



**Archives & Records
Association**

UK & Ireland

**A research report to accompany the
Best Practice Guide - 2011**

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VOLUNTEERING in COLLECTIONS CARE

**London Metropolitan Archives
Helen Lindsay, ACR**

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A Research Report for the Archives & Records Association

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VOLUNTEERING in COLLECTIONS CARE

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1. Executive summary

Conservators and collections managers are being encouraged¹ to become more visible to the outside world, to actively position conservation services closer to the centre of their organisation and prevent them being seen as peripheral ‘add on’ activities. In addition, it is increasingly important for conservation to reach out and make more contact with the public in order to become more visible. Working with volunteers can provide many opportunities in which to explore the public benefits of conservation for the service, the individual volunteer and the wider community. In the words of Baba Dioum the Senegalese environmentalist;

*“In the end we will conserve only what we love.
We love only what we understand.
We will understand only what we are taught about.”*

Volunteering in collection care is an important way for the sector to engage with the public and introduce individuals to the work of conservation. The quote by Baba Dioum emphasises the learning journey that individual volunteers may make when they work on heritage collections and that can have a significant impact on the way in which organisations are seen by the public.

In a period when numbers of conservators working in archives and libraries are dropping and the numbers of volunteers rising, the use of volunteers for collections care can cause existing staff to view volunteer projects with suspicion because of a perceived risk to professional posts. The experiences described in the case studies show that volunteering per se is not a threat to conservation services but marginalisation is.

This study and the good practice guide are timely additions to the suite of guidelines for archives and libraries given the current uncertainties brought about by economic recession. As institutions are forced to make redundancies and the availability of jobs for young people decline, the options for volunteering and the use of volunteers will increase.

To ensure that standards are maintained, it will be even more important to have guidelines and policies in place in a rapidly changing political and economic situation. Such initiatives will help to ensure that the role of the volunteer does not become confused with the professional work role and that volunteers are not put into inappropriate or unsuitable situations.

¹ A key recommendation of the 2008 Demos report ‘*It’s a Material World*’ is for conservators to interact more with the public and the Institute of Conservation (Icon) has actively promoted public engagement and conservation.

The study has identified key indicators for successful collections care volunteer schemes, as listed below;

- Volunteer activities that fulfil organisational aims
- Schemes embedded in the organisation via induction, training and recognition of their value
- Evaluation and promotion of the volunteer programme to the sector and community
- The selection of suitable volunteers
- Effective training – for the volunteer and the manager or supervisor
- Clear written instructions of tasks to be carried out
- Enough time given to ongoing supervision and monitoring
- Well planned scheme of work
- Activities and volunteer well matched
- Appropriate resources – enough space, supervision, training

2. Introduction

This study aims to build on the momentum set by the 2009 PSQG forum *The Value of Volunteering*, the *Volunteering in Archives* report by Louise Ray for the NCA and the Institute for Volunteering Research Report on *Volunteering in Museums, Libraries and Archives* (2005). These studies highlight the valuable work undertaken by volunteers in archives and libraries and touch on the growing understanding that much collections care provision, particularly in organisations with no conservation support, is being carried out with the help of volunteers.

For example, the numbers of volunteers working in London archives was 250² in 2008-09, and they contributed 28,946 hours over that year. This amount of activity on the part of individuals in archives has a major impact on capacity. It is not known exactly how much of that activity is collections care³ based but it is likely to be a relatively high proportion for several reasons; there are enormous backlogs of work, a range of potential programmes which could suit different skill levels and collections care activities are generally popular amongst volunteers. Case studies show that whilst collections care volunteers are not carrying out core services they are making an important and significant impact on service provision.

The reports mentioned above have helped to identify some of the barriers to developing and expanding volunteer projects in archives and libraries; they also recommend sharing successful experiences within the sector and producing best practice guidelines. This study aims to address these issues for collections care. In order to achieve this it has researched the qualities and resources needed to establish, manage and maintain volunteer schemes of work which carry out collection care tasks and formulated peer reviewed best practise guidelines. The research report and guidelines are available as separate documents.

2.1 Circumstances and commissioning of the research

In January 2010 an application was made by London Metropolitan Archives to the Society of Archivists (known as Archives & Records Association since June 1st 2010) Research and Development Fund for a research project '*to assess best practise in preservation and conservation volunteer projects for archives and libraries*'.

The award was made in summer 2010 and completed by Collections Care consultant, Helen Lindsay ACR in December 2010. The primary research has been written up as a report which includes information on the context and methodology of the study, outlines the case studies and presents the general findings. A separate advisory document has been produced which includes best practise guidelines and information on collections care volunteering.

2.2 Definitions and abbreviations

Volunteering:

Volunteering England defines volunteering as '*any activity that involves spending time, unpaid, doing something that aims to benefit the environment or someone (individuals or groups) other than, or in addition to, close relatives. Central to this definition is the fact that volunteering must be a choice freely made by each individual. This can include formal*

² This includes Inner and Outer London Boroughs and Metropolitan London. CIPFAstats Archive services statistics 2008-09 Actuals

³ see 2.2 for a definition of collections care

*activity undertaken through public, private and voluntary organisations as well as informal community participation.*⁴

Collections Care:

Aspects of Collections Management that are '*intended to safeguard a collection. These activities can include organisational policies, security, storage, cleaning, maintenance, handling, scientific investigation, environmental monitoring and control, exhibitions and loans, conservation, provision of surrogates and emergency planning.*'⁵

Project:

'*To plan, contrive or design some action to be carried out.*'⁶ Generally more limited in scope than a scheme and with a clearly defined time frame.

Scheme of work:

'*A plan or programme of actions*'⁷

ARA - Archives & Records Association

PSQG – Public Services Quality Group, ARA

LMA – London Metropolitan Archives

TNA – The National Archives

MLA – Museums, Libraries and Archives Council (abolished 2011)

2.3 Report aims

The research and Best Practise Guide have a number of aims:

- to identify successful volunteer projects amongst archives and libraries;
- to demonstrate the potential benefits for the volunteer, the organisation and both the local and wider community;
- to encourage new volunteering projects in archives and libraries;
- to encourage and inspire innovative practice in this area;
- to provide step-by-step guidance in setting up, managing and monitoring collections care volunteer projects;
- to provide best practise information and documentation.

2.4 Methodology

The study has been conducted using a triangulation method of research so as to combine different approaches in order to get a deeper and clearer picture of how volunteer programmes are run and the elements that intermix to make them work well. Triangulation is a useful method because it allows the researcher to combine both quantitative and qualitative information, and to mix different types of primary evidence (evaluation from participants; volunteers and volunteer managers) with secondary evidence (statistics, observation and partner opinion).

