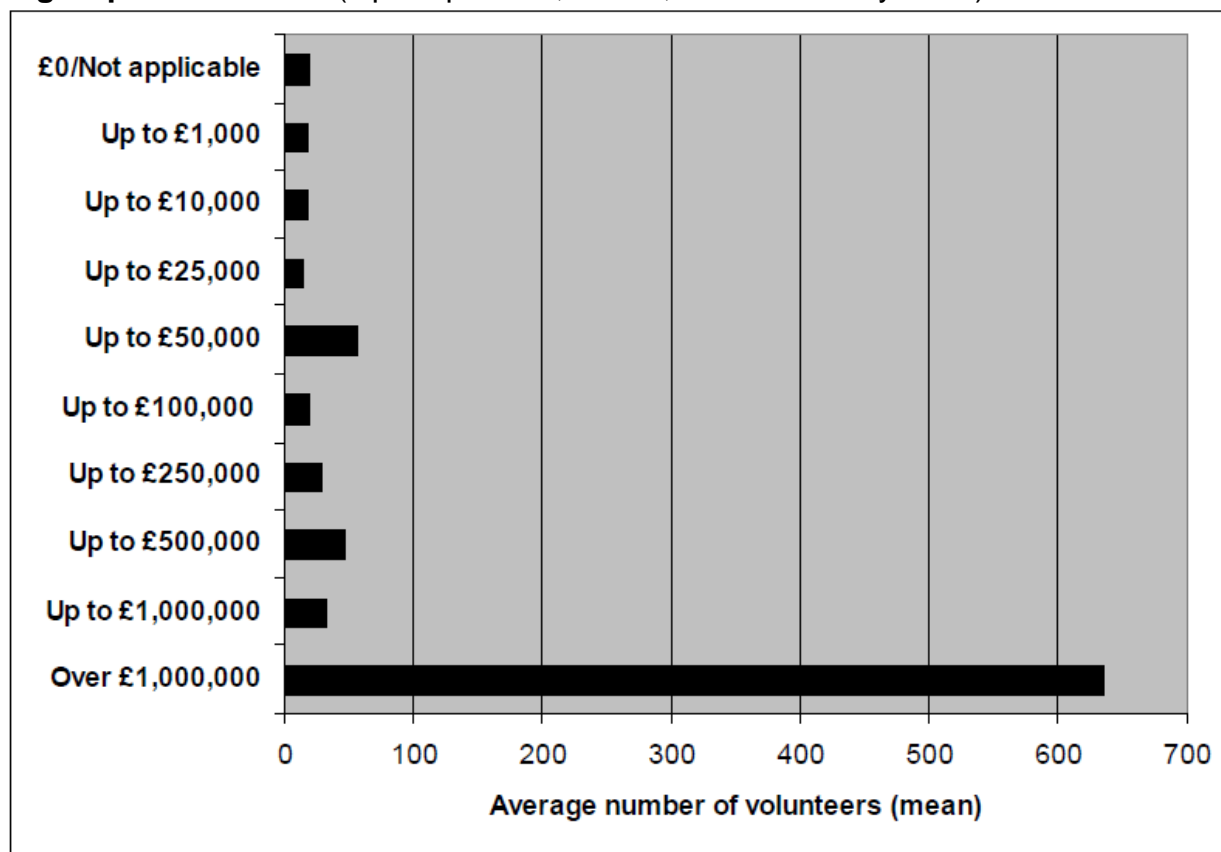
As a consequence of this finding Volunteer Scotland has made a conscious effort in the 2016 study to:

- Identify and secure responses from large organisations which are likely to be significant engagers of volunteers.
- Review and validate all data responses with large volunteer numbers and /or volunteer days. This is particularly important when organisations find it difficult to classify whether their activity falls within the historic or natural environment.

---

<sup>8</sup> The Pareto principle (also known as the 80:20 rule) states that, for many events, roughly 80% of the effects come from 20% of the causes.

**At present, how many volunteers are actively involved in the activities of your organisation or group in Scotland? (Open question; n=171; HEACS survey 2008)**



***Case studies***

In the 2008 study six ‘case studies’ were completed using a 45 minute telephone interview. Transcripts were written up and signed off by the participating organisations. A careful sample frame was used to ensure representation by size (measured by income) and by sector (voluntary, public and private). The case studies were not presented in the report as a discrete output; but rather research evidence was drawn from what was quite a structured questionnaire on an anonymous basis. In retrospect, using the term ‘case studies’ was a bit of a misnomer: they were not so much case studies as in-depth interviews to provide qualitative information to supplement the postal survey.

For the 2016 study a conscious decision was taken to make the case studies more visible and to become outputs in their own right. The way in which they were conducted was also different: the focus was to ‘tell a story’ and highlight specific examples which were believed to be of wider interest across the sector. The methodology for the case studies is described in more detail in the following section.

***Economic value of volunteering***

In 2016, Volunteer Scotland has adopted the same type of calculation for estimating the value of the volunteering contribution to the economy as was used in 2008. The calculation is presented in [Appendix D](#).

## **B.3 2016 METHODOLOGY**

This sub-section describes each element of the 2016 methodology in detail. The objective has been to provide a clear template so that Historic Environment Scotland can take ownership of the methodology and the population database, which will assist them in the management of any future research exercises of this nature. Where appropriate, lessons learned and suggestions for improvement have been made.

A five stage methodology was used:

- Stage 1 – Initiation
- Stage 2 – Desk review
- Stage 3 – Partner consultations
- Stage 4 – Primary research
- Stage 5 – Analysis and reporting

### ***Stage 1 – Initiation***

The study commenced with a briefing meeting between Volunteer Scotland and the Steering Group representatives from HES and BEFS. As explained in Section 1, the role of BEFS as a key partner in the research, alongside HES, was critical. Their knowledge of, and access to, the historic environment proved invaluable and complemented the research skills of Volunteer Scotland. The Steering Group did more than its name suggested and worked alongside Volunteer Scotland as an integrated team throughout the research study. We believe this was a key factor in the success of delivering the study in the relatively short timeframe.

### ***Stage 2 – Desk review***

The objectives of the desk review were to:

- Identify key partners and volunteer involving organisations;
- Develop a population database for undertaking an online survey;
- Identify any existing research on volunteering within the historic environment – specifically within Scotland;
- Assist with the development of a questionnaire to collect primary research.

Regarding the identification of existing research, only a limited number of publications and data sources were identified and most of these were several years old. Given the lack of up-to-date information relating to volunteering in Scotland's historic environment, it was decided not to include a literature review as part of this study, but to instead use the information from the desk review to support the quantitative and qualitative research elements described below.

### ***Stage 3 – Partner consultations***

A primary objective at the beginning of this study was to identify and liaise with key partners operating in the historic environment sector who could add value to this study. A mixture of major delivery bodies and umbrella bodies who represented the sector were identified, although these

organisations did not necessarily engage significant numbers of volunteers themselves. Engagement with these organisations was mainly conducted by e-mail and phone, although several meetings were conducted.

We sought their support in the following areas:

- To provide their views on the key dynamics of volunteering within the historic environment sector;
- To help identify other organisations who were major engagers of volunteers;
- To help cascade information about the study and encourage member organisations to participate;

In total, over 80 organisations were consulted and engaged with during this part of the study. In addition to BEFS members and associates, contact was made with key local authorities, universities, the National Museums Scotland, the National Galleries of Scotland, Museums Galleries Scotland, Scottish Canals, Scottish Waterways Trust, Forest Enterprise Trust, Doors Open Day, Digit2015, Scottish Library and Information Council, Development Trusts Association Scotland, to name but a few. We also consulted with the members of the Measuring Success Steering Group and the Volunteering Sub-Group. A full list of organisations is presented in [Appendix A](#).

#### ***Stage 4 – Primary Research***

The primary research element of this study involved two different methods - an online survey and case studies. The aim of the survey was to try and reach all of those organisations in Scotland who operate within the historic environment to generate robust quantitative data on two key questions: how many volunteers were involved in each organisation and how many days these volunteers contributed to each organisation (see questions 9 and 10 in the questionnaire in [Appendix C](#)). A secondary focus was to provide:

- Some basic classification data relating to sector, size and historic environment;
- The nature of volunteering in their organisation; and
- Any wider views they had on volunteering more generally in Scotland's historic environment.

**Database of historic environment organisations** – this proved to be one of the most challenging aspects of the study. Volunteer Scotland was starting with a 'clean sheet of paper' when it came to identify which organisations were in the historic environment sector. It is interesting that despite all of the effort that has been expended in the development and rollout of the OPiT national strategy, no comprehensive up-to-date database of organisations was identified during the course of the study. We therefore consider the database developed in the 2016 study to be one of the key outputs, albeit that it should still be considered work in progress.

The database was built up from lists of members and contacts from the following sources:

- Archaeology Scotland\*
- Association of Local Government Archaeology Officers (ALGAO)

- Built Environment Forum Scotland \*
- Chartered Institute for Archaeologists\*
- Heritage Lottery Fund
- Historic Environment Scotland\*
- Scottish Association of Preservation Trusts\*
- Scottish Civic Trust\*
- Scottish Historic Environment Database (SHED)
- Volunteer Scotland\*

[Note: \* signifies that the organisation also issued the survey directly to their members or contacts]

The ownership of this population database, alongside the other outputs of this study, rests with HES. On transfer of this information from Volunteer Scotland to HES at the conclusion of the study, responsibility for data protection will reside with HES.

**Questionnaire** – the questionnaire was kept purposely short with a focus on closed questions to maximise the response rate (see [Appendix C](#)). The estimated completion time was five minutes, excluding any time organisations had to spend collating data on volunteer numbers.

**Survey issue** – a cascade distribution was adopted whereby the survey was issued by Volunteer Scotland and six other organisations – those marked with an asterisk in the above list. The population database was divided up so that respondents received the survey from the organisation with whom they had the closest relationship. For example, Archaeology Scotland issued the survey to their own members.

Organisations were also encouraged to forward the survey on to other organisations in their network. Each of the issuing organisations could customize the introduction in the email containing the link to the survey, but there was also a formal request to participate in the study from the Senior Research Manager at HES, followed by detailed guidance notes.

**Maximising the response rate** – the following measures were adopted: reminder e-mails were sent by the issuing organisations; direct one-to-one follow-ups were made to key volunteer engaging organisations; and the survey was actively promoted via a website page and social media across Volunteer Scotland, BEFS and HES.

**Case Studies** – 10 case studies were completed using telephone and face-to-face interviews which lasted from 45 minutes to 2 hours. A loose topic guide (see [Appendix C](#)) allowed the discussion to explore areas of particular interest in more detail. The detailed case studies are presented in [Appendix E](#).

There are several key differences between the 2016 case study methodology and that from 2008:

- The importance of making the case studies ‘visible’ in the report. We wanted to profile the actual experience of the participating organisations to portray the reality of volunteering in Scotland’s historic environment. As part of this the organisations’ identity, experiences and views have been shared openly.
- The objective of the case studies was to identify interesting perspectives on volunteering which could be shared with the wider community – what worked, lessons learned and

recommendations where appropriate. Particularly for the larger organisations we made a conscious effort to profile one aspect in more detail rather than trying to cover all of their volunteering engagement across the board.

- In selecting the case studies we did not adopt a 'scientific' sampling methodology, but instead tried to ensure they were illustrative of the historic environment, encompassing different organisation sizes, a variety of locations from across Scotland, and representation from the public and third sectors.

## **Stage 5 – Analysis & Reporting**

**Quantitative analysis** – the online survey was administered through Survey Monkey and the raw data was exported into excel and SPSS for analysis.

**Qualitative analysis** – the open questions in the online survey were grouped into common categories and quantified; and representative feedback has been quoted in the presentation of the results in Section 4. The case studies were written up into case study scripts and sent back to the case study organisations for review and sign-off. A clear mandate was received from all 10 organisations to use their case study material in this report, which is a public document.

### **B.4 CRITICAL ASSESSMENT OF THE 2016 METHODOLOGY**

**Survey response rate** – although the response rate of 17% was lower than that achieved in 2008, we are pleased with the quality and integrity of the responses within the limits of an online survey within a complex sector.

**Quantitative data on volunteering** - this study has confirmed the difficulty of conducting research with the objective of producing robust quantitative data across the whole of Scotland's historic environment sector. At one level the 'ask' seems quite straightforward – a focus on two key questions:

- The number of volunteers each organisation engages in a year; and
- The number of volunteering days this comprises.

However, achieving robust population level data is fraught with problems. In methodological order these comprise:

- I. *Defining the population* – as previously mentioned, developing a robust population of organisations within Scotland's historic environment sector has been difficult. We have a database of 1,044 organisations (compared to 897 in the 2008 study). However, we know that this database is imperfect for two main reasons:
  - a. Firstly, we know that we will not have captured all of the organisations operating within Scotland's historic environment. It is quite possible that this database could be doubled in size. We just don't know how effective our reach has been in capturing the population of relevant organisations.
  - b. Secondly, we are also aware that there may be errors in the classification of the 1,044 organisations within the database, a number of which may not be operating within the historic environment. It is difficult to verify this without introducing a review process that would need to be adequately resourced.
- II. *The response rate* – given that a response rate of 17% has been achieved, it is fair to



assume that a proportion of the 83% of organisations who did not respond to the survey could both operate in the historic environment and engage volunteers. Therefore the reported number of volunteers and volunteer days could be under-reported.