⁴ www.volunteering.org.uk. This is the same definition as used in the NCA 2009 report *Volunteering in Archives* by Louise Ray.

⁵ PAS 197:2009 Code of practice for cultural collections management BSI

⁶ The Oxford English Dictionary, Volume II, 1972.

⁷ Ref 3. *ibid*

The survey and interviews with case study participants have been supported by the following types of information gathering:

- a) scoping the consultation and promoting the project in the ARCHIVES-NRA disc list, CoOL conservation disc list and Icon News.
- b) desk research including; internet searches, analysis of existing documents;
- c) survey and interviews with case study organisations followed up by confirming case studies with participants;
- d) an analysis and scrutiny of existing projects in relation to what is already known about volunteering schemes in general;
- e) circulating draft documents for comment;
- f) completion of report and best practice guide.

The analysis has aimed to identify systems of work which both contribute to the organisation's aims and objectives, and provide the volunteer with a positive working environment in which to carry out his or her activities. The subsequent structure and development of the best practise guide has been formulated in consultation with LMA staff and other professional colleagues.

2.5 Benefits and outcomes

The chief outcome of the study is the resulting best practice guide to collections care volunteering and the accompanying report. However, there are a number of other 'soft' benefits which will also accrue during and after the project. These could be summarised as follows;

- raising awareness of collections care volunteering;
- supporting the Action Plan for Volunteering⁸ - Recommendations 4-8;
- encouraging new volunteer projects;
- supporting existing projects by identifying and recognising their worth;
- producing analysis of case studies;
- identifying the specific needs and resources required for collections care projects;
- identifying ways in which collections care volunteering can be used for fundraising.

⁸ Ray, Louise *Volunteering in Archives*, NCA June 2009, pp26-27

3. Volunteering in Collections Care

The following review and analysis of volunteering for collections care in archives and libraries is based on the information from the case studies and existing literature on the subject of volunteering in the heritage sector.

3.1 Policies and practices

There is no set standard length or format for a volunteer policy and, like any policy document, it will be most useful if it fits and reflects the style and needs of the organisation. Policy documents are often used together with volunteer agreements and in a large organisation a volunteer handbook may also be useful to provide information about the archive or library. Volunteering England⁹ provide helpful guidance on their website on all these documents.

If a potential volunteer is in sympathy with the organisation's aims and ethos they will be much more willing to give up their time and take on a volunteer role. It is important, therefore that the individual understands the organisation and its purpose, and supports its endeavours as much as they are interested in their own needs.

Thus the volunteer will be helping the organisation achieve its goals just as much as paid staff and in order to do that they need to have some idea of what those goals are. Policy documents and agreements can be used to help engage the volunteer in the aspirations and objectives of the organisation and to help them understand what the archive and library service is all about.

The case studies showed that not many archives and libraries had a full suite of documents to support the activities of their volunteers and it is recommended that the minimum level of documentation to support a volunteer scheme of work is as follows:

- volunteer details; (retained by the organisation)
- task description; (retained by the organisation)
- guidelines detailing specific tasks; (given to the volunteer)
- volunteer policy; (given to the volunteer)
- volunteer agreement. (given to the volunteer)

Further documentation may also include:

- interview checklist; (for the organisation)
- induction checklist; (for the organisation)
- volunteer handbook; (available to the volunteer)
- record keeping and statistics. (for the organisation)

3.1.1 Volunteer policy

The development of a volunteer policy will help define the role that volunteers play within the organisation and how they can expect to be treated. The policy is the foundation on which the library or archive will develop their volunteer programme, giving it cohesion and consistency and it is the key to ensuring that volunteers are dealt with fairly. The volunteer policy should also help to ensure that paid staff, senior management and trustees or councillors understand why volunteers are involved and what role they have within the organisation.

⁹ www.volunteering.org.uk

While policies vary as much as organisations there are some basic elements which should be included;

- what your organisation does and why it involves volunteers;
- recruitment;
- training;
- monitoring and supervision;
- expenses;
- equal opportunities and diversity;
- health and safety;
- grievance and disciplinary procedures;
- confidentiality.

3.1.2 Volunteer agreements

Volunteer agreements are widely used within the voluntary and community sector and are generally considered to be good practice. The agreement does not have to be signed although a copy should be given to the volunteer. Agreements set out to specify the organisation's commitment to its volunteers and what it hopes for from its volunteers. They usually cover the following statements of intent:

- general declaration of goodwill;
- information on what training and meetings the volunteer can expect;
- name of the main point of contact;
- information on whether expenses are reimbursed;
- information on what sort of work the organisation is expecting;
- provision of a safe work area, insurance and H&S;
- requesting that the volunteer agrees to work reliably, to the best of their ability and to follow the organisation's rules and procedures.

3.1.3 Volunteer handbook

The volunteer handbook can be used as a single source of information about the organisation and can be seen as a 'welcome' pack. If it contains a lot of information it might be best to have just one or two copies, available in the tea-room or work area, so that individuals can use it to refer to specific bits of information if required. The contents could include;

- information about the history of the archive or library;
- organisational and staff charts;
- the forward plan;
- leaflets;
- collections care policy;
- equal opportunities policy;
- health & safety policy;
- volunteer policy;
- handling guidelines;
- statement on expenses;
- statement on insurance;
- security guidelines;
- complaints procedure;
- volunteer agreement and task descriptions.

3.2 Recruitment

In the words of an archivist from one of the case studies “*selection is key*”. Recruitment and training are time consuming processes so it is important to end up with the right person in the right role otherwise it can be frustrating for all concerned. This underlines the need for a clear understanding of what skills and aptitude each role requires; see 3.2 *Planning, task descriptions and practical issues*.

In practise it appears that many organisations take a ‘suck it and see’ approach which means that they will take on a volunteer (unless there is a glaring reason not to) and if that individual does not function well in their initial role then they move them to another activity within the organisation or create a project for them. This is fine if there are enough projects, or parts of projects, which reflect the needs of the organisation but there is some danger of having activity for activity sake rather than achieving focused outcomes for the service. It also puts more of an onus on the organisation to have effective training and monitoring.

As well as identifying the role via a task description, see 3.2, it is important to consider why the role is appropriate for a volunteer rather than as a paid position. It is good practice to value and respect the contribution that volunteers make to an organisation but also to have a clear distinction between paid and unpaid roles. This can be achieved partly through language (role not job, volunteering not employment) but should also be underlined by a differentiation of tasks and responsibilities.

3.2.1 Advertising and interviews

If the organisation has a specific scheme of work and a clear task description it may well be useful to advertise and while it depends on the library or archive concerned there are certain routes that have been shown to be particularly successful:

- notices in the reading room or other public areas;
- leaflets and/or forms at open days;
- word of mouth – tell key individuals there is a volunteering opportunity opening up;
- university courses – conservation, archives, history, art history
- websites – from your own organisation, local authority, volunteer centres, university or other umbrella organisation;
- The National Association of Decorative & Fine Art Societies, NADFAS – information on local groups available on-line;
- Friends groups or other local community groups.

It is clear from the above list that the most straightforward method of recruitment is to make contact with groups or individuals who are already interested in archives, libraries, history or conservation. In order to encourage volunteering in people without a pre-existing interest in these subjects a more pro-active approach is needed; see 3.2.2 Increasing diversity.

Many people who want to volunteer do not want to spend lots of time filling in forms¹⁰. However, a simple form can be useful to ensure that information about a volunteer is collected in a coherent and fair manner. This information does not have to be filled in by the

¹⁰ *Working with volunteers – an introduction to good practice* Association of Independent Museums AIM Focus Paper, Bridget Yates 2006 The chart below is adapted from this leaflet.

volunteer but could be collected over the phone or in person during an informal interview or chat.

The basic details that are usually required include:

- contact details;
- times of availability and how often they are hoping to volunteer;
- what sort of skills and experience they have;
- any special requirements;
- why the role is of interest.

The organisation will also need to decide whether it will ask for references and ensure that the volunteer is able to provide them, if required.

It is advisable to hold an interview prior to starting a volunteer. This can be described as coming in for 'a chat' and while it can be held in an informal manner it will help to show that the organisation takes the volunteer role seriously.

An informal interview also gives the individual an opportunity to explore whether the role is suitable for them and should help the organisation gain further insight into what is motivating them to offer their services. Sometimes a volunteer may be attracted to an organisation by one activity but it may become apparent during an interview that another role might be more suitable.

Points and information to cover during an informal interview:

Things to tell them –

- about the organisation – what it does, how many people are involved, why collections care is important;
- how the volunteer scheme operates – tea breaks, location, where to put coats, etc;
- what their task will involve;
- what training and support will be given;
- what the organisation expects from the volunteer and why it has a volunteer agreement.

Things you want them to tell you -

- what attracted them to volunteer with your organisation;
- what do they understand about what the archive or library does;
- what they hope to gain;
- an assessment of their own dexterity;
- relevant skills, interests or experience;
- time availability;
- any special resources they might need.

3.2.2 Increasing diversity

The case studies and other research¹¹ have shown that, while there are many ways for people to become involved in collections care volunteering in archives and libraries, there are basically two main routes that are most commonly taken and they both involve people who already have experience of the heritage sector or some type of education.

Thus, a high proportion of collections care volunteers will have been doing work which is in some way associated with education; either before, during or after a course of study. That could be as a history graduate, as at UCL, or when considering or undertaking a conservation course. The other main route is by 'word of mouth' or in some way associated with contact to the archive or library, either via a visit, an open day or some other personal experience.

These findings indicate that if an organisation wishes to broaden the diversity of their collections care volunteers then they will need to be proactive and reach out to different groups by making contact with other sections of the population.

In order to do this effectively some understanding of the motivating factors for volunteers is important. Many volunteers want to help others, contribute to society or advance an interest close to their heart. These altruistic motivations usually mingle with a desire to get out of the house and mix with others; and there are real benefits to the health and well being of the individual in this type of social engagement. The other major factor is some sort of career development which will progress the needs of the individual by giving them practical skills and experience and helping to improve self-confidence.

If a potential project involves documents that can be connected with the local community, for example; local photographs, maps, cemeteries, archives of local organisations or businesses, this may be a link that can be made with hard to reach groups. Educational or interpretation projects can also be used as a lever to interest certain groups and reach out to a greater diversity of people. For example, young people who have good dexterity and are interested in working with their hands may not be aware of conservation as a work option. They may not only find a route to employment but also help to increase much needed diversity in the conservation sector by volunteering.

There are some positive actions that can help to broaden the diversity of collections care volunteers:

- include 'broadening diversity' in the aim of the volunteer scheme;
- if the volunteer scheme is part of a funded project include some support for recruitment of difficult to reach groups;
- make contact with community groups, schools or youth groups directly and talk to people about the organisation, its aims and activities;
- work in partnership with any learning or outreach projects the organisation is conducting to encourage individuals to consider volunteering;
- be clear about the amount and type of training that you will be able to offer;
- find a volunteer who can act as a 'Community Champion' for the organisation, who can identify barriers and form a link between the community and the library or archive.

¹¹ *Volunteering in Archives*, Report for the National Council on Archives by Louise Ray 2009 pp13

3.3 Planning and task descriptions

As with any scheme of work or project planning, deciding what the volunteers are going to do, where and how is crucial for a successful outcome. Task descriptions, which are also sometimes called role outlines, are a useful tool in defining the needs, level of support, training and level of skill required for an activity.

3.3.1 Project or scheme of work?

When organisations become used to working with volunteers they often start using them for more and more schemes of work as it becomes clear how beneficial their input is for the service. Often one project runs into another and it can be difficult to know when they have been completed. In order to give volunteers the satisfaction of finishing a scheme of work and being able to look back over their achievement it is important that specific milestones are marked and recognised by the organisation.

The experience of The Women's Library, 4.10, is worth noting here. A scheme of work was started with some high quality training on how to carry out minor repairs and preservation activities on a pamphlet collection whilst it was being catalogued. The training was useful not only in providing the volunteers with the skills to be able to carry out their designated tasks but had the added benefit of raising awareness amongst staff. However, the library did not have any on-site conservation staff who could support the programme and therefore, due to staff and volunteer turnover and infrequent milestones for the programme of work, the capacity of the group to maintain their skills declined within a couple of years.

The library indicated that it would like to re-establish the scheme, as it was found to be very useful, but would include an ongoing training programme every couple of years and clear milestones in any future schemes.

In addition, it is recommended that schemes and projects are given short names, such as, '*Conservation support programme*' or '*Costume re-housing*' so that those involved can develop a sense of ownership over what they are doing. It also makes them easier to describe to managers, funders or visitors.