- III. *Interpretation of historic environment* – it has been difficult for a number of organisations to determine whether their volunteering activity fits within the ‘historic environment’ definition. In particular those involved in both the historic and natural environments found this difficult.
- IV. *Errors in completion* – Volunteer Scotland reviewed the data to check for anomalies and suspect entries. For example, we identified one organisation which was claiming to engage 4,000 volunteers. On questioning their data they confirmed that this was for the UK as a whole, not just Scotland, and was mainly focused on the natural environment. Their entry was withdrawn in its entirety.
- V. *Double counting* – finally, there is the problem of volunteers being counted twice or more times for the same volunteering function but by different partner organisations. There is no easy way to tackle this and it has to be accepted as a ‘fact of life’ for survey work of this nature.

To conclude, any quantitative survey data from an exercise such as this has to be treated with caution. We know there are a range of factors giving rise to survey errors in the estimation of the total population: some lead to an under-estimation of the data and some lead to an over-estimation of the data. What impact this has on the reported survey data compared to the true population level data we are unable to establish.

**Qualitative data on volunteering** – this is not nearly as problematic as the quantitative data. The open questions in the online survey had a high level of completion with many helpful and detailed responses. This was supplemented by ten in-depth case studies. We had a rich body of data to work with. The main methodological issues to be aware of are:

- *Representative response* – are the 182 responses representative of the population of organisations engaging volunteers in Scotland’s historic environment? This is difficult for us to determine as we lack key classification information of the historic environment sector such as size, sector, location and type of volunteering.
- *Self-selection bias* – caution should be taken during the interpretation of the data due to the potential problem of self-selection bias. Often people who decide to respond to surveys are those who are most engaged and/or those most disaffected. It can therefore be difficult to decipher whether emerging findings are truly indicative of the wider sector as a whole.

**Comparison of 2008 vs. 2016 data:** given the reservations outlined above on the quantitative data it is not possible to compare the volunteering statistics between the two studies and derive any meaningful conclusions. For example, you cannot determine whether there is any meaningful trend in volunteering participation between 2008 and 2016. For the qualitative data the main limitation is that the survey questions posed are significantly different which militates against comparison between the two studies.

## B.5 RECOMMENDATIONS FOR FUTURE RESEARCH

**Frequency** – given the importance of volunteering to the delivery of OPiT, there will be a requirement to repeat this research. For the basic quantitative data on volunteer numbers and days it is recommended that this is repeated more frequently than every 8 years. An interval of 3 – 5 years seems appropriate, given that we would not expect to see a significant change in volunteer engagement from one year to the next. For qualitative research, frequency will depend on the issues that need to be explored and the gaps in evidence. It is also more resource intensive and we would therefore recommend that this is commissioned on a bespoke basis and at a level of frequency to meet the needs of HES and its partners.

**Population database** – the success of the quantitative research rests to a great extent on the robustness of the population database. It is therefore recommended that HES and its partners actively manage the further development and updating of the database developed by Volunteer Scotland for the 2016 study.

**Quantitative research methodology** – based on the lessons learned from the 2008 and 2016 studies we recommend the following:

- *Research method* – online survey
- *Distribution* – the cascade distribution is recommended in terms of engagement with respondents and the maximisation of the response rate
- *Questionnaire* – the online survey should be kept succinct with an estimated five minute completion time. Focus on closed questions – maximum of three open questions.

**Qualitative research methodology** – again, this should be driven by the research questions and the nature of the evidence gaps. It is not possible to be prescriptive as to which method will be most appropriate in the future. Clearly, for the 2016 study the use of case studies has been appropriate, but in the future alternative methods may be more relevant such as focus groups, social media engagement, etc. In particular, HES may wish to consider using face-to-face research methods, including engagement with volunteers, not just volunteer involving organisations.

## APPENDIX C – QUESTIONNAIRE AND CASE STUDY GUIDE

### ONLINE QUESTIONNAIRE

If your organisation works within the historic environment sector *and* involves volunteers in **Scotland** then we would like to hear from you. This survey should take no more than five minutes to complete.

We would like to reassure you that all responses to this survey will be treated as confidential. No organisations or individuals will be identified in any reports. However, a list of those organisations who have participated in this survey will be published to acknowledge their help and support.

-----

#### Section 1 – information on your organisation

1. Name of organisation: \_\_\_\_\_
  
2. Which sector does your organisation work in:
  - Public
  - Private
  - Third sector
  
3. What is the annual income of your organisation in Scotland?
  - £0 / not applicable
  - Up to £1,000
  - Up to £10,000
  - Up to £25,000
  
  - Up to £50,000
  - Up to £100,000
  - Up to £250,000
  - Up to £500,000
  - Up to £1,000,000
  - Over £1,000,000
  
4. Which part of the historic environment does your organisation work in? (please tick all that apply):
  - Historic buildings
  - Historic gardens and designed landscapes
  - Historic infrastructure
  - Archaeology
  - Battlefields
  - Historic townscapes
  - Historic landscapes
  - Historic collections
  - Other (please tell us) \_\_\_\_\_

5. Does your organisation employ paid staff?  
 Yes (how many full-time equivalent in **2015**? Estimate if necessary\_\_\_\_\_)  
 No

## Section 2 – volunteering in your organisation

6. Why does your organisation involve volunteers? (please tick all that apply):
- Volunteers are free to involve
  - Volunteers bring attributes, skills and experience that we do not have
  - Involving volunteers is a condition of grant/funding
  - Volunteers help to increase the capacity of the organisation
  - Volunteers bring credibility because they are unpaid
  - Volunteers bring contacts and external influence
  - Volunteers improve our community engagement
  - Volunteers fill positions once held by paid staff
  - The organisation is entirely run by volunteers
  - Other (please tell us)\_\_\_\_\_
7. What roles do volunteers undertake? (please tick all that apply):
- Education/training/awareness (working with schools, community/family activities, training, leading walks, tour guides)
  - Organisational support (governance/trustees, co-ordinating other volunteers, running of facilities, fundraising, campaigning, driving, marketing)
  - Practical work (conservation and repair, construction, maintenance, archaeology, architectural services)
  - Research and recording (site surveying, managing data, archiving, preparing publications and interpreting information)
  - Other (please tell us)\_\_\_\_\_
8. Who supports volunteers in your organisation?
- A paid post dedicated to volunteering, e.g. volunteer manager/co-ordinator
  - Paid staff who support volunteers as part of their role
  - An unpaid volunteer leader who supports other volunteers
  - No provision is made
  - Other (please specify)\_\_\_\_\_
9. In total, how many **people** volunteered with your organisation in **2015**? This should include regular volunteers, those who helped at one-off events and trustees. People should only be counted once and if you don't know the exact number then please provide an estimate:\_\_\_\_\_
10. In total, how many **days** did volunteers contribute to your organisation in **2015**? (please provide an estimate if you do not know the exact number and take into account any peak and off-peak times of the year):\_\_\_\_\_ days (1 day = 7 hours)
11. Compared to **2014**, the number of volunteers in your organisation in **2015** has:
- Increased
  - Stayed the same

- Decreased
- Don't know

12. Why do you think this is the case:-

---

---

13. What change in volunteer numbers would you like to see in **2016**:

- Increase number of volunteers
- Sustain current number of volunteers
- Decrease number of volunteers

14. Why would you like to see this change and how will you try to achieve it:-

---

---

### **Section 3 – Volunteering in the historic environment sector**

15. What do you think are the challenges to increasing volunteer participation in the Historic Environment sector?

---

---

16. How do you think volunteer participation could be increased in the Historic Environment sector?

---

---

***Thank you very much for completing this questionnaire, we really appreciate your time.***

If you have any other comments on this survey please record them here:

---

---

Please provide your name and e-mail address if you would like to receive information about the results of this survey. Your name and e-mail will not be used when analysing the survey results and will not be shared with any other organisation.

Name: \_\_\_\_\_

E-mail address: \_\_\_\_\_

## **CASE STUDY GUIDE**

Thank you for agreeing to feature as a case study in the Volunteering in Scotland's Historic Environment project. This project will help us to gain a better understanding of the current and future picture of volunteering in the historic environment sector. By including case studies in the report, we hope to showcase some of the great volunteering examples that are taking place across Scotland.

We are not taping this interview. Notes from this conversation will be typed up and a copy of the transcript will be sent to you for checking and approval before being used in the final published report. [Confirm that you have their consent, in principle, to the use of the information they provide in the interview.]

### **1. The Organisation**

What service does your organisation provide?:

- The position/responsibilities of the person being interviewed
- The function of the organisation, sector, size, location, activities
- Overview of volunteer numbers, roles, length of service, demographics

### **2. Types of Volunteering**

- Type of opportunities offered, diversity of roles, long-term/short-term/one-off
- Examples of innovative/unusual volunteer opportunities
- Evidence of change in 'demand' for opportunities, e.g. responding to need for more creative and flexible opportunities

### **3. Benefits of Volunteering**

What do you think are the benefits of involving volunteers?:

- Volunteer benefits for organisation, individual, service user
- Ways to promote volunteer benefits to encourage growth?
- Are there any dis-benefits/down-sides to volunteering?

### **4. Challenges**

What are the main volunteering challenges facing your organisation? Describe the nature of these challenges. What impact do they have on your organisation?

### **5. External Policy**

Are there any external influences (e.g. policies or regulations) that impact on your involvement of volunteers?

### **6. Future of Volunteering**

Please describe what the future of volunteering is likely to look like in your organisation. Do you think your volunteering is sustainable and 'future-proofed'?

### **7. Support Needs**

What support would assist volunteering in your organisation? Do you know who is best placed to provide this support?

**Is there anything else you would like to discuss?**

**Thank you for your time.**

## APPENDIX D – ECONOMIC VALUE OF VOLUNTEERING

Total days volunteered in 2015	= 121,175
$121,175 \div 5$	= 24,235 FTE <sup>9</sup> weeks
Average <sup>10</sup> Scottish weekly wage exc. overtime	= £503.90
$24,235 \times £503.90$	= £12,212,016.50 p.a.
+ 20% <sup>11</sup>	= £14,654,419.80 p.a.
<b>Total economic value of volunteering in the sample of organisations</b>	<b>= £14,654,420 p.a.</b>

---

<sup>9</sup> Full Time Equivalent (FTE).

<sup>10</sup> The average (median) Scottish weekly wage is used rather than the minimum wage to recognise the skilled contributions of volunteers. Figure based on [2015 provisional ASHE data](#).

<sup>11</sup> The Institute for Volunteering Research advises adding 20% to represent the cost of 'employment overheads'. This is because, in addition to paying the actual wage, an employer also covers employee costs such as national insurance, holiday pay and other benefits.

## APPENDIX E – CASE STUDIES

<b>Case Study Organisation</b>	<b>Page No.</b>
1. Dig It! 2015	81
2. Edinburgh Graveyards Project	84
3. Historic Environment Scotland	88
4. National Museums Scotland	95
5. National Trust for Scotland	99
6. Scottish Coastal Archaeology and the Problem of Erosion (SCAPE)	105
7. Scottish Redundant Churches Trust	109
8. Scotland's Urban Past	116
9. Scottish Waterways Trust	120
10. Young Archaeologists Club	123



## 1. DIG IT! 2015

### The organisation

This case study focuses on Dig It! 2015, which was a year-long celebration of Scottish archaeology. Funding has been secured to run Dig It! 2017 which will coincide with Scotland's Year of History, Heritage and Archaeology in 2017.

In 2015, Dig It! 2015 promoted over 1000 events and ran bespoke events and projects. The team consisted of three members of staff, including the project manager, and volunteers were not originally a planned component in 2015, although a need was soon identified. 16-24 year olds and lifelong learners were the target audiences for Dig It! and volunteering was recognised a good way to reach both groups.

In 2015, 82 volunteers contributed 957 hours which equates to 137 days. This is a conservative estimate as many volunteers helped with development in the background.

### Types of Volunteering

There were a smaller number of very engaged volunteers operating at a career or senior level. There was a marketing director on the management group, for example, although the volunteers were mainly students, particularly UK and international students who helped with the delivery (and occasionally running) of events. There were also volunteer projects, such as a YouTube channel (which was suggested by volunteers) and research which was carried out in order to run a MOOC in 2017.



*“I think it appealed because it looked really fun. Everyone was dressed in pink t-shirts, we used lots of photos for promotion that made it look fun and appealing. We found we had more demand from people wanting to do stuff than we could offer. It was a great way of engaging 16-24 year olds and providing them stuff to do. We found we had a mix of length of involvement as some volunteers came once and others were really keen and brought others along to future events” – Dr Jeff Sanders, Dig It! 2017 Project Manager*

### Innovative opportunities

A Roman flash mob was organised and run in Kirkintilloch. The storyteller's story was split across three different sites with 10 minutes at each site and the locations were only promoted on social media a few hours ahead of the event. Volunteers helped deliver the event on the day and brought great enthusiasm which added to the impact of the storyteller.

*“What worked really well for us were the opportunities for co-creation. It was important to involve volunteers in what they want to do. One example was a St Andrew's Career Crawl where we went to organisations, rather than having a typical jobs fair. The YouTube Channel also came from two*

*volunteers suggesting it. And we had volunteers trained to present the Minecraft project Crafting the Past” – Dr Jeff Sanders, Dig It! 2017 Project Manager*

## Benefits of involving volunteers

To the organisation:

- Reached target audiences
- Improved the events
- Helped with marketing – volunteers were in pink t-shirts!
- Engaged new audiences
- Added capacity for projects
- Involved specialist oversight and contact

For volunteers:

- Networking opportunities
- CV skills
  - *Communication*
  - *Teamwork*
  - *Organisation and time management*
  - *Problem solving*
  - *Motivation*
  - *Leadership*
  - *Creativity, flexibility and openness to change*
  - *Confidence/Assertiveness*
  - *Interpersonal, intercultural and global awareness*
  - *Information and IT literacy*
- Heritage career skills – photography / fieldwork / research
- References



## Challenges

- One of the challenges was capacity both in terms of staff time and expertise. According to the Project Manager, *“Involving volunteers was an eye opener and offered good CPD for all staff.”*
- Costs to cover transport and food for volunteers.
- Office space for volunteers.
- *“Linking in what they were doing to our strategy. It could be easy to involve volunteers but we had to think about how it fitted with furthering our own aims and objectives.” – Dr Jeff Sanders, Dig It! 2017 Project Manager*

## External Policy

Working with students and international students led to issues with work visas. For example, there was a PhD student who was brilliant at presenting the Minecraft project, but she had to return to the United States due to her visa situation.