3.3.2 Task descriptions

Collections care activities may involve several related actions, such as flattening documents and listing or numbering, which might require advice from both a conservator and an archivist. A clear definition of what activities are going to be undertaken using a task description will help with subsequent training and ensuring that the volunteer has the appropriate qualities.

Task descriptions can be simple and short and usually cover the following;

- Volunteer role:
- Main point of contact:
- Hours and availability:
- Location and work space:
- Main activities/tasks:
- Skills/experience needed:
- Support/training available:

This list covers the information you would usually use to advertise a volunteer opportunity or give to someone making an enquiry and it can be written up in a lively and informal style for a leaflet or form while still covering the basic points above.

Some archives and libraries have several lists of potential volunteer jobs and their associated task descriptions; commonly such a list will include both short and long term

schemes of work, and cover a range of skill levels. Others have a single major reason to set up a volunteer programme and need to find the right individuals to help carry out a specific scheme of work.

Whatever the starting point the relationship between the volunteer and the organisation has to work for both parties, not just be about the task that needs doing or the volunteers' requirements; the most successful projects provide a balance between the organisation, volunteer and task. Most importantly even the most basic work should be clearly identified as a benefit to the organisation as a whole.

The types of tasks undertaken by collections care volunteers cover a range of activities, depending mainly on the degree of training that can be offered by the organisation. The other major factor affecting the range and ambition of volunteer projects is the amount of space that the archive or library has available for volunteers to work in.

Case studies have shown a wide range of collections care activities being undertaken by volunteers, including the following;

- surface cleaning books and documents
- flattening documents
- paper repair
- re-binding books
- book repair
- box making
- numbering and stamping books and documents
- numbering photographic media
- re-packaging into archival quality folders, sleeves and boxes
- surveying
- documenting collections and making inventories
- scanning documents and photographs
- building information databases
- transcribing text onto a database
- indexing
- stock checking

3.4 Induction and training

All volunteers should be welcomed into an organisation and this 'induction' is an indispensable part of recruiting and retaining volunteers. Some archives and libraries will have a formal induction process which volunteers will need to take part in including; Health & Safety procedures¹², COSHH information if working in a conservation studio, handling, tour of the building and any other policies and procedures the organisation identifies as appropriate.

Other libraries and archives tend to take a more relaxed approach and deal with issues as they arise, however, some sort of introduction to the organisation is necessary to provide the individual with a sense that they are appreciated and to ensure that certain practical matters are understood.

¹² Volunteering England produce a leaflet on health and safety for volunteers which provides guidance on your responsibilities towards your volunteers.
<http://www.volunteering.org.uk/resources/goodpracticebank/Core+Themes/healthsafety>

*“As with all work involving volunteers, the balance has to be struck between being organised and formal enough to get the job done but not being so over the top that the volunteer is overpowered or de-motivated. How that balance is achieved will depend on the background, experience and expectations of the volunteer, as well as the style of the organisation, but an effective induction lays a foundation that will make it explicit that it is reasonable for both the organisation and the volunteer to have certain expectations.”*¹³

3.4.1 Training and supervision

There are essentially two types of training for collections care activities; standardised training which is given to a group of volunteers for an established programme of work and training that is orientated to the specific skills and experience for the individual volunteer. Whatever type of training is required; it must be within the professional capacity of the trainer.

Archives and libraries with existing conservation staff are able to take on volunteers who carry out relatively complex conservation tasks if they have a member of staff able to provide the necessary training and supervision. Organisations without existing conservation support tend to engage volunteers for different types of tasks; usually re-packaging, numbering or scanning documents.

Whatever the skill level needed most collections care roles will require volunteers to have specific attributes, including; patience, concentration, attention to detail, manual dexterity and sensitivity to handling fragile archive or library materials.

For some schemes of work such as basic re-packaging programmes, which are not going to include additional tasks after the initial training, the amount of time required for further instruction may be limited. However, regular monitoring and supervision is still important and even simple support such as finding the boxes of items can take time. In addition, some ‘chatting time’ is always necessary as all individuals or groups of volunteers need to have some contact with staff. It is likely that a group project will take anything between 30 minutes to 1 hour supervision for each day they run.

Other schemes of work may involve ongoing training to update volunteers on the tasks they are carrying out or facilitate the development of more complex activities for those individuals able to take them on.

A format that has been shown¹⁴ to work well for groups working in-situ on library collections consists of a full training day at the beginning of a project which covers a wide range of subjects to provide the volunteers with information on basic issues relating to conservation as well as details of the tasks they are going to be carrying out. For instance, these training days may include information on; the structure of books and the materials they are made from, history of bookbinding, handling, cleaning and sticking down labels.

The initial training day is followed up by a second day 3 months later to look at any issues that have arisen in the intervening period, review the earlier training and cover some more complex activities such as; sticking down detached pages, re-folding maps, spine repairs or paper repair. In some situations this second day is also an opportunity to select those volunteers who have the dexterity and concentration to enable them to carry out more intricate tasks. If this is the case it is important that this is made clear from the start and that all the volunteers understand and appreciate the need for some selection.

¹³ *Recruiting and Retaining Volunteers – a practical introduction* Julia Hill, Association of Independent Museums, AIM Focus Paper, 2009. pp 4

¹⁴ Caroline Bendix has worked as a volunteer trainer for the National Trust and with NADFAS groups and in the course of her work has trained hundreds of volunteers.

Volunteer management is distinctly different from the management of paid staff who can be motivated by their pay and are required to act within contractual obligations. Volunteers can leave at any time, without notice, and indeed many do.

As an experienced volunteer manager in an archive noted;

“If they didn’t like it they wouldn’t come.”

Supervision is part of the support an organisation offers volunteers but it also provides much needed information in order to provide constructive feedback to let individuals know that what they are doing is valuable and to be able to respond to any concerns they may have.

Training for those staff managing, supervising and instructing volunteers should also be considered. A report¹⁵ produced by the Institute for Volunteering Research in August 2010 showed that across all UK volunteering nearly half the people who manage volunteers have not received any training to help them in their work. The report highlights that, despite the availability of training, advice and support from volunteer centres, most staff are not aware of how to access this. This is especially true of those managing volunteers in smaller organisations.

3.4.2 Written instructions

After training a volunteer to carry out a specific task it is highly recommended that the organisation provide them with written instructions describing that activity in detail. This provides the individual volunteer with a backup if they forget some part of a verbal instruction and helps to clarify the whole process. If the activity is described in writing it is far less likely for there to be a confusion regarding what the volunteer has been asked to do.

Producing written guidelines can also help the trainer clarify what they are asking the volunteer to do prior to the project starting. Guidelines or crib sheets can also be written by the volunteers themselves and this can be used as a form of training to get the volunteer to consider in detail the activity they are carrying out. If the library or archive is lucky enough to have an area dedicated to the work of the volunteers it can be useful to print out guidelines in large type and pin them near to the work space.

3.4.3 Documentation of a project

While many organisations collect some record of work carried out by their volunteers it appears that only a few report on the activities of their volunteers in detail. Documentation can take a variety of forms and be used to facilitate project planning, marketing or evaluation. Projects which treat only a few objects will be recorded differently from those consisting of many thousand; but without some coherent, structured statistics much of what is being achieved will be overlooked. The model used by LMA, see section 4.8, is an exemplar of compiling volunteer statistics in that it provides ample information but does not collect more than necessary.

It is highly recommended that organisations spend more time doing this in a systematic manner. Although the structure and development of a system to gather statistics needs to be set up by a member of staff once this is up and running the volunteers themselves should be able to compile and maintain the data. In this way a monitoring system should not require undue amounts of staff time.

¹⁵<http://www.volunteering.org.uk/News/mediacentre/News+2010/Managers+of+volunteers+undervalued+and+underfunded>

3.5 Legal matters

An organisation with paid staff will already have Employer's Liability Insurance and the policy should be examined to ensure that it covers volunteers for the tasks they are being asked to undertake. In addition, the Public Liability Insurance should be checked to ensure that it explicitly covers the actions of the volunteers.

While it is good practice to pay expenses for volunteers, increasingly archives and libraries are finding them difficult to cover, especially when they have large numbers of volunteers. Whatever the organisation decides it should apply it to everyone equally. Expenses can only ever be paid against receipts and the organisation should have a dedicated volunteer expenses claim form to ensure that this is done consistently.

It is advisable to carry out a risk assessment for a volunteer activity and if necessary ensure that the volunteers are aware of any pertinent COSHH assessments.

3.5.1 Security

Some organisations will never allow volunteers access to the intranet, others can provide a limited access in order to facilitate a particular project. If access is necessary to the efficient functioning of a scheme of work, plenty of time should be allowed for any requests to be accepted by the organisation and processed by the IT department.

The majority of archives and libraries have electronic security systems which limit the movement of the public and staff to particular areas. Volunteers need to be able to have some freedom of movement within a building as staff cannot be expected to have to accompany them for every visit to the bathroom or cup of tea, often volunteers are given a security swipe card or equivalent which will give them limited access to designated areas. Some volunteers work in storage areas and in these circumstances, particularly if individuals are left alone, they should be monitored and not allowed to take bags into a storage area.

3.5.2 Complaints or problems

The terms 'complaint' or 'grievance' are more appropriate for paid staff and while it is useful to have a procedure in place for when things go wrong it may be advisable to call it something more informal such as 'problem solving'. Even in well run programmes there can be difficulties with mis-matched volunteers, personality problems or projects that go off course and a procedure should be in place and ready to deal with difficulties if they arise.

The first step is to listen to the individual or group involved; it may be a problem between volunteers or with the scheme of work but a small problem which could be easily resolved will be likely to turn into a bigger problem if left unattended. As one volunteer trainer commented,

*"It's no good shying away from any issues.
Sit down with a cup of coffee and talk it over."*

After discussing a problem the first solutions to try are, to;

- move a volunteer to a different team or time;
- try a different task;
- give them extra support or training;
- make sure they really have understood what is expected.

Collections care activities can attract people with an interest in amateur book-binding or some knowledge of conservation and while this is usually an asset there are occasions when an individual may think they 'know better' than the professional staff. This can be extremely disruptive and can cause problems within the team and between the individual and the supervisor or trainer. For example, if a volunteer has been taught bookbinding using

materials such as pva glue that are inappropriate for the repair of historic bindings and they argue about their use then this can be disturbing and unsettling for the entire team. Usually this type of issue can be resolved through discussion and reminding the individual that they are part of a group who need to work together within the boundaries set by the organisation.

The most common result of an ongoing issue is for the volunteer to simply leave but it is still a good idea to have written problem solving procedures included in your volunteer policy document. It should include how to deal with any serious breaches of the organisation's policy or procedures, such as; wilful disregard of H&S procedures or discrimination¹⁶. The problem solving procedure should outline structured stages if a complaint is made about a volunteer and could include the provision for a disinterested party to listen to both sides.

The experiences described by the case studies show that most difficulties can be satisfactorily dealt with informally through support and positive supervision or by simply asking a volunteer to leave. If there are clear instructions given to the volunteers at the beginning of a project it will be much easier to diffuse any problems if they do arise.

3.6 Evaluation of volunteer schemes

Successful volunteering provides a range of benefits for the individual volunteer, the organisation and the wider community. There are many reasons that people give for volunteering. For some it can be a route into employment, for others it appeals because of its social benefits, but there are a raft of other motivations which are basically altruistic in tone but vary in quality and character, such as;

- a desire to make a difference to the lives of others;
- giving something back to an organisation that has impacted on a person's life either directly or indirectly;
- being involved in and helping the heritage sector;
- having privileged access to heritage material;
- trying out activities that are new;
- feeling part of a team;
- feeling valued;
- having quality time away from work or a busy lifestyle;
- gaining confidence and self-esteem.

The sense of well-being a volunteer gets from helping with collections care activities can be enhanced by ensuring that there is regular communication between them and the paid staff and by holding events such as an annual Christmas dinner or outing to show the organisations appreciation. The individual volunteer who has had a good experience with the organisation will be an effective advocate and supporter for heritage conservation generally and especially the organisation they have worked with.

¹⁶ It may be useful for the organisation to make reference to The Equalities Act 2010:

http://www.equalities.gov.uk/equality_act_2010.aspx.

http://www.mla.gov.uk/what/policy_development/equality_diversity

When asked what they have got out of a volunteer project, staff involved in organising and managing volunteer projects commonly refer to the practical outcomes of their work, such as the re-packaging of a collection, or scanning of photographs. While it is the case that these aspects of a project are crucial, other areas of benefit should not be overlooked. The wider community in terms of the locality from which the volunteer emerges will see considerable benefit as well, one which often remains unacknowledged. As noted in a previous report;

“Communities with a wide variety of voluntary groups and lots of opportunities for volunteering are often seen to be more vibrant, sustainable and better places to live than those without or with only small numbers. Government at all levels is keen to see an increase in the number of people volunteering, and a well-organised, progressive voluntary and community sector”¹⁷

There are particular benefits to be gained from individuals volunteering as part of their training or for work experience and this study received a large number of comments from individuals who had undertaken conservation volunteering; carrying out remedial conservation treatments or re-packaging collections. Their enthusiasm for and commitment to conservation was underlined by their volunteer experiences which was frequently seen as a formative part of their education. All were immensely grateful for the opportunity afforded them to work with experienced conservators and in many cases their volunteering led directly to employment.