*“A lack of work visas hamper international students moving from volunteering to jobs; this is a potential problem if we leave the EU or restrict working with certain countries; we need the fresh talent programme back!” – Dr Jeff Sanders, Dig It! 2017 Project Manager*

## Future of volunteering

Due to Dig It 2017’s project focus (2015 and now 2017) there is a chance that long term data might not be kept or held by heritage organisations.

*“I think we will see more people looking to volunteer in order to get a job. We’re keen to emphasise the need to create more funded internships which would force organisations to think strategically.” – Dr Jeff Sanders, Dig It! 2017 Project Manager*

### **Support needs**

*“We work with over 200 organisations but our sector is very diffuse. It would be good if there was a person/hub to match volunteers to opportunities in the sector. For volunteers there is the question of how they get in and navigate their way to the right opportunity. It’s often very organic engagement through word of mouth. This would also give the opportunity for someone to think at a strategic level about creating volunteer opportunities. OPiT includes aims on addressing sectoral skills gaps and this would give an opportunity to take a long term look that will benefit everyone.”*

– Dr Jeff Sanders, Dig It! 2017 Project Manager

### **Contact Details**

Jeff Sanders

*Dig It! 2017 Project Manager*

[jeff@digit2017.com](mailto:jeff@digit2017.com)



## **2. EDINBURGH GRAVEYARDS PROJECT**

### **Rationale and Catalyst for the Project**

In 2009, Edinburgh World Heritage (EWH) and the City of Edinburgh Council made a successful application to the World Monuments Fund for five historic graveyards located in the Edinburgh World Heritage Site to be included on the 2010 World Monuments Watch (a list of internationally important heritage at risk). This marked the start of a collaborative project between the three organisations to find sustainable solutions to the stewardship burdens and missed opportunities presented by the graveyards.



Photo © Susan Buckham

The five sites are Greyfriars, Canongate, St Cuthbert's Kirkyards and Calton Old and Calton New Burial Grounds. These exceptional burial sites record the transition of Edinburgh from a medieval Burgh in the 15<sup>th</sup> century to an Enlightenment European city in the late 18<sup>th</sup> century, and their monuments are significant architectural objects of great aesthetic merit and cultural value. Each of these sites was at risk: suffering not only at the hands of weathering and erosion but also from limited resources and anti-social behaviour. However, it was also recognised that the graveyards presented major unexploited assets which provided an opportunity to:

- Increase community involvement in their management and restoration;
- Raise awareness of their historical and amenity value for the benefit of their local communities; and
- Become 'must see' tourist attractions.

### **Project Planning & Development**

**Project Scoping Report** – in Sept 2011 a research report was commissioned to identify the strategic priorities for improving the care and enjoyment of the graveyards (published July 2013). This was led by Dr Susan Buckham and involved significant community engagement, local volunteer inputs and the identification of good practice from established graveyard projects in England.

A key element of the work was a fact-finding mission, to learn from local communities what social and public values they placed on the graveyards. This early community engagement led to some important volunteering input. One volunteer in particular developed a very keen interest in the project and took on the role of 'champion'. He saw the potential to tackle anti-social behaviour and identified the opportunity to form a Friends Group. He raised awareness and acted as a spokesperson on behalf of the local communities.

The report's 18 recommendations included the appointment of a Development Officer, the formation of a Trust to lead the project and the active engagement of volunteers through the formation of 'Friends of' groups.

**Graveyards Development Officer** – the first recommendation to be implemented was the appointment of Dr Susan Buckham as the part-time Graveyards Development Officer, funded for



1.5 days/week for a period of two years. The cost of this post was shared between WMFB, EWH and The Pilgrim Trust. Her remit was to implement the report's recommendations.

### **'Friends of the Canongate Kirkyard'**



Photo © Susan Buckham

The Development Officer focused on the establishment of friends' groups as the top priority. This was seen as critical for the following reasons:

- The need to secure community engagement and inputs. A friends' group was seen as the best model for achieving this (drawing upon the lessons from England)
- The need to recruit volunteers to help deliver practical support for the graveyards to complement the work carried out by the City of Edinburgh Council
- The need to ensure the sustainability of the project once the Development Officer's funding expired in 2015.

As a consequence, a major focus of the Development Officer has been her role as catalyst of, and support for, the 'Friends of Canongate Kirkyard'. This group originated from people who attended a local public meeting to discuss the Kirkyard. Volunteers quickly took on several projects, including a planting project, as well as recording the stones and researching the stories of those buried in the graveyard. The success of this work, as measured by the engagement and commitment of the volunteers, generated the confidence required for the formation of the Friends of Canongate Kirkyard.

### **The Engagement Process for Canongate Kirkyard**

A key learning lesson from this project is the importance of the underpinning driver for a friends' group. The experience from England is that it is often a response to a major external threat to the graveyard which leads to the formation of a friends' group – such as the threat from development/demolition. This is likely to trigger a faster and more committed response compared to the more 'softly softly' top down engagement process which was required for the Edinburgh Graveyards Project.

The key elements of the Canongate Kirkyard community engagement were:

- *Step 1 – Initial engagement* – the Development Officer started with an invitation for local people to meet up to discuss the Canongate Kirkyard and its requirements. Around 20 – 30 people participated in the initial meeting. This was followed up by regular fortnightly meetings attended by 8-10 people.
- *Step 2 – Project work* – the next stage was individuals stepping forward to take on specific tasks such as social media. The specific project work which generated a volunteering 'team spirit' included recording, planting and interpretation. The latter was a real success and involved the writing, design and printing of five self-guided trail leaflets; podcasts; and an interactive web-based map. The Development Officer provided information directly to help

develop volunteers' skills and knowledge– but also looked for opportunities to support their learning not in an overt way, but rather 'by stealth'.

- *Step 3 – Formalisation of roles* – as the volunteers' engagement increased, their confidence grew and eventually 9 individuals made the commitment to take on formal roles to launch a new Friends Group. The Group comprises a Chair, Vice-Chair, Treasurer and six Committee Members.



Photo © Susan Buckham

This engagement process all sounds logical and quite straightforward, but there are important lessons from the Canongate Kirkyard experience. Firstly, it has taken a lot longer and more time from the Development Officer than originally envisaged. Secondly, the project had no budget which contributed to further delays as the Friends Group had to get involved in fundraising. It is now over two years since the appointment of the Development Officer, and the Friends of Canongate Kirkyard is the only friends' group to have been established out of the five graveyards in the Edinburgh Graveyards Project. Thirdly, volunteers need to be able to tackle practical projects at the same time as developing governance and good practice.

### **The Contribution of the Friends of Canongate Kirkyard**

In addition to the recording, planting and interpretation tasks described above, the Friends of Canongate Kirkyard have been actively involved in fundraising – they have generated funds through the Canongate Church coffee morning and silent auction, which raised £700. They have also undertaken tours of the graveyard – for example, they have been actively involved as part of the 'Doors Open Day' initiative.

The impact of their work has been significant in the following areas:

- Conservation of the historic environment: the volunteers are fundraising to restore an A-Listed mausoleum
- Recording and research: providing a history of the gravestones and the people buried. These stories provide a rich addition to Scotland's intangible cultural heritage.
- Landscape and amenity: the Friends Group has made the Kirkyard more attractive and ecologically diverse while respecting and enhancing its status as a historic site of Christian burial. They have improved the garden around the Mercat Cross and planted bare areas at the front of the church, using plants donated by the City of Edinburgh Council.
- Public access – they have made the graveyard more inviting and accessible to the public, which has also helped to reduce the problem of anti-social behaviour during daylight hours.

### **Volunteering Contributions across the other Edinburgh Graveyards**

The case study has focused on what has been achieved at the Canongate Kirkyard. However, the Project has generated other significant contributions, including:

- Calton Old and New Burial Grounds – the Development Officer is working with an initial team of five volunteers who have already completed an interpretation project for the graveyards; securing funding from the City of Edinburgh Council and developers Artisan to

undertake a visitor survey and improve public use; undertaking a planting scheme with students; and developing an 'Education Pack' for youth groups such as the Guides and Scouts. The aspiration is that this embryonic group of volunteers will over time mature into a friends' group.

- University of Edinburgh Volunteer Group – a team of about 25 students undertake a project each year to support the Edinburgh Graveyards Project by undertaking graveyard recording or biodiversity projects
- Other volunteering contributions include research and interpretation projects and fundraising to restore a mausoleum in Greyfriars Kirkyard; volunteers who work alongside the Development Officer in the EWH office to help with community events and fundraising.

## **Challenges and Lessons Learned**

**Partnership working** – this has been critical to what the Edinburgh Graveyards Project has achieved to date through the contribution of partners towards funding, resources and skills. In addition to the core funding partners supporting the costs of the Development Officer post (EWH, WMFB and The Pilgrim Trust), the Project has worked closely with the City of Edinburgh Council – in particular their Bereavement Services and Parks and Gardens Department who are responsible for the graveyards; and the University of Edinburgh.

**Stakeholder management** – it has been necessary to manage expectations and different cultural perspectives across key stakeholder groups. For example, the public expect the Council and others to take responsibility for the graveyards; but the Council is under significant budgetary pressure.

**Funding** – the lack of a budget for operational expenditure has been a significant constraint in the rollout of the development plan.

**Formal volunteering structures** – it can take time and often significant support to move from a group of willing volunteers to the formation of a sustainable friends' group which is autonomous.

For further information on this case study please contact:

Dr Susan Buckham  
Graveyards Development Officer  
Edinburgh World Heritage Trust  
[susanbuckham@ewht.org.uk](mailto:susanbuckham@ewht.org.uk)

### 3. HISTORIC ENVIRONMENT SCOTLAND

#### The Organisation

Historic Environment Scotland (HES) is the new lead public body established to investigate, care for and promote Scotland's historic environment. It took up its full statutory role on 1st October 2015. HES has taken on the responsibilities of Historic Scotland and the Royal Commission on the Ancient and Historical Monuments (RCAHMS), which has been managing and recording the historic environment for more than a century. Its key responsibilities include:

- **Strategy** – leading and enabling Scotland's first historic environment strategy "Our Place in Time", which sets out how our historic environment will be managed. It ensures our historic environment is cared for, valued and enhanced, both now and for future generations.
- **Properties** – responsibility for more than 300 properties of national importance. Buildings and monuments in its care include Edinburgh Castle, Neolithic Orkney, Fort George and numerous smaller sites, drawing more than 3 million visitors per year.
- **Collections** – responsibility for internationally significant collections including over five million drawings, photographs, negatives and manuscripts, along with 20 million aerial images of locations across the world.
- **Investment** – HES invests about £14 million a year to national and local organisations, supporting building repairs, ancient monuments, archaeological work, the Conservation Area Regeneration Scheme and the voluntary sector.
- **Conservation** - its conservation experts provide guidance, training and technical research into Scotland's built environment.
- **Learning** - through its learning and outreach programme, HES promotes community and individual learning engagement with Scotland's heritage.
- **Environment** – contributing to the Scottish Government's strategy to tackle climate change and reduce Scotland's carbon footprint.

HES Corporate Plan 2016-19 is published on the website <https://www.historicenvironment.scot/>

#### Historic Environment Scotland by numbers

- c. 335 properties and sites in care
- c. 3.8 million visitors to our staffed sites in 2015-16
- 5 million + drawings photographs, negatives and manuscripts relating to Scotland's historic environment
- tens of millions of aerial photographs of historic events and locations worldwide
- c. 160,000 members
- c. £42 million commercial income per year
- c. 1,280 staff across Scotland

#### Types of Volunteering

**Background to volunteering in HES.** As a body funded by the Scottish Government, there has been a traditional focus on the use of paid staff to support its work across Scotland, including the 335 historic sites in its care. As a consequence the engagement of volunteers has been more limited compared to major charities such as the NTS where volunteering is a core element of its service offer. However, it still engaged 319 volunteers in 2015, who contributed 1,073 days,



figures which exclude the volunteering contribution under Scotland’s Urban Past (the subject of a separate case study).

**Categories of volunteering.** There are 7 volunteering categories at present in HES – see Table 1 below. Some were developed a number of years’ ago and are mature programmes; others are new and are in the process of development/rollout, such as the Commercial and Tourism Volunteer Development Pilot and the Engine Shed volunteer programme.

<b>Table 1 – Summary of HES Volunteering</b>		
<b>HES volunteering categories</b>	<b>Short description</b>	<b>No. of volunteers (2015)</b>
1. Ranger Service volunteers	<ul style="list-style-type: none"> <li>• Conservation Groups at 2 parks – Holyrood Park and Linlithgow Palace &amp; Peel</li> <li>• Conservation volunteers – surveys and monitoring of plant and animal habitats at the 2 parks</li> <li>• Volunteer Rangers – both Parks and Orkney World Heritage Site</li> </ul>	196  15  6
2. Linlithgow Palace Summer Guides	<ul style="list-style-type: none"> <li>• Recruitment of volunteer guides from Linlithgow High School, who engage over the summer holidays</li> </ul>	38
3. Collections, Data and Recording’ volunteers	<ul style="list-style-type: none"> <li>• Volunteer roles include the care of and cataloguing of collections. Also, the re-housing of collections to ensure that they are preserved for the future.</li> </ul>	44
4. Governance	<ul style="list-style-type: none"> <li>• Board members of HES</li> </ul>	10
5. Commercial & Tourism Volunteering Development Pilot	<ul style="list-style-type: none"> <li>• A pilot programme running from 2014 – 16</li> </ul>	10 with further recruitment on-going as the pilot progresses
	<b>Total</b>	<b>319</b>
6. Engine Shed	<ul style="list-style-type: none"> <li>• A volunteering programme is currently being developed for the new national conservation training centre</li> </ul>	TBC
7. Scotland’s Urban Past	<ul style="list-style-type: none"> <li>• Community-led projects engaging volunteers in the recording, exploring and celebrating Scotland’s towns and cities.</li> </ul>	27

Instead of trying to profile all of the volunteering work across HES it was decided that the area of greatest interest for a case study would be a review of the ‘Commercial & Tourism Volunteer Development Pilot’. The remainder of the case study examines the challenges facing a national body in rolling out a pilot volunteering programme, identifying what was successful and what

lessons can be learned as the programme progressed.

## **Commercial & Tourism Volunteer Development Pilot**

**Rationale for Volunteering Pilot** – the primary objective of the pilot was to test the feasibility of the introduction and scaling up of volunteering across a selection of HES’s portfolio of properties with an ethos of quality not quantity to build a firm foundation for growth. However, the underpinning rationale for why the pilot was developed in the first place was due to the **perceived benefits** which volunteering can bring to all concerned:

- *Benefits to HES* – volunteers can provide important ‘added value’ benefits to the HES visitor experience through their knowledge and passion for the site/property; the fact that they are part of the local community and the interest and experience they bring – assets which complement the paid staff managing the sites.
- *Benefits to the volunteers* – it is widely recognised that the process of regular volunteering can confer important health and wellbeing benefits through community engagement, team working and personal learning and development.
- *Benefits to the visitors* – volunteers can add significantly to the visitor experience through their knowledge, commitment and shared enjoyment. In particular, they can provide the ‘human link to the past’ through the transfer of historical facts and stories and anecdotes they have learned from living in the community within which the historic site is located. This research ensures that these stories are captured and retained for the benefit of future generations.

**Rollout of Volunteering Pilot** – it was agreed that the pilot should be focused on the Commercial and Tourism Directorate of HES. The National Tourism and Community Manager, who is part of the ‘Visitor Operations and Community Engagement Team’, was tasked with leading the pilot. She is supported by her three Regional Tourism and Community Managers, who in turn support Volunteer Coordinators throughout the Estate.

The introduction of the pilot had to be handled sensitively to ensure the effective integration of the volunteer roles with existing paid staff did not create any misunderstanding of intention towards introduction in relation to job replacement. A significant emphasis was therefore placed on staff communication and engagement as well as formal consultation with the unions to outline the three phase approach.

The pilot programme was structured into three phases:

**Phase 1 – Duff House** – this property was selected to be the first element of the pilot programme so that HES could build on an existing partnership relationship with a voluntary group. The objective was to engage volunteers to ‘add value’ to the visitor experience through the provision of guided tours. Key points:

- The goal was to ensure no overlap with the roles of paid staff – volunteers should be complementary to paid staff (not supplementary)
- Volunteers were recruited from within the Friends of Duff House for the pilot programme. Volunteers were fully involved in the shaping of the tours from start to finish to provide new stories and background information based on their local knowledge and community engagement.

- These 'Duff House Stories' tours provide information not in the official guide book and represent an additional 'added value offer'. Note: this is an important contribution to the 'associations which we can see, feel and understand' which is now included within the wider definition of the historic environment in OPiT.
- A member of the Friends Group now also volunteers to play the piano at Duff House.

The pilot of Duff House was operational running guided tours during the summer and winter of 2015/16, with the support of 3 volunteers. This tour guiding programme has now been extended into 2016 with further recruitment for additional volunteers taking place. The lessons learned at Duff House which are being taken forward include:

- The volunteers enjoyed being able to research and feed into the tour design and delivery method and this should be integral to the design of any new tours.
- The volunteers were keen to deliver more tours than HES scheduled in the pilot phase, so an increased pool of volunteers is required to allow for this.
- Engagement of local volunteers led to the development of the volunteer pianist role, showing the value of allowing for creativity in development of opportunities to match local interest with the attributes of a site.

**Phase 2 – Event Volunteers** – this programme was run during the summer of 2015 and involved 7 volunteers across 2 events. The two events were:

- The Spectacular Jousting at Linlithgow Palace over two weekend days.
- Craigmillar Castle Craft Skills Festival over one weekend day.
  - The Celebration of the Centuries at Fort George was included as an event but recruitment was unsuccessful.



Photo © Historic Environment Scotland

Volunteers engaged with visitors as they arrived, meeting and greeting them, providing information about the event, directing visitors, answering queries and, in the case of the Craigmillar event, staffing the information point. At the Craigmillar event they also helped to deliver conservation activities which simulated stone carving, lime washing, harling and the construction of arches.

They encouraged visitors to handle replica items and they stewarded people within the Great Hall, where the science show was performed. At the Jousting event they handed out flags and helped to manage the flow of visitors within the arena area.

The lessons learned from this event volunteering include:

- HES requires that all volunteers hold a Basic Disclosure as a minimum safeguarding measure and this was viewed as prohibitive to engagement by some volunteers given the short timescale of event volunteer roles.
- Recruitment for event volunteers can be competitive if there is more than one event recruiting over the same period and it is thought this was part of the issue at Fort George.
- As this was a pilot, potential recruitment channels were not all fully utilised but will be to achieve growth.
- Schedule for volunteer tasks should focus on activities which enable the volunteers to interact with visitors whilst also being task orientated (such as handing out wrist bands, itineraries or flags).
- More breaks to be scheduled into the day to enable volunteers to enjoy more of the event.
- Consideration to be given to 'buddying up' volunteers with specific skills with those with less experience.

**Phase 3 – Site Specific Roles** – building on the success of phases one and two the pilot has now been rolled out across 12 sites with c. 3 volunteers to be recruited per site with the roles to be introduced detailed in Table 2 below.

Roles were selected for activities that did not fall within core delivery by staff, could provide added value to the visitor experience, and would allow volunteers to engage with visitors and respond to insights and feedback from visitors (e.g. requests for guided tours/enjoyment of activities provided at events).

<b>Table 2 – Volunteering Roles in Pilot Volunteering Programme</b>				
<b>Sites</b>	<b>Tour guide</b>	<b>Visitor activity</b>	<b>Gardener</b>	<b>Other role</b>
Duff House	*			<b>Piano player</b>
Huntly Castle	*			
Hackness Battery & Martello Tower	*			
Fort George	*			
Blackness Castle			*	
Dumbarton Castle	*			
Dryburgh Abbey	*	*		
Jedburgh Abbey		*		
Melrose Abbey	*	*		
Threave Castle	*			
Craignethan Castle	*			
<b>Totals (for 11 sites)</b>	<b>9</b>	<b>3</b>	<b>1</b>	<b>1</b>

All site teams involved put themselves forward to be part of this phase and selection was carried out in consultation with the wider Visitor Operations & Community Engagement management team. During the final selection consideration was given to geographical spread, type of site,



opening pattern and number of visitors to ensure that the evaluation would cover a good balance of site attributes throughout the Estate.

The approach taken in phase one will be used to work with the volunteers to shape the tours they will be delivering. Visitor activities will include the use of handling collection boxes with replica items relevant to the site's history as well as historically relevant arts and craft activities.



Photo © Historic Environment Scotland

### **Strengths of the Volunteering Pilot – the key factors for success were:**

- Planned approach – project leader with specific experience and qualification in the topic.
- Careful communication with staff.
- Everyone understood the vision and values of the project.
- This included consultation with RCAHMS and HS Unions. The pilot was based on the principle of the 'added value' of volunteering – not role replacement. There was full support from the Unions.
- Phased approach – steady rollout based on quality not quantity to build a firm foundation.
- Ongoing evaluation built into project delivery.
- Careful management – this was underpinned by staff who 'volunteered' to become 'Volunteer Coordinators' – individuals who valued this role as part of their professional development.
- Successful volunteer engagement by HES staff at pilot sites.
- The enjoyment of volunteers from their varied roles and contributions. They value access to HES sites and the contribution they can make.
- Wider support from HES teams in both the Commercial and Tourism Team and the other Directorates.
- Support from Volunteer Scotland – which including training support and strategic inputs.

**Challenges of the Volunteering Pilot** – This was 'new territory' for HES with significant unknowns but there have been no major issues to date. Careful consideration was required for

resourcing of the pilot in balance with the other remit areas of the lead team but this has been managed effectively with strong internal communication.

**Policy context** – the volunteering pilot is supportive of Government policy in three main areas:

1. Its contribution to Our Place in Time – in particular the ‘Share’ theme
2. Its contribution to the Government’s health and wellbeing agenda. The active engagement of volunteers will hopefully confer benefits to the volunteers themselves (to be researched as part of the pilot’s evaluation study)
3. Its contribution to community engagement and cohesion. This volunteering initiative is bringing volunteers, the historic building/site and the community together with spin-off benefits locally.

**The Future of Volunteering at HES** – the National Tourism and Community Manager will be conducting a formal evaluation of the pilot programme to learn from its successes and to identify where the volunteering contribution could be enhanced. Given the success of the pilot to date, there are significant potential opportunities for building on the existing HES volunteer programme steams outlined in Table 1 and extending development across HES. However, such a commitment will be dependent on strong evidence of impact and the resources to deliver.

---

#### **Technical note on the rationale for inclusion of Conservation Survey Volunteers in HES volunteer numbers**

The habitats, species and areas being surveyed by these groups/individuals would not exist were it not for their previous use by humans over time adapting the landscape. Thus the surveys undertaken by these individuals on this landscape/Scheduled Monument are directly linked to the historic environment as both the culture and natural heritage of the sites are inextricably intertwined.

Survey methodologies and introductory discussions with these volunteers centre around the reason for the existence of these sites (as noted above), the habitat and therefore the species they are here to survey/monitor/protect.

The results generated from these surveys are shared locally, nationally and internationally with interested partners as well as being shared on site with visitors and users through onsite interpretation boards, guided walks/events programme, learning programme and community engagement activities.

For further information on this case study please contact:

**Rosie Wylie**

National Tourism and Community Manager

Historic Environment Scotland

[rosie.wylie@hes.scot](mailto:rosie.wylie@hes.scot)

## 4. NATIONAL MUSEUMS SCOTLAND

### The organisation

National Museums Scotland is one of the UK's leading museums services with approximately 450 staff over 5 museum sites. These are: the National Museum of Scotland, the National War Museum, the National Museum of Flight and the National Museum of Rural Life. We also have our National Museums Collections Centre in the north of the city.

The main functions are:

- To add to and care for the collections.
- To ensure the accessibility of the collections to the public.
- To ensure that research on the collections is undertaken and that this knowledge is shared.
- In summary, responsible for the procurement, preservation and promotion of Scotland's cultural heritage.

*“Involving volunteers adds value to what we do as they are an important part of the social fabric. We are both an NDPB (Non-departmental Public Body) and a charity so volunteering is an important strand that enables us to do more as they offer many levels of support.”*

### Types of volunteering

There are 5 main areas of volunteering with National Museums Scotland.

- Volunteers
  - 200 ongoing volunteers –
    - Volunteer guides, curatorial volunteers, learning and programmes volunteers, events volunteers, gardeners, library volunteers, conservation volunteers (eg. sewing bags to store shoes in) and rangers.  
“We support volunteer activity across a range of diverse activities on an ongoing basis.”
    - “The volunteer profile is diverse, however the ongoing volunteers tend to be retired volunteers as much of the activities take place during the working day 9-5.”
    - All volunteers must satisfactorily complete full Disclosure Scotland checks, are provided with an ID badges.
  - 300 – 500 events volunteers
    - The profile for this group of volunteers differs in that they are mainly students or people who already work. A lot of the work tends to be front-line activity supporting events with volunteers supervised at all times.
- Unpaid work placements – through universities and normally 3 – 6 months related to museums studies or conservation courses.
- Research Associates – professionals who may have retired and/or are specialists in their field of study and wish to continue their research. Such applications are approved in the first instance by the Director and Museum Executive Team.
- Work experience – 15-18 year olds on 1 week work experience.
- Interns (unpaid) – these are for graduates who want to gain professional development.



© National Museums Scotland





© National Museums Scotland

## Innovative opportunities

*“We have recruited ex-aircraft engineers at the National Museum of Flight to link experienced engineers on a conservation project with young people. They will be showing young people skills on Museum artefacts such as a plane or aircraft engine. The young people will be aged 16 plus and 18 months of funding has been secured from HLF.”*

*At the National Museum of Flight we have one of the most significant aviation collections in the UK and Europe. We are restoring, conserving and have launched two redeveloped WWII hangers. Contained within the exhibitions are stories from real people who have been part of aviation in Scotland and beyond. Volunteers supported us extensively in gathering this information and they have been involved in interviewing people all over the country that have memories of the airfield.”*

## Critical Success Factors

Staff highlighted that the involvement of volunteers needs to be well structured and they ensure staff are clear about how volunteers are able to support the organisations work. *“We run volunteer management training for staff that includes selecting, training and supporting volunteers. We’ve put in place as much as we can. We also provide extensive guidance for our volunteers through the provision of policies, procedures, annual appraisal, etc.”*

*The role of the volunteer co-ordinator is critical as it needs someone to oversee it or it couldn’t be managed. All volunteers have a line manager on the ground (just an aspect of their role) and all departments have a department volunteer co-ordinator who helps with administration of volunteers (also just an aspect of their role). We’ve built in support and supervision for volunteers and support is always there if needed. I think overall that most volunteers appreciate that it works well.”*

## Benefits of involving volunteers

For many volunteers, they are motivated by their desire to give something back through their knowledge, expertise and skills. Many have an active interest in the artefacts and staff quite often find that they are able to match volunteers in situations where there are joint benefits for both the organisation and



© National Museums Scotland



the volunteer.