3.6.1 Social outcomes

In order to help organisations work out how they are having an impact on their surroundings MLA¹⁸ has developed a framework which enables organisations assess their social contribution using ‘Generic Social Outcomes’ (GSOs). This framework using GSOs identifies 3 broad thematic areas in which the impact of activities can be measured:

- stronger and safer communities;
- strengthening public life;
- health and well-being.

Volunteering can have impacts on any of these areas. If the organisation has the resources to monitor and evaluate the work they are doing with individuals and groups they will find many levels on which the benefits are felt. There are many various methods of evaluating a scheme of work; from collecting statistical data or having questionnaires or response cards, to photographs, structured observation and individual interviews or follow-up contact.

Being able to document the impact that volunteering has on both the user community and the local neighbourhood will help to support the service doing difficult economic times when Governments of all persuasions are looking at value for money and ‘more for less’.

Some organisations will have less impact on their immediate neighbourhood than others; those located in large cities such as London draw their volunteers from a large extended area while others will have a greater local impact if they derive volunteers from community groups within a small area. Whatever the specific makeup of the volunteer group, the effects and influences of volunteer schemes should not be expected to be of a standard model but rather depend on the context and character of each scheme. However, it is possible to define certain qualities relating to the way in which schemes are embedded and promoted within an organisation, as seen in the diagram below¹⁹.


¹⁷ *Working with volunteers – an introduction to good practice* Association of Independent Museums AIM Focus Paper, Bridget Yates 2006

¹⁸ <http://www.mla.gov.uk> (Jan 2011)

¹⁹ Museums, Libraries & Archives <http://www.inspiredlearningforall.gov.uk/toolstemplates/genericsocial/>

GSO Resource 4.2 Making an Impact: on local communities and further afield

This diagram shows four types of organisations; 1) not doing: 2) doing but not promoting, 3) doing but not embedding and 4) best practice organisations who are doing good work and successfully making a case for this work.

Impact on communities			
Low impact on communities		High impact on communities	
Impact externally			
High impact externally 	DOING BUT NOT EMBEDDED (2) Doing highly valued and visible project work, yet work is viewed organisationally as discrete and self-contained rather than as core and embedded in the organisation.	BEST PRACTICE (4) Organisations with a high level of work that values the involvement of communities and nurtures the growth of community involvement. Core work includes making themselves easy to reach, socially inclusive and making others aware of the benefits of their service in civic and community life.	
	NOT DOING (1) Direction, focus and style of work does not reflect the communities the organisation serves, either because the organisation is not responsive, not aware or not confident in meeting changed needs for choice and participation.	DOING BUT NOT PROMOTING (3) Doing good community work, well embedded in the social fabric of their community for historical, geographical or community reasons but not recording, articulating or promoting the work they do beyond their service.	
Low impact externally			

4. Case Studies

The following ten case studies, which cover 19 volunteer schemes, are the product of both interview and survey. A copy of the survey form used for gathering information is included as *Appendix A*. The form was used as a device for ensuring that information was obtained in a consistent manner; it was not intended as a tool for comparative or statistical data.

The percentages in each case study under the 'Evaluation' section are approximate estimates of the proportional benefit for each stakeholder – organisation, volunteer, wider community. For example; the hypothetical scenario below shows an organisation doing well out of a scheme but the volunteers and community not getting much advantage.

Beneficial outcomes for;

- | | |
|-----------------------|-----|
| ▪ the organisation | 90% |
| ▪ the volunteer | 5% |
| ▪ the wider community | 5% |

Another scenario which indicates a more even spread of benefit would be;

- | | |
|-----------------------|-----|
| ▪ the organisation | 40% |
| ▪ the volunteer | 40% |
| ▪ the wider community | 20% |

The percentage estimates are the result of judgements made by the organisation and the researcher based on the information provided by the case study. They are not meant to be used to set targets, indeed for some projects it may not be appropriate to have a high community advantage, but rather to encourage organisations to consider where the benefit of their volunteer programme resides. See 4.6 Beneficial Outcomes for further discussion of the advantages of volunteering, the evaluation and monitoring of stakeholder benefits.

4.1 Bedfordshire & Luton Archives Service

4.1.1 Repackaging

- To bring the packaging of specified archives up to modern standards.

Volunteers:

Volunteers per week = 1 for 2 days.

Age - 65-74

Project ran between 1998 – April 2010 and ceased when the volunteer retired. New volunteer started August 2010.

Recruitment:

NADFAS, Friends group, Bedford Volunteer Centre

The most successful were the Friends group and Volunteer centre. The particular work regime needed for this project required considerable concentration with the task in hand.

Tasks:

Volunteers stock checked and repackaged collections. Non-archival, inadequate or inappropriate packaging was exchanged for acid free four flap folders, boxes etc. Documents were also surveyed for conservation requirements. Basic activities such as; flattening, numbering and minor surface cleaning were also carried out.

The project has been in abeyance due to retirement but between 1998 and spring 2010, 325 large boxes of mixed archives were repackaged. Each box commonly contained a mixture of

volumes, paper, photographs and parchment and could contain a few volumes or several hundred documents depending on the collection.

Training and supervision:

An experienced conservator worked closely with the volunteers for the first few weeks, giving guidance on what sort of packaging to use with which archive format as it occurred in the collection. Practical training on making folders, surface cleaning was given as the situation arose and was repeated at intervals, as necessary. Written guidelines on packaging and document numbering were given.

Once the volunteers were trained and settled in, supervision took on average 5-10 minutes a day.

Evaluation:

The success of this project was gauged via feedback from the volunteers and archive staff, e.g. what the volunteers enjoyed about their work, and how document production staff observed that items were easier to find and therefore quicker to produce and put away. From the perspective of the organisation the project has been a success because there are a large number of boxes repackaged that would otherwise not have been.