*“Volunteers are able to benefit from personal development, such as improving health and wellbeing or enabling or further skills and knowledge that allows them for instance to apply for jobs that they might not have otherwise been able to do. We try and offer tangible things too and volunteers benefit from free access to all our Museum sites and exhibitions, discounts and invitations to events.*

*We want to connect people to each other and it encourages us to think about how we connect to the world as part of our mission and vision going forward. Involving volunteers provides a sense of community in both directions. We want to involve people because of their love of our museums and welcome the added value they bring to National Museums Scotland. Volunteers help hugely with capacity and volunteers feel connected to National Museums Scotland. It is a very inclusive activity and for many volunteers it's a bit of social club!*

*We're about to launch a new volunteer strategy and we're definitely aiming to involve volunteers in more things.”*

## **Challenges & External Policy**

National Museums Scotland is committed to supporting volunteer activity and sees this as a positive step in progressing wider initiatives such as the Scottish Government's agenda for young people.

*“Constraints on funding and resources is a challenge for National Museums Scotland and the achievement of our strategic priorities can be and is assisted through the utilisation of volunteers whether this be about the allocation of time for staff to manage the volunteer activity or indeed about considering what resources might need to be made available to support the volunteers' work.*

*It is a rigorous process to set up a volunteer due to security so they've got to be really committed which can be a bit of a challenge. We also have a huge demand all the time which we often can't meet. However, we're in a good position as people know about us and can find out about what we're looking for.”*

## **Future of volunteering**

National Museums Scotland is in the midst of a period of significant development of its estate involving the launch of several new galleries and exhibition spaces at both the National Museum of Scotland and the National Museum of Flight. There are also other future plans that will enable National Museums to further celebrate and make accessible their collections.

*“Our new volunteer strategy has been passed recently by the executive team. We've worked with staff to respond to business need. I think we have the structure in place that makes sure volunteers are integrated into the fabric of National Museums and recognised and celebrated. We anticipate that volunteers will continue to support us and be part of this provision.*

*We will continue to engage and involve our volunteers and as our museums change so may the variety of volunteer roles develop going forward. Future opportunities are in some cases linked to funding opportunities. We always want to keep improving but are careful not to grow beyond manageability. It has to grow in relation to capacity of staff to manage the activity they are involved in or we risk losing quality over quantity.”*

## **Contact Details**

Deborah Wilson, Volunteer Coordinator

[d.wilson@nms.ac.uk](mailto:d.wilson@nms.ac.uk)

0131 247 4433

[www.nms.ac.uk](http://www.nms.ac.uk)

## 5. NATIONAL TRUST FOR SCOTLAND

### The organisation

The National Trust for Scotland (NTS) is a third sector charity and is Scotland's largest membership organisation with over 310,000 members. It cares for properties which straddle a timeframe stretching from the earliest geological processes to the Mesolithic Period and on into the 20<sup>th</sup> Century. The NTS has a presence in every corner of Scotland, from the most northerly tip of Shetland to the south coast of Dumfries and Galloway; from the eastern shore of the country at St Abb's Head to the most westerly islands of St Kilda in the Atlantic Ocean.

Within the context of the historic environment, the Trust's responsibilities encompass:

- 10,000 archaeological sites
- 35 major gardens
- St Kilda, Britain's only dual World Heritage Site
- Battlefields such as Culloden, the site of the last pitched battle on British soil
- Collections of fine art and more than 100,000 precious artefacts representing both the highest levels of craftsmanship and the prosaic needs of lives once lived.

Together these places and objects tell the stories of Scotland and the Scots; how our people travelled and interacted with the wider world, taking with them their energy and values returning with new ideas and valuable artefacts.

### Types of Volunteering

**Overview** – NTS is the largest engager of volunteers in Scotland's historic environment. Each year it engages over 3,000 volunteers, including historic house guides, garden assistants, countryside rangers, outdoor conservation volunteers, collections care and administrative assistants. Length of service ranges from the very new to over 40 years of volunteering. NTS has a very high retention rate for volunteers. Their profile is generally from either end of the demographic spectrum: those who are retired and who are looking for something to replace work; and engagement with the youth cohort through ProjectScotland, Scotland's national youth volunteering charity.

**Classification of historic environment volunteering** – given the wide-ranging remit of NTS across both the historic and natural environments, the NTS People Department was asked to advise on how they would classify their volunteers who operate within the natural environment. They came back with a clear-cut answer:

*"All of our volunteers are directly or indirectly involved with the 'historic environment'. This includes outdoor conservation volunteers given that they are helping to support designed gardens and our landholdings with significant historic interest."* Head of People, NTS

**Focus of the case study** – given the scale and breadth of volunteering across NTS, it was agreed that rather than trying to document all aspects of volunteering the case study should focus in one particular area. 'Innovative and unusual volunteering roles' was selected as the theme to be explored. This is profiled at the end of the case study.

## Benefits of volunteering

**Benefits to NTS** – volunteering is the lifeblood of the organisation:

*“Volunteers bring enthusiasm, skills, knowledge and ideas; they help us engage more effectively with the communities we serve; they help raise the profile of the Trust and support fundraising; and last but not least they improve our visitor experience through their knowledge and passion.”*

Volunteer Coordinator, NTS

**Benefits to volunteers** – volunteering supports the health and wellbeing of the volunteers. NTS research demonstrated that their volunteers are 7% happier than the average person<sup>12</sup>. The volunteers also benefit from access to the properties and collections about which they are passionate. This includes access to NTS and external specialists, which help them develop their own skills and knowledge. Volunteers also have the opportunity to share their knowledge and skills with others: both inside NTS and with the public visiting their sites.

## Challenges to volunteering

The most significant challenge is the ongoing supply of individuals who wish to engage with NTS and its work. As noted, there is a heavy reliance on an older cohort and this has risks going forward. Perhaps more significant is the increasing level of competition for volunteers. The NTS finds the volunteer engagement process most challenging in its more remote rural areas, such as Inverewe Gardens in North West Scotland, as well as in their rural properties in the North East of Scotland.

There is also an ongoing challenge to NTS to be a leading organisation in the recruitment, management and resourcing of its volunteering function. It must ensure that it remains an attractive organisation to volunteer with, as it does not necessarily have as strong a ‘charity appeal’ as Oxfam or Save the Children.

## External policy & influences

The most important external influences for NTS are:

- Its relationships with key partners and funders such as Scottish Natural Heritage and Heritage Lottery Fund. Their engagement and support is often dependent upon effective volunteer engagement and support; and
- The requirements to comply with legislation, such as the PVG Scheme, places constraints on the management of volunteering at NTS events. Recruitment must be done far enough in advance to allow for these checks to take place. This can compromise volunteer engagement for one-off events.

## Case Study Focus – Innovative and Unusual Volunteering

Volunteer Scotland’s interview with the NTS Volunteer Coordinator identified four innovative areas of volunteering: building interpretation, music, costume interpretation, and needlework and textile conservation. The distinguishing features of this volunteering contribution are:

---

<sup>12</sup> [Volunteering and Happiness: a Study with National Trust for Scotland Volunteers; March 2015](#)

- *Specialist skills* – each role requires advanced skills and experience which are of a high order, requiring years of training and development;
- *Unique skills* – the volunteers bring skills into NTS which are often unique to the organisation. With the exception of building interpretation they are not supplementing existing skills; rather they are fronting specialist roles which otherwise would not be resourced
- *Nature of the skills* – two of the skill areas are focused on performing: music and costume; which contrast with the ‘behind the scenes’ technical skills of building interpretation and needlework and textile conservation.

### **Specialist Volunteering Role No. 1 - Building Interpretation**

Holmwood House is a unique 19<sup>th</sup> century villa located in Cathcart, a few miles outside Glasgow. It has been described as the architect Alexander ‘Greek’ Thomson’s finest domestic design. Built in 1857-8 for local businessman James Couper, many of the rooms are richly ornamented in wood, plaster and marble.

One of the key challenges the NTS has faced has been the interpretation of the building as successive owners and varying uses have modified and hidden the original architecture and design. However, through restoration work, Thomson’s original room decoration, based on themes from the classical world, is being uncovered. This, and the properties Year of Architecture celebrations, provided an opportunity for a volunteer to help the NTS Interpretation Team ‘bring the building to life’ and to help tell the story of the building’s historic architecture.



Design © National Trust for Scotland

Joe, who has a strong background in visual communication, illustration and architectural history, as well as a keenness to further his skills and experience of heritage interpretation, has put forward various proposals for improving the visitor experience, and in particular is developing a illustrated activity booklet, including a caricature of Alexander Thomson, which will engage younger audiences (or anyone who wants to) in looking closely at and enjoying Greek Thomson’s unique and inspiring designs and architecture. He has also been advising on interpretation at Tenement House, and is helping the team develop new internal communications materials.

### **Specialist Volunteering Role No. 2 – Music Outreach Group**

The NTS has a 12 member volunteer outreach group who specialise in traditional folk music. They play a variety of historic instruments including the fiddle and the chanter, a smaller version of the bagpipes. The volunteers all live in the Inverness area, with their hub venue being the Culloden Battlefield site. However, they tour around the area and play at a wide variety of venues including retirement homes, shopping centres and schools, with up to 12 performances each year in addition to their monthly music sessions at Culloden.

*“By providing regular musical sessions at Culloden they use traditional Scottish music to help to*

*make the place much more than just a ‘visitor centre’ – they link music with the historic environment and show to the public what we mean by Scottish culture.”* Learning Manager, NTS Culloden Battlefield



Photo © National Trust for Scotland

### Specialist Volunteering Role No. 3 – Costume Interpretation

The NTS uses volunteers to interpret their period costumes in both the first and third person:

- First person interpretation – this is where the volunteer performs in a specific role (for example, the lady of the house). The volunteer will be dressed in a period-specific costume and the objective is to ‘inhabit the character of that individual’; and
- Third person interpretation – this is where the volunteer is in period costume, but engages with the audience as a modern individual, with an understanding of current terminology and using ‘show and tell’ to explain and discuss collections, including the costume etc.

The properties which use costume interpretation include:

1 <sup>st</sup> Person Interpretation	3 <sup>rd</sup> Person Interpretation
Culzean Castle, Ayrshire (being launched as a pilot)	Culloden Battlefield Visitor Centre c. 16 volunteers
Georgian House in Edinburgh – this has been running for over 10 years – c. 40 volunteers	Falkland Palace, Fife c. 10 volunteers

To illustrate the volunteering role the experience at the Georgian House is described. The first person interpretation is run during the off-season in November. There are two delivery models used:

- *Scripted tours* – this model is used during less busy periods, including November / December. A volunteer guides the tour group from room to room, where visitors meet real historic characters from the house such as Georgina Lamont, the daughter of the clan chief:
  - *Upstairs* – the clan chief and his family



- *Downstairs* – the house-keeper, the butler, cook, etc.
- *Self-guided tours* – where the volunteers base themselves in different rooms and the public make their way through the building at their own pace.



Photo © National Trust for Scotland

It takes 20 volunteers to run a scripted tour. The Georgian House therefore has a ‘cast’ of 40 to enable the workload to be shared across two teams.

*“The volunteers bring the building and its history to life. Their impact can be measured by the quadrupling of visitor numbers during what is normally a very quiet period. We can get 160 visitors a day when the interpretation is being run during November. It is so popular that people come back again and again.”* Property Manager, NTS Georgian House

#### **Specialist Volunteering Contribution No. 4 – Needlework and Textile Conservation**

*Textile Conservation Group* – based at the NTS Hill of Tarvit property in Cupar, the group meet once a fortnight to undertake their highly skilled textile conservation work. Their work includes:

- Conservation of the Falkland Palace 17<sup>th</sup> century Flemish tapestries – one of the most prized possessions of the NTS.
- Working with valuable historic fabrics to create authentic items to furnish Trust properties. For example, they used Italian damask silk which was 300 years old to make the hangings for the state bed at Culzean Castle.
- Making protective covers for precious objects to protect them for the future

*“They are a highly skilled group, with some individuals who have been involved for over 30 years. They are driven by a keen interest in sewing and work away industriously ‘behind the scenes’, providing a vital contribution to the Trust.”* Volunteer Coordinator, NTS

*Needlework Group* – this group specialises in embroidery and is based at Culross Palace. There are 10 – 12 in the group working from October to March one morning each week. They also supplement this with additional work at home. Their focus is to create artwork for display in NTS properties, working with modern fabrics but using traditional technologies. Like the Textile

Conservation Group, their work is highly skilled and they show the same level of dedication and commitment.



Photo © National Trust for Scotland

For both groups their involvement with the NTS provides an outlet for their passion and skills relating to textiles.

### **Contribution and Impact of Specialist Volunteering Roles**

As demonstrated above these specialist roles provide a significant additional contribution to the Trust. These can be summarised as follows:

- *Public engagement* – the music outreach group and interpretation interpretation roles have helped the NTS deliver an enriched and engaging visitor experience, bringing added value to a day out in a Trust property. The artwork produced by the Needlework Group helps to improve the public’s engagement with NTS’s historic buildings.
- *Conservation* – the protection and stabilisation of vital textiles such as the Falkland Tapestries;
- *Interpretation* – the work of the volunteer interpretation assistant at Holmwood House has been invaluable in improving the interpretation of this important interior design.
- *Recording* – the interpretation report produced for Holmwood House has contributed to the recording of the original interior design of Alexander ‘Greek’ Thomson.

This contribution ties in nicely with the three core themes of ‘Our Place in Time’: Record, Protect and Share.

For further information on this case study please contact:

**Amy Drysdale**

People Relations, Policy & Engagement Officer  
National Trust for Scotland

[ADrysdale@nts.org.uk](mailto:ADrysdale@nts.org.uk)



## 6. SCOTTISH COASTAL ARCHAEOLOGY AND THE PROBLEM OF EROSION (SCAPE)

### The organisation

SCAPE is a charity that was established in 2000. The initial funding for establishing the organisation was provided by Historic Scotland and staff employed by the University of St Andrews work with SCAPE. SCAPE has managed Scotland's programme of archaeological coastal zone assessment surveys and provides information, data, evidence and advice to local managers and national organisations about the coastal archaeological resource.

The charitable aims of SCAPE are to raise awareness and provide opportunities for participation and education regarding the history, archaeology and past environments of the coastal zone of Scotland.

Currently there are four members of staff, and the manager has been in place since the organisation was established, while one project office has seven years' experience and the other three years. It's a flat organisation and everyone has the opportunity to do a variety of tasks and lead on different aspects of projects.

### Types of Volunteering



Photo © SCAPE

Board of Directors – selected from leading experts in their field, the 12 directors volunteer their time and meet 3 times a year. They provide advice, support and help through networks.

SCAPE's major current project is Scotland's Coastal Heritage at Risk Project (SCHARP). It has been running since 2012, and will finish in 2017. From September 2012 until the end of December 2015, there have been 1058 volunteers involved. The project consists of two main activities:

- Coastal Surveys – Volunteers are provided with access to a database of coastal archaeological sites and carry out condition surveys. They then complete a form which they submit along with photographs.
- Community Projects – Communities or individuals identify a site being damaged due to coastal erosion and nominate it for action. According to Project Manager, Joanna Hambly, *“In the 14 projects we've supported, volunteers do a very wide range of activities”*. This includes co-ordinating activities, fundraising, holding open days, helping design interpretation, and undertaking excavations and surveys. The projects are defined by the local community and in all cases involve a local voluntary co-ordinator. As Joanna says, the co-ordinator *“will organise venues and get the word out about the project. SCAPE takes responsibility for project management, including obtaining necessary permissions, insurance, risk assessment and health and safety, and manages the post-excavation works for excavations.”*

Before SCHARP, SCAPE's main delivery project was Shorewatch - and this evolved into SCHARP. Some of SCAPE's community projects keep their volunteers on a pretty long term basis. For example, a community research and excavation project at Brora carried on for 5 years. *"We recently visited the site at Brora and 15 people joined us for a walk on site. They would like to volunteer to do more here. It's these people who inspire us. The group had contacted us as there has been more of the site eroding and they are our eyes on the ground."*

## Innovative opportunities

Another project example involves a series of caves near East Wemyss, Fife that contain Pictish carvings. These are very vulnerable to erosion and vandalism. Save the Wemyss Ancient Caves Society (SWACS) have existed since 1987. They look after the caves and raise awareness of them through organised cave tours and the local visitor centre that they manage. However they wanted to do something more to address and highlight the erosion at this vulnerable site. Joanna says, *"We've been working with them for the last 3 years to make a digital record of the caves so they can present a virtual Wemyss cave online allowing people to find out more. SWACS draw in local support for the project and volunteers have worked alongside specialists. Volunteers have been trained in and carried out specialist photographic recording (RTI). They have also been making videos to embed into the virtual caves. This includes a film that dramatises the history of research at the caves, showing the Victorian antiquarians who first recorded the carvings. Local stories about the caves have also been recorded."*



Photo © SCAPE

*See more: [www.4dwemysscaves.org](http://www.4dwemysscaves.org)*

## Change in demand

SCHARP has been running for the last 3 years. *"It should have ended this year but there is still great demand and we have been able to extend the project. We are thinking now about how we maintain this level of activity beyond the end of the project to fulfil the interest and need for these kinds of volunteering opportunities in archaeology."*

## Critical Success Factors

To develop and sustain a network of volunteer surveyors, there needs to be a framework which enables that to happen. SCAPE's experience is that:

- Personal contact leads to a high level of volunteer involvement. This includes training events, regular field trips and being available for questions, help and support.
- Volunteers appreciate feedback and the fact that their submitted surveys are moderated, published on-line and the information they collect is **used** to improve base line data and ultimately management.

- Projects really depend upon local people on the ground, and successful projects have great local coordination.
- When projects are suggested, we try to determine how much local support there will be, and use local networks. We have found that word of mouth is really important.
- Community councils and local heritage and archaeology societies are vital.

### **Benefits of involving volunteers**



Photo © SCAPE

Joanna says, *“involving volunteers is our raison d’etre as an organisation – that’s what we do!”* There are only 4 people in St Andrews, but the organisation deals with sites around Scotland. Although staff have a good knowledge of the larger picture, they are reliant on getting detailed information about specific areas at the local level. Local people provide good information about changes to sites and the local value of heritage”.

- Project volunteers – Joanna says, *“For volunteers, the fact that specialists are interested in something in their local area helps shows that there’s value in it - people feel that it must be important. People find the projects enjoyable and fun. ”* She adds, *“People like the fact that they’re contributing to a research project; that what they’re doing is useful. They get lots of training and support and the information provided is used to prioritise future work.”*

### **Challenges of involving volunteers**

- The main challenge identified was one of capacity. *“There are a small number of us and we work long hours. Often in the summer we’re working every weekend. It’s not simply a funding issue, as we designed the project; but working with volunteers takes time to do it well. Our audiences are incredibly diverse in terms of their experience in archaeology and volunteering and we have to be able to communicate with everyone.”*

### **Future of volunteering**

- SCAPE provides the support and structure to respond to project requests. Through working with volunteers, SCHARP has achieved a scale of data collection over a short time scale that would not have been possible within the staff resources of SCAPE. The team now want to take the lessons learned from the project further by embedding volunteers in the heart of doing research.
- *“We have lots of involvement with Historic Environment Scotland and work closely with them. Their current strategy is focused on participation and involvement. The intention is there and now we need to put it into practice. Projects will have to be funded in order to see that happen.”*

## Support needs

- The main support need identified was the need for more security of funding longer term. *“The SCHARP funding initially was for 3 years, which was good - but the challenge is how to sustain capacity between funded projects. Currently it is difficult to obtain funding for involving volunteers without it being tied to a specific project.”*

### Contact details:

Joanna Hambly

[jh105@st-andrews.ac.uk](mailto:jh105@st-andrews.ac.uk)

01334 462904

[www.ssharp.co.uk](http://www.ssharp.co.uk)

[www.scapetrust.org](http://www.scapetrust.org)

## **7. SCOTTISH REDUNDANT CHURCHES TRUST (SRCT)**

### **The Organisation**

*“The SRCT is a charity that saves historic churches at risk. We work with communities to secure the future of their churches through expert conservation and creative regeneration.”* SRCT website.

SRCT was established in 1996 and is a registered charity. It is a secular organisation and serves all denominations and faiths. It does not receive any statutory funding and is a very small organisation. In addition to its board of trustees, there is only one full-time member of staff (the Executive Director) and some minimal part-time support. The key parameters describing its remit include:

- The Trust owns seven nationally important redundant churches across Scotland
- Their historical and architectural significance means that wholesale conversion or change is not desirable or appropriate. However, there is a focus on ‘opening’ up the churches to the community, improving access and using the space for alternative uses (in addition to occasional use for worship).
- For each of the churches there is a friends’ group who are all volunteers.

The Trust faces three key challenges:

- I. How to conserve and protect the architectural heritage of its churches
- II. How to recruit and retain a sustainable volunteer workforce to support the work of the Trust
- III. How to secure funding to support objectives one and two.

### **Volunteering**

The success of the SRCT model is dependent upon the contribution of volunteers working through a friends’ group for each of its churches. . A number of these groups were already formed prior to the SRCT taking ownership of a church, often as a result of local resistance to closure. Others were formed by the SRCT after acquisition, usually with assistance from one or two key members of the local community.

Currently the Trust engages with 180 volunteers across the organisation and its 7 churches, of which 12 are professional volunteers (trustees and advisers) and 168 are associated with its churches. Of those associated with churches, 28 are active on a daily or weekly basis, with 140 volunteering on an occasional or infrequent basis. In total, volunteers collectively contribute around 330 days per annum.

Volunteer characteristics:

- Typically volunteers have been members of the church prior to its closure and /or have a vested interest in the church often because of a long-standing family connection.
- They are often people who know each other before the formation of the Group. In some cases, Groups may originally have been ‘self-appointed’ and not open to all.
- They engage in a range of activities including arranging and hosting events, showing visitors around the church, undertaking maintenance, cleaning the church, etc.
- The age profile is typically 70+. This presents a sustainability issue for the Trust.



- Fundraising is important because the Trust receives no statutory funding. It therefore has to raise funding for both its core costs and those of its 7 churches.

Instead of trying to describe the volunteering across all 7 churches it was agreed that the case study should focus on one of its churches to highlight the contribution of a friends' group and the challenges, rewards and lessons learned from the perspective of the Trust. Cromarty East Church was selected because it best illustrates how an 'inherited' group can be transformed into a sustainable model.

## **Cromarty East Church Project**

**Historical context** – Cromarty is a small historic town situated at the tip of the Black Isle on the south bank of the Cromarty Firth in North East Scotland. From the 1930s onwards the town had two Church of Scotland churches, the East Church (the historic place of worship for the former royal burgh) and the West Church. For many years services alternated between the churches, but by the 1980s the West Church had become the principal place of worship for the congregation. Limited resources were focused on the upkeep of the West Church, leading to a downward spiral of disuse and disrepair for the East Church. By the 1990s the church was in poor condition and generally kept locked except for occasional services.

In 1998 it was agreed that SRCT should take ownership of Cromarty East Church as it is a Grade A listed building of significant historical and cultural importance, dating back to medieval times.

**Engagement phase** – in 1999 the SRCT's newly appointed Executive Director visited the East Church to meet its Friends' Group. This was an un-constituted body of 8 volunteers, the majority of whom were quite elderly. They included the 90 year-old Mrs Newall, who had taught generations of local children in her time at Cromarty's school, and other 'elder statesmen' (and women) of the town. Some in the Friends Group could trace their connection to Cromarty, and to the East Church, back many generations. The volunteers were all self-appointed, having formed the group themselves, and there was a degree of resistance to opening up membership to the wider community. Many in the Group saw themselves as guardians of the church and were understandably protective of it after years of threat. Though the SRCT had concerns over the long term sustainability of the Friend's Group, the concerted efforts made by them to save the church, and their attachment to the building, made it desirable to retain their engagement and to work with them to build a strong foundation:

*"The Friends' Group represented the foundation upon which the volunteering contribution could be built – they were our connection to the community. Although not necessarily representative of the community as a whole, as individuals they were well known and respected locally and we were grateful for their help, knowledge and influence."* Executive Director, SRCT

The initial actions included:

- Opening the doors of the church every day. This one act alone had a very positive impact across the community – it was now perceived as a living building not a dead building. The only downside was sporadic incidents of anti-social behaviour by some young people in Cromarty who caused damage to the church.

- Establishing a good working relationship with Cromarty's new Church of Scotland minister, and ensuring that the East Church could be used for occasional worship and for weddings and funerals.
- Holding a 'handover' service, conducted by a former Moderator of the Church of Scotland, to mark a new chapter in the East Church's history and to which the whole community was invited.

From 1999 – 2005 the Church 'ticked along' with its doors open and it was used for occasional events such as concerts, a flower festival, and a children's opera. Meanwhile, the SRCT began working with LDN Architects and a specialist conservation adviser to develop a comprehensive repair scheme, whilst with the limited resources at its disposal, doing its level best to prevent further deterioration of the building.

**Development phase** – from the very beginning SRCT recognised that saving the East Church would require more than voluntary support on the ground. The building was in urgent need of major restoration. Very little money had been spent on the building for decades and it was now damp and deteriorating. Some earlier work such as the harling of the building in cement had exacerbated problems and caused greater damage. However, in 2005 the church's fortunes began to change with the award of a grant of £26,600 from the Heritage Lottery Fund towards the cost of planning and developing the repair and conservation of the East Church. This was followed up by a Stage 1 application to the HLF in June 2006. The HLF application coincided with a further significant breakthrough - the selection of the East Church as one of the Scottish projects featured in the BBC's Restoration Village series. With the help of a substantial public vote, the East Church gained a place in the series grand final in September 2006. This conferred the following benefits:

### Restoration Village Open



Photo © SRCT

- It raised the profile of the church within the Cromarty community so that there was increased pride in their historical and architectural heritage, and a wider sense of ownership of 'their' church. This was also the start of a wider volunteer engagement;
- It raised the profile of the church with external parties such as funders. Volunteers fronted the publicity on the Restoration Village programme; and
- It provided a funding contribution. Although they did not win the final, there was a windfall of £45,000 allocated to some runners up.

### Restoration Village Final – Cromarty

A Stage 1 pass for a grant of £641,000 was awarded by the HLF, together with development funding of £24,200. This was followed by a grant award of £340,000 from Historic Scotland in July 2007 and an HLF Stage 2 pass in November 2007. Funding from Highland Council, the Church of Scotland General Trustees and charitable trusts completed the £1.3 million funding package. Work began on this complex and lengthy project in September 2008 and encompassed not only the extensive repair and conservation of the fabric of the building but also its contents and the surrounding graveyard. The project included training in traditional skills, an education programme for children, and a wide range of audience development activities. Local people were actively

involved throughout the project, with regular site visits and guided tours to see the progress of work.