Beneficial outcomes for;

- | | |
|-----------------------|-----|
| ▪ the organisation | 50% |
| ▪ the volunteer | 30% |
| ▪ the wider community | 20% |

Tips and comments:

The conservator started the project thinking that two or three people working together would be a good idea as they could assist one another and remind one another of what was required by each type of document etc. However, it soon became apparent that the room was too small for a group and that rather than talking about the work they tended to chat about other things resulting in loss of concentration. Whilst a certain amount of friendly talk is a positive aspect of a volunteer group and can lead to friendships and some gentle competition relating to the task at hand, there are some circumstances when it can become too distracting and lead to a high level of mistakes. For this project one person on their own was found to be much better.

It was also found that there was a wide disparity between the capacities of individuals able to respond to training.

The archive prioritises the use of volunteers for transcription or cataloguing and so when finding new volunteers for the repackaging project it was necessary to take a proactive approach to finding the right person.

4.1.2 Rebinding DBV Collections

- To repair and/or rebind rating valuation books from 1910.

Volunteers:

Volunteers per week = 1 for 1 day a week

Age – 45-54

Project ran between May – September 2009

Recruitment:

Word of mouth.

Tasks:

Assess damage and carry out necessary repairs to 2 volumes. This consisted of re-backing and some re-sewing.

Training and supervision:

Guidance and instruction for each treatment was given by the in-house conservator. The volunteer was undertaking the conservation diploma at Camberwell and had completed an evening class in book binding. They were using the project to gain further experience in book repair and binding. Expenses were not covered.

Supervision was undertaken by the conservator and took a couple of hours at the beginning of the project dropping to about 15 minutes a day half way through.

Evaluation:

Two volumes from a heavily used collection now in good working order is the beneficial outcome for the organisation.

Beneficial outcomes for;

- | | |
|-----------------------|-----|
| ▪ the organisation | 50% |
| ▪ the volunteer | 40% |
| ▪ the wider community | 10% |

Tips and comments:

Students can sometimes find it difficult to find enough time for a complex project as they have to understandably prioritise their college work over the commitment to a volunteer placement. Students who are studying conservation still require a considerable amount of supervision and training.

4.1.3 General Conservation Assistance.

- To assist the conservator in her duties, therefore freeing her to carry out other tasks.

Volunteers:

Volunteers per week = 2 for 1 day a week

Age – 25-44

Project period 2009/10

Recruitment:

Word of mouth x 1. Society of Archivist's list x 1.

Tasks:

One volunteer was designated to carry out routine conservation and preservation tasks, including; document cleaning, minor repairs and repackaging. The other volunteer has been working on two 19th century police court volumes, carrying out paper repair, re-sewing and preparation for re-binding.

Training and supervision:

Guidance and instruction for each treatment was given by the in-house conservator. One volunteer has a post-graduate diploma in conservation from Camberwell College and was working on her MA part-time. The other had just completed her MA as a jeweller working in silver and paper and was considering her career options; so both already had relevant experience to build on. Expenses were not covered.

Supervision was undertaken by the conservator and took a couple of hours at the beginning dropping later to about 15 minutes a day.

Evaluation:

Two volumes from a heavily used collection now in good working order is the beneficial outcome for the organisation.

Beneficial outcomes for;

- the organisation 50%
- the volunteer 40%
- the wider community 10%

Tips and comments:

Both volunteers are likely to be leaving at the end of August. The project has highlighted the need for additional paid conservation help and for a time it was hoped this would happen, however the current financial constraints on local government now make this unlikely.

4.1.4 Gaol database

- To provide an on-line database of all Bedford gaol registers 1801-1902 and reduce the requirement for handling.

Volunteers:

Volunteers per week = 2 for ½ day.

Age – currently 55-64, previously 18-24

Project is ongoing.

Recruitment:

Word of mouth x 3, Community group x 2

Tasks:

The volunteers transcribe text from 19th century gaol registers into an Access database. This will eventually mean that the registers (which are very large and in poor condition) don't have to be produced in the search room and so will no longer be subject to wear and tear.

Training and supervision:

Demonstration and instruction was given to each of the volunteers. It was fairly easy to get the hang of the database and the other skill they needed to learn was the ability to read the old fashioned handwriting. Supervision was undertaken by the conservator and currently takes about 10 minutes a day.

Evaluation:

The database is proving very useful for users but it is less clear yet whether the project will be beneficial in terms of conservation. As each volume is completed it will be put into storage and not consulted but until then, while they are being transcribed they get more handling and use than they have had since they were created.

Beneficial outcomes for;

- the organisation 60%
- the volunteer 20%
- the wider community 20%

Tips and comments:

If the archive had more space the volumes could be left out rather than having to keep taking them in and out of the stacks. With another 7 registers to go before the project is completed, there is still another five or six years to go.

4.2 University of the Arts, London. University Archives and Special Collections Centre

4.2.1 Stanley Kubrick costumes

- To provide safe storage for costumes to be stored and viewed with limited handling.

Volunteers:

Volunteers = 2 for a 3 week period

Age – 18-24

Recruitment:

Course tutor at Camberwell College

Tasks:

This volunteer project was originally identified by the course tutor as a good potential assignment and formed the student's major project for their college course work. The 2 students worked together over 3 weeks to design and produce a system of packaging which would allow the costumes, which had arrived in the archive scrunched up into cardboard boxes, to be viewed with limited or no handling.

The costumes were flattened and laid out in purpose-made boxes, supported with plastazote where necessary. Most of them can now be viewed simply by lifting off the lid of the box, others can be looked at by lifting up the separate layers.

Training and supervision:

As the project was conducted as part of the Camberwell College course the supervision and training required was the responsibility of the course tutors. The students worked in the search room with little supervision except concerning issues of access to material which needed to be discussed with archive staff, but would have taken up a small amount of time. Expenses are not covered.

Evaluation:

The costumes are now in a far better condition than they were before, staff no longer have to supervise their use as much and they are much easier to view. They are not vulnerable to further damage during access because few users would have to handle them at all.

The project was written up as part of the students course work and seen as a successful scheme for them. This was a project which would have required additional funding and is unlikely to have been carried out without the volunteer input.

Beneficial outcomes for;

- | | |
|-----------------------|-----|
| ▪ the organisation | 50% |
| ▪ the volunteer | 30% |
| ▪ the wider community | 20% |

Tips and comments:

As quite a lot of space was required for this project it need to be planned in advance as the tables in the search room had to be booked.

4.2.2 Stanley Kubrick stills and slides

- To provide archive storage for photographic media and provide information to support and enhance the catalogue.