Photo © SRCT

The church was opened to the public in April 2011. It is important to give credit to the local community and volunteers who not only sustained the church at its lowest ebb, but who then worked with the SRCT to bring the building back to life. The support of volunteers and the Cromarty community as a whole was instrumental in securing funding for the project and its successful delivery.

**Audience Development Plan** – SRCT emphasised the pivotal role which the HLF played in their requirement for an Audience Development Plan. This ensured that the SRCT, the Friends' Group and the wider community engaged external audiences in a planned and more proactive basis than would otherwise have been the case. As a consequence the following measures were implemented:

- The HLF funded a part-time post of Community and Education Officer to lead the rollout of the Audience Development Plan
- Newsletters – regular newsletters with updates on the project and associated activities were published and distributed within the community.
- Project noticeboard – a noticeboard within the town where local people and visitors could keep up to date with project news and upcoming events and activities
- Open days, guided tours, workshops and activities – a series of events for a wide range of participants ranging from conservation professionals and contractors to home-owners and special interest groups.
- Youth education programme – which included regular school visits for P.1 to P.7 school children to site to see progress, including archaeological excavations within the church during which a number of skeletons were uncovered. Older children were also engaged through the involvement of Cromarty's Youth Group with projects such as film-making and heritage recording.
- Contractor involvement – the project's main contractor, together with conservation specialists and members of the professional team all actively supported and participated in



the audience development programme. The cooperation of the main contractor was particularly important, allowing safe site access and accommodating visits and activities within their work schedule.

**Volunteering contribution** – this audience development activity had a very positive impact on the community, the Friends' Group and volunteering more widely. With the Community and Education officer leading the audience development activities and acting as the local point of contact for contractors, the role of the original Friends Group changed. With some members now too elderly to assist with events such as open days and school visits, new volunteers came forward. At the same time, interest in the church and a desire by people to support it both practically and financially enabled membership of the Friends to be opened up to all. By the time the East Church reopened to the public in 2011 the original Friends Group member and loyal caretaker of the building, Willie Hogg, had sadly died. A rota system for the daily opening of the church and for its day-to-day care was put in place and, again, new volunteers came forward to meet the need. There are now 17 volunteers playing an active role in the care of the East Church. Although the majority are retired, there are a number of younger volunteers including a young boy who regularly accompanies his parents (and who enjoys ringing the church bell!) A further group of around 15 volunteers organise the annual Art and Flowers Festival.

Examples of volunteering roles include:

- Keeping the church open (365 days of the year)
- Routine maintenance and cleaning of the church (a monthly social event for volunteers involving tea and cake)
- Leading guided tours of the church
- Hosting events in the church – weddings and functions; third party events such as the Black Isle Words Festival, the Cromarty Fiddle Festival and Cromarty Harp Village; and the church also hosts their own community events such as the Art and Flowers Festival
- Assembling exhibitions either in the church or in partnership with Cromarty Courthouse Museum
- Helping to fundraise
- Running open days
- Recording projects – researching aspects of the history of the church and graveyard

### **Kirkyard recording project**



Photo © SRCT

### **Guided tour of Cromarty East**



Photo © SRCT

## Assessment of Cromarty East Church Project

**Sustainability** – although the East Church operates on a ‘shoestring’ it is now sustainable. The finances balance and, combined with the support of the Community and Education Officer post (now funded by SRCT) and the Friends’ Group, the future for the church looks bright.

**Benefits of volunteering** – clearly, the biggest contribution is the role of the volunteers in helping to deliver a sustainable long term solution for the East Church. However, there are other important benefits:

### Primary 1 site visit with contractor



Photo © SRCT

- Stronger community engagement – in particular the youth engagement programme with P.1 – P.7 and older children should deliver long term benefits in reduced anti-social behaviour and through the recruitment of the next generation of volunteers for the church.
- Wellbeing benefits for volunteers – the active engagement through the church helps to keep volunteers engaged with the community and it also uses their skills and experience. This confers important wellbeing benefits, especially for the older age cohort.

- Economic benefits – the East Church is now part of a wider tourism offer for Cromarty including the Courthouse Museum, the National Trust for Scotland’s Hugh Miller’s Birthplace Cottage and Museum , eco- and dolphin tourism. About 20,000 visitors a year come and visit the church and this will have spin-off benefits for the wider economy (food, retail and accommodation expenditure) and other tourist attractions (due to tourists visiting multiple sites).

**Challenges** – the biggest challenge by far has been the lack of finance. The £1.3m cost of repairing and conserving the East Church was met by grants from a range of funders, but the current operating finances are hovering around break-even. If there was any ‘one-off’ major expenditure this would present real problems to SRCT. Ways of increasing earned income through use of the church are being actively pursued by the SRCT, but the building’s relative fragility and conservation requirements place limitations on what is possible. Increasing visitor donations through text and other mobile giving services is also being investigated as per-head giving by visitors is relatively low.

The other big challenge which arises from the lack of finance is the fact that SRCT has virtually no money to invest in volunteer management and development. At present it provides a modest monthly payment to fund the Community and Education officer post for half a day a week. The only other resource is the Executive Director based in Edinburgh, who has to cover all the functions of the Trust across 7 churches. These staffing challenges are exacerbated by the

geographical remoteness of some of the churches, including one in Orkney.

### **Lessons from Cromarty East Church**

The objective of this case study was to learn from Cromarty East Church how an inherited friends' group could be turned into a sustainable volunteering model. The key lessons are:

- **Secure the core team** – on taking ownership of Cromarty East Church the Executive Director made it a priority to work with and consolidate the existing team without imposing changes which could potentially alienate established volunteers. This is the foundation upon which to build.
- **Give a focus for the team** – work with the team to identify practical steps and volunteering roles. In the case of the East Church this was as basic as opening its doors to the public 365 days a year.
- **Engage with the community** – widen the reach of the Friends' Group through engaging the community in its work. For the East Church this had the double benefit of:
  - Opening up the church to the community – school children, parents, etc. This built up the visitors to the church and supported the audience development plan; and
  - Attracting members of the community to become volunteers. This improved the sustainability of the Cromarty East Church Friends' Group by bringing in new skills, experience and resource to support their increased workload.
- **Manage the volunteers** – one of the most critical lessons learned has been the key role of the Community and Education Officer who can provide leadership and support. Living locally and being a member of the community is invaluable.
- **Publicity and recognition** – raising the profile of the Friends' Group is helpful. In the case of the East Church there was an element of serendipity as it was able to capitalise on the publicity generated from the BBC Restoration Village programme.
- **Partnership working** – finally, it is important to build relationships with partners who can support you and where you can support them. The 'win-win' outcome is important. In the case of the East Church this included the HLF, other tourist attractions in Cromarty and the Black Isle, the local school, and community organisations engaging with the Church.

For further information on this case study please contact:

Victoria Collison-Owen  
Executive Director  
Scottish Redundant Churches Trust  
[victoria@srct.org.uk](mailto:victoria@srct.org.uk)



## 8. SCOTLAND'S URBAN PAST

### The organisation

Scotland's Urban Past (SUP) are a team of seven people based in Historic Environment Scotland (HES) to deliver a five year Heritage Lottery Funded (HLF) funded project. SUP staff support community projects for groups who want to research their urban environment and its history. The interviewee was the Digital Resources Officer who is officially responsible for digital training and monitoring content from crowd-sourcing volunteers and community groups.

SUP cover the whole of Scotland and have been tasked with working with 60 project groups in five years. This is broken down into 20 projects with young people, up to 24 years old, 20 projects with heritage groups and 20 with harder to reach or seldom heard audiences.

### Types of Volunteering

The volunteers that have been involved with Scotland's Urban Past include:

- Existing groups that are trained in survey and sketching and are adding to the national historical record.
- Crowdsourcing 'urban detectives' – see more below.
- Youth Forum – see below
- Glasgow Disability Alliance – see below.
- 'traditional' volunteers – The one they involved at the time of interview did research and wrote blog posts for the website.



© Creative Commons license, Scotland's Urban Past for HES

### Innovative opportunities

Crowdsourcing 'urban detectives' – SUP have recently rolled out a crowdsourcing campaign which allows people to put direct entries into the National Record of the Historic Environment.

*"There is a field in the national record which is for classification of what a site is. For example, is it a church, factory site or tenement building. We're going to allow the public to classify the records*



*for us. As the rule is for urban detectives, it has to be in settlements of over 3000 people. SUP will moderate what is coming in. If 3 people give a building the same classification then it'll go through automatically but there could also be changes of use over time so different entries might also be valid. We'll be providing podcasts online about how to complete the records. We can also look at areas that are not well represented in the National Record such as Dumfries and the public can suggest sites for things not currently*

© Creative Commons license, Scotland's Urban Past for HES

*recorded and from there they can add text, photographs and information about the sites.”*

Youth Forum – Each year a group of young people (16-24 yrs) are recruited to be an advisory group on what sorts of activities are good to help bring young people into heritage. The call for new youth forum members will be in April and the role runs from September to May. Volunteers come from all over Scotland and in 2015 were between 17 and 24.

*“The Youth Forum’s aim is to advise SUP on our activities for young people and to lead the annual youth led event. The Youth Forum is completely youth led and we wanted the forum to be mutually beneficial. Therefore there is a programme of training for the volunteers, based on what training they want, CV workshop, again that they requested, opportunities to take part in SUP projects and events as well as led their own event. This year they chose to celebrate 100 years of youth culture through music. This event is called Dancing Through The Decades and will take place on Monday 25th April at Electric Circus. In 2015 we recruited 20 young people from across Scotland but we will be only recruiting 10 volunteers going forwards as this is more manageable. All youth forum members have their travel reimbursed up to £30 and after their session as Youth Forum members ends they are invited to join the SUP advisory board.”*

Glasgow Disability Alliance – The group of young people at GDA made a film about their favourite places in Glasgow, with some focus on disability access. *“We have trained the young people in taking oral histories and if they get the funding then they’re going to speak to the group of older people at GDA and find out about what disabled access was like in Glasgow when they were growing up.”*

See more: <https://vimeo.com/scoturbanpast/videos>

## **Critical Success Factors**

*“We’re coming at it from the volunteers perspective, volunteers are getting something themselves whereas a more traditional organisation might prioritise their delivery needs. Research Scotland has been doing our evaluation and has had nothing negative to report.”*

## **Benefits of involving volunteers**

Youth forum:

*“The young people have had a huge amount out of it:*

- *Training was created based on what they requested – historical research skills, conservation skills, event/ project management training and careers and careers and CV workshop*
- *It is mutually beneficial as they assist in the delivery, offer feedback on activities for young people as well as gain hands on skills for their own careers*
- *We have taken young volunteers on schools training which was great for us as we needed help with delivery.*
- *They also worked with the GDA (above) which has given them exposure to diverse groups and they were also an extra help for us.*
- *Youth-led event – experience in running an event, risk assessments, working with designers and venues, photography, teamwork, etc.*
- *They have also taken part in other heritage based projects such as Digit!2015, Skin and Stone event and Made in My Toon film event.”*

Traditional volunteer: *“They researched architectural terms and put details along with some great sketches online. It was great for their CV and helped with their coursework. It gave us some great online content.”*

Glasgow Disability Alliance: *“They will benefit from passing on the knowledge they’ve gained from the group of young people to the next group.”*

Other volunteers: As a result of SUP projects, there were unexpected volunteer benefits. For example project participants from Tain and Ayr have attended heritage events and conferences and spoken about their projects. This not only communicates information about their projects, but helps to publicise SUP as a whole. A young person from the Vennie Skatepark, and the centre co-ordinator attended the *Diversity in Heritage* conference, and facilitated group discussions. *“A group of young people made a film about their Skatepark in Livingston, which they helped to build by raising funds. This helped change perspectives about the skatepark’s users in the local community.”*

### **Challenges of involving volunteers**

SUP have found that people would like to volunteer but they don’t have the time. SUP expect that the new crowdsourcing opportunity will allow people to dip-in in their own time and do it in manageable chunks. It’s important to ensure that volunteers expenses are paid promptly and systems are easy for volunteers to use. This could be a barrier for some volunteers.

*“I think we’re lucky because Scotland’s Urban Past sounds less heritagy which helps our remit. Our Google analytics tells us that the people looking at our site tend to be under 34. The challenge is that the wider heritage sector is seen as not for them. It’s a challenge getting a spread of volunteers that represent society.”*

### **External Policy & the future of volunteering**

Most of the challenges identified were around systems and processes, some of which were outwith the control of SUP. *“Challenges with IT have had an impact on how early crowdsourcing volunteers could be recruited to the project. So sometimes influences beyond our control affect project delivery. We need a clear mechanism for reimbursing volunteers. A robust organisational Volunteer Policy would help.”*

Looking towards the future, staff said; *“We want volunteering to be very community and volunteer lead. We’d like to have a good number contributing from the crowdsourcing project and we’re aiming for 4000 public contributors as stated in our implementation plan submitted to the Heritage Lottery Fund. I think it will be sustainable and future proof.”*

*I hope our volunteers who contribute to the national record will gain confidence and skills and in the future they could train and recruit other new volunteers. The resources will be available on our website so they could create their own training if they want to.”*

**Contact details:**

Chiara Ronchini, Project Manager

Scotland's Urban Past, Historic Environment Scotland, John Sinclair House, 16 Bernard Terrace,  
Edinburgh, EH8 9NX

Tel: 0131 662 1456

Email: [chiara.ronchini@rcahms.gov.uk](mailto:chiara.ronchini@rcahms.gov.uk)



## 9. SCOTTISH WATERWAYS TRUST

### The organisation

Scottish Waterways Trust (SWT) is a small charity based in Falkirk and it operates across the whole canal network in Scotland. They work closely with Scottish Canals who maintain and operate all 5 canals. SWT are working to bring benefits to people, wildlife and communities through using canals. There are about 5 FTE staff with 3 of us out on the ground.

The case study was conducted with the Canal officer for cultural heritage, and the post is funded by Historic Environment Scotland and covers the whole canal network. The aim is to engage people with the history and heritage of canals and this is done by involving volunteers, working with schools and providing guided walks, talks & events.

SWT doesn't see itself as a heritage organisation especially, but everything they do is on canals which are all Scheduled Ancient Monuments. For example, the cultural heritage post has focused on projects such as historic locks or listed buildings. There is a mix of volunteer roles and types of engagement. The conservation volunteers events are project based opportunities and one off event opportunities but there are also regular volunteering opportunities. Information is not recorded about the demographics of volunteers but 16-24 year olds are targeted when there is specific funding for it. For example, the Green Action and canal college® programmes focus on employability and job skills for young people in this age range.

### Types of Volunteering

*“SWT tries to respond to the needs of volunteers and they try to take everyone if they can, although that's not always possible! We get some people who want longer opportunities for involvement, for example we once had a volunteer in the office for 4 weeks researching the historic locks in Falkirk. There is also currently a planning student who is interested in heritage and conservation and he is helping with events.”*



© Scottish Waterways Trust

### Innovative opportunities



© Scottish Waterways Trust

The canal college® programme won a Scottish Heritage Angel Award in 2015. This is a 14 week programme that ran in Edinburgh and Falkirk. Between 2013 -15 there have been 6 programmes with a total of 162 participants. Programme attendees sign up for the programme and undertake tasks like environmental projects, archaeological excavations, wildlife surveys and built heritage work such as stone repairs. The programme is co-ordinated and supported and there are opportunities

to get qualifications, write a CV and get help to move onto a positive end destination. 71.6% of participants from the last 2 years went on to positive destinations. SWT are currently seeking funding for another canal college® to run in 2017.

One off events have also been developed that link heritage volunteering to other projects such as the Art and Archaeology event last August. This event was held at the Victoria Foundry site in Glasgow. This land is currently owned by Scottish Canals but the land might be developed in the future so they want to know what's there. A half day event was planned to link in with a public art project THEN/NOW (part of the Unlocking the Story canal interpretation project). Glasgow Sculpture Studios attended with their mobile foundry, archaeologists used historic maps to lay out the outline of buildings and there was a sound-scape of what the site would have sounded like. Volunteers were involved to help with the excavation, which was supervised by Archaeology Scotland, and the opportunity attracted people of all ages. In total there were 15 volunteers and the event was attended by 50 people. SWT and Scottish Canals will be returning to the same site to do a ground survey to see what else is there and hope to use that model of engagement for future events.

### **Critical Success Factors**

*“We don't consider ourselves a heritage organisation, we focus on people. We aim to improve environment and structures but it's about outcomes for people. What makes it successful for our volunteers is knowing what they hope to get out of it and how they need to be supported. The outcomes for our projects are often softer such as skills gained and employability, rather than the number of bridges repaired. It's this that helps us to attract new and more varied volunteers.”*

### **Benefits of involving volunteers**

- The more people that are engaged the more people take better care of canals.
- Scottish Canals, who provide grant funding, get low priority maintenance achieved.
- Volunteers add capacity. On the canal college® there were 24 volunteer mentors (over 25 years old) who bring their skills to the project but also gain a lot personally.
- There are benefits to the communities along the canals who benefit from an improved place and can be empowered to know that they can make a difference. *“It's harder to measure the impact of this and we look more at the outcomes of individuals, rather than the whole community.”*

### **Challenges of involving volunteers**

- The linear nature of canals – *“recruitment can be difficult due to a lack of people in some locations along the canal and the opposite where we have lots of interest and a lack of staff time in the right location. Art and Archaeology event – constraint of the location as it was a really tucked away site. We had to do a lot to signpost people to the site.”*
- Funding – *“In common with most small charities funding is a major challenge for the Trust and we are constantly looking to diversify our income to ensure the continuity and growth of our projects. While we've been very successful in securing funding in the past, with ever increasing competition for a diminishing pot of money it continues to be a major constraint.”*

- People – the people engaged have a variety of needs both in terms of their health and mental health. SWT recently reviewed their 2 sided application form and think that some volunteers might struggle to complete this but H&S requirements have to be covered. Staff also need to be supportive of volunteers and have relevant of experience of this. The programme for young people had staff who had experience of youth work.
- Remoteness – practicalities can be a challenge such as providing toilets, shelter, tea and coffee. Sometimes, a boat is chartered to moor up nearby on the canal or have to hire in chemical toilets. If the nearest bus stop is 15 minutes walk away and there is no pavement transport such as minibuses has to be organised to get people there safely.

## **External Influences**

Two main areas for Scottish Waterways Trust are Scottish Canals and Health & Safety legislation. Scottish Canals – everything is carried out on Scottish Canal’s land so their permission is needed for everything. SWT also need the appropriate consents, for example if it’s a listed building. And environmental impact has to be considered. *“We try and act as a buffer for local groups who want to do something (eg. paint a bridge) as we liaise with Scottish Canals to make sure all the permissions are in place so they don’t have to – it’s what we’re here for.”*

H&S – projects are always next to water so SWT are very careful and ensure compliance. It does have an impact on what they do and where they can do it. SWT have to ensure volunteers are looked after and physically safe. Staff are also aware of the volunteers’ situations when there are partners on site and everyone wants to do their own H&S briefing and they end up hearing it 3 times.

## **Future of volunteering**

Scottish Waterways Trust hope to grow year on year and have fundraisers looking at how to increase funding. They also hope to become better at sharing with other groups and societies involved in the canals. For example, they are working with the Lowland Canals volunteering group to make the route into volunteering easier.

## **Support needs**

Scottish Waterways Trust work with Scottish Canals to streamline their processes. For example, they are going to have a more centralised approach to recruitment in order to point people in the right direction. *“There are lots of organisations out there so it can be confusing for people to know how best to access volunteering.”* Scottish Canals will also be more able to report back on the full landscape of volunteering on the canals to the Scottish Government.

## **Contact Details:**

Tel: 01324 677817

Email: [info@scottishwaterwaystrust.org.uk](mailto:info@scottishwaterwaystrust.org.uk)

Website: [www.scottishwaterwaystrust.org.uk](http://www.scottishwaterwaystrust.org.uk)

## **10. YOUNG ARCHAEOLOGISTS CLUB**

### **Overview**

The Young Archaeologists Club (YAC) is the only organisation for young people interested in archaeology in the UK. It operates a network of clubs, six of which are in Scotland (Edinburgh, Dumfermline, Stirling, Kilmartin, Aberdeen and Inverness). The Club is open to 8 – 16 year olds. This case study focuses on the work of the Edinburgh YAC. The volunteer Branch Leader for Edinburgh, Katy Firth, was interviewed and the website was reviewed:

<https://edinburghyac.wordpress.com/>

### **Edinburgh YAC**

Children become 'Members' of the Club of which there are currently 26 – close to the maximum capacity set by the Club. The objectives in order of importance are:

- Having fun – the primary goal is to ensure the children enjoy themselves and want to continue their membership;
- Learning – the secondary role is to raise children's awareness of archaeology, which is not covered in the curriculum. It is therefore fulfilling a gap in educational provision.

The Club meets once a month on a Saturday morning for two hours. It currently has use of the Historic Environment Scotland Education Centre at Holyrood Park. It also undertakes site visits to archaeological digs and other historic environmental sites. Examples of the sort of work which the children engage with include: bronze age burial re-enactment, making models of prehistoric sites, cave painting using real prehistoric paints, archaeological survey methods and much more.

### **Description of volunteering**

A new volunteering team was recruited for the Edinburgh Club in 2011, including the current Branch Leader. This case study describes the experience of the Club from this date.

There is a team of six volunteers; one Branch Leader and five Branch Assistants. They operate a Leader /child ratio of 1:8. Hence, they need a minimum of 3 Leaders for each session. The Club's volunteers have a heritage and /or educational background and bring specific skills and knowledge relevant to the Leader role. Their current employers include Historic Environment Scotland (x 3 volunteers), Creative Scotland, City of Edinburgh Council and Fife Cultural Trust.

The role of the volunteers includes:

- Planning sessions – the volunteers work as a team in planning the topics and content of the sessions
- Developing content – one of the Leaders will be responsible for working up the detail of the session
- Session delivery – Leaders will jointly deliver the session
- Administration – the Branch Leader is responsible for management of membership, liaising with parents/children, PVG ID checking process, financial management, monitoring and reporting, etc.



## Benefits and impact of volunteering

**Impact on children** – the children have great fun and there is a strong retention of Members, many of whom stay with the Club all the way through from age 8 to 16. Their enjoyment is reinforced by the wide-ranging benefits they derive:

- Education benefits – some of the children develop a real passion for archaeology, and it is quite likely that some of them will ultimately pursue careers in the heritage sector (see discussion of the ‘Young Volunteers’ below). They could become the heritage professionals of the future;
- Outdoor experience – a number of children come from areas of significant deprivation. As a consequence their exposure to the great outdoors can be very limited. The experience of one child sums up the type of impact that can be generated:  
*“I overheard the children discussing their day trip to East Lothian. One little boy woke up at 3 AM he was so excited – and this was only a short day trip from his Edinburgh home.”*  
Branch Leader
- ‘Young Volunteers’ – a new volunteering role has been created for the older children. This enables them to take on volunteering responsibilities for the younger children and learn important life-skills. This also helps in the sustainability of the Club because it provides engagement for the older children – which can be quite challenging when trying to cater for such a wide age range (8 – 16).



Photo © Katy Firth

**Washing archaeological finds at Tantallon Castle – 2014**



Photo © Katy Firth

**Artefact from archaeological dig in Northumberland – 2015**

**Impact on Volunteers** - a number of the volunteers have office based jobs and some have little contact with children. By volunteering with the Club they can 'get out of the office' and learn to engage with children.

*"One of our volunteers works in collections and did not have experience of working with children. The Branch Assistant role was initially challenging, pushing her out of her comfort zone, but she now shows great confidence in developing and delivering sessions and thoroughly enjoys her engagement with the children."* Branch Leader

There is also a professional learning benefit, in that they often have to research the session topic and combined with site visits they build up their knowledge and skills of archaeology in Scotland. Perhaps most importantly, the volunteers have a real passion for heritage and they get a real buzz from sharing their enthusiasm with young people.

*"The volunteering role is highly rewarding and this confers important wellbeing benefits for our team."* Branch Leader

### **Challenges of volunteering**

Edinburgh YAC benefits from its location, both in terms of the demand from children – membership is currently capped and there is a waiting list – and in terms of the supply of potential volunteers. This reflects the Edinburgh catchment. It also has the benefit of a World Heritage site and a wealth of historic environment sites in the immediate hinterland. The main challenge facing Edinburgh YAC is one of funding. There is a very low membership fee of £5/child, which is mainly allocated to transport costs for children on site visits. The £130 p.a. which this generates is insufficient to cover costs.

YAC UK used to receive funding from the Council for British Archaeology, which in recent years has come under a great deal of financial strain. As a consequence, Edinburgh YAC is facing a new requirement to make a contribution towards YAC UK's running costs (formerly YAC UK contributed £50 p.a. to the club). To make up for the deficit last year the Branch Leader ran a very successful 'Just Giving' campaign in 2015 to guess the birth weight of her baby. This raised £300.

### **Support Needs & Future Prospects**

The key to the long term sustainability of the YAC Edinburgh is effective partnership support. Partners are critical in providing a range of support, for example accommodation (HES provides access to the Education Centre), expertise (Digit2015 provided an education expert to show them how to use 'Minecraft'), and specialist survey equipment (from the former RCAHMS).

Providing there is continued partnership support the future for Edinburgh YAC looks bright. They are providing an important contribution to the education and development of young people in Edinburgh, on a 100% volunteer led and delivered basis, at exceptionally low cost. Their service not only benefits children but also confers important benefits to the volunteers and the wider historic environment of Scotland.

*"Volunteers do an amazing job bringing archaeology to life in an accessible and fun way for young people."* Communications Officer, YAC

For further information on this case study please contact:

**Katy Firth**

Branch Leader for Edinburgh

Young Archaeologists Club

[cookoo79@hotmail.com](mailto:cookoo79@hotmail.com)



## **APPENDIX F – LIST OF ACRONYMS**

ALGAO – Association of Local Government Archaeology Officers

BEFS – Built Environment Forum Scotland

EWB – Edinburgh World Heritage

GDA – Glasgow Disability Alliance

HEACS – Historic Environment Advisory Council for Scotland (closed down in 2012)

HES – Historic Environment Scotland

HLF – Heritage Lottery Fund

HS – Historic Scotland (now subsumed within HES)

NDPB – Non-Departmental Public Body

NTS – National Trust for Scotland

OPiT – Our Place in Time (Scotland’s historic environment strategy)

PVG – Protected and Vulnerable Groups

RCAHMS – Royal Commission on the Ancient and Historical Monuments of Scotland (now subsumed within HES)

RTI – Reflectance Transformation Imaging

SCAPE – Scottish Coastal Archaeology and Problem of Erosion

SCHARP – Scotland’s Coastal Heritage at Risk Project

SHEA – Scottish Historic Environment Audit

SHED – Scottish Historic Environment Database

SNH – Scottish Natural Heritage

SRCT – Scottish Redundant Churches Trust

SUP – Scotland’s Urban Past

SWACS – Save the Wemyss Ancient Caves Society

SWT – Scottish Waterways Trust

YAC – Young Archaeologists Club

WMFB – World Monuments Fund for Britain