Volunteers:

Volunteers = 1 for 1 day a week

Age – 55-64

Project - ongoing

Recruitment:

Word of mouth

Tasks:

This volunteer had worked on the Stanley Kubrick film '2001' and was therefore in a unique position to help provide the archive with additional information regarding photographic material. In addition, she was a model maker and artist and therefore had good handling skills. Her tasks involved going through the stills and slides from the film; ordering, identifying and repackaging them. In particular she was able to identify people in the photographs.

Training and supervision:

Training and supervision were provided by archive staff, as appropriate.

Evaluation:

The repackaging and cataloguing greatly benefited the archive by providing an important series of slides with archival packaging in original order and with detailed catalogue entries.

Beneficial outcomes for;

- | | |
|-----------------------|-----|
| ▪ the organisation | 50% |
| ▪ the volunteer | 30% |
| ▪ the wider community | 20% |

4.2.3 Stanley Kubrick repackaging

- To provide archive packaging for documents.

Volunteers:

Volunteers = groups as part of a college project

Age – 18-24

Recruitment:

Course tutor at Camberwell College

Tasks:

The Camberwell tutor organised for students to come to the archive in pairs and/or groups to repackage archives. The collection consisted of research material which was badly packaged in metal lever-arch files and transparent acetate folders and it was transferred into archival enclosures and files. Some items, which required more intensive treatment due to the level and type of damage such as deteriorated film strips, were taken to the college studio for cleaning because the treatment involved the use of solvents and a fume hood.

Training and supervision:

As the project was conducted as part of the Camberwell College course the supervision and training required was the responsibility of the course tutors. Issues concerning access to material and security were primarily the responsibility of archive staff.

Evaluation:

This was a simple repackaging exercise with a limited timescale which largely achieved its aims in providing improved re-packaging for documents. The students will have gained experience and understanding as part of their course and general career development.

Beneficial outcomes for;

- the organisation 40%
- the volunteer 50%
- the wider community 10%

Tips and comments:

Issues of security need to be considered carefully when dealing with volunteers but when using students the organisation can have some reliance on the college system for assurance regarding probity and identification. Volunteers should not normally be allowed to work in the store on their own. The archive has invested in a conservation bench but because of lack of space it is seldom used.

The challenge when working with volunteers is to have clearly identified projects which have been thought through and well planned. Often it is advisable to check through the process of work with a conservator prior to setting up a system.

Working with students can be extremely valuable but they only have finite amounts of time and sometimes projects have not been completed within the allotted time.

4.3 Shropshire Archives

4.3.1 Conservation support

- To make vulnerable and damaged archives available for use

Volunteers:

Volunteers = 20 active volunteers in total, ½ day x 12, 1 day x 8

Age – 55-64 and 65-74

Project started 1990 - ongoing

Recruitment:

NADFAS, Former projects, Friends groups, Word of mouth

Tasks:

The most common activities are document cleaning and flattening marginally unissuable material, thus making it issuable. Those with suitable handwriting and the ability to concentrate may be deployed in numbering documents. Those with suitable manual skills may be employed in the cleaning and flattening of more challenging material. Those who have enough skill may be involved in the repair of documents.

Training and supervision:

Training is given as needed, when volunteers show a particular aptitude they can be trained to carry out more sophisticated tasks such as repair.

Supervision is undertaken by the Senior Conservator or Conservation assistant although more experienced volunteers will also supervise other volunteers. For example; the NADFAS group take little supervision time as they undertake basic tasks which have been prepared by other volunteers.

Evaluation:

Volunteer satisfaction – *‘they wouldn’t come if they didn’t want to.’*

Beneficial outcomes for;

- the organisation 40%

- the volunteer 40%
- the wider community 20%

Tips and comments:

Good selection is the key to a successful project. Start slow by only promising a short period to begin with. Appreciation is important and the archive has a dedicated volunteer's party every December.

Whilst having volunteers is useful because of the work they do it also has a political dimension in that it is an activity that is seen by the local authority as being of wide benefit to the community.

Volunteers have been integral in a number of projects and have been especially useful in externally funded projects, mainly HLF.

4.4 Plymouth & West Devon Record Office

4.4.1 Western Morning News Scanning Project

- To make a vulnerable collection more accessible and reduce handling of the original material

Volunteers:

Volunteers = 20 active volunteers, between 1- 3 hours at a time, 160 extra hours per month
 Age – Full age range, try to keep age groups together
 Project started – 2009, ongoing

Recruitment:

Record Office website, Archives day had a note book on table for people to indicate interest.

Tasks:

The volunteers have the use of 3 scanners with which to scan items from a local newspaper collection of over 38,000 items, dated 1921-1970s. Volunteers only scan for between 1 and 3 hours at a time because after that they get too tired from such a monotonous job.

Staff complete the catalogue, data entry and re-packaging tasks and so far 20,000 items have been made available on the website. It is difficult to find the money for packaging materials.

Training and supervision:

New volunteers start at the archive after an informal chat which does the job of an interview. References are taken up and they are given induction including H&S information. The archivist has produced a role profile for each task and a crib sheet to remind volunteers how to carry out specific activities. Each volunteer has an email log-in so that they can work independently. This gives them access to the software they need, using their own password, but no further into the archive computer system.

Now the more experienced volunteers are able to show new recruits how to undertake the scanning. In addition, volunteers are often given a 'buddy' to see them through the training and any subsequent problems. Expenses are not covered.

Evaluation:

Beneficial outcomes for;

- the organisation 40%

- the volunteer 30%
- the wider community 30%

The benefits for the organisation are clear in the outcomes, there is also a significant knock on effect for the wider community, locally and nationally, having this information available on-line. The volunteers are good advocates for the organisation.

The office organises open days at Guildhall and during Christmas where volunteers help with the stalls and talk to the public.

Tips and comments:

The volunteers are treated the same as the staff, as a full member of the team we do not have a sense of ‘them and us’. They can come for coffee at the same time as staff and in a small office having volunteers helps to maintain good morale as everyone feels that it is a positive contribution to the archive. They only work on jobs that just couldn’t be done by the staff because they are so busy.

These type of records are difficult to get funding for so this is really the only way they could be made available on the internet.

The office had a conservator for a while but the funds ran out and this is now the only way to get this type of work done.

4.4.2 Local Studies Scanning Project

- To make a vulnerable collection more accessible and reduce handling of the original photographic media

Volunteers:

Volunteers = 6
 Age – 55-64
 Project – 2009, 3-4 months

Recruitment:

Record Office website, Archives day with a note book on table for people to indicate interest.

Tasks:

The volunteers scan photographic items from a local history collection of over 12,000 images. The scans are attributed by the volunteers as they go and are available on a searchable database on the website.

Training and supervision:

As with the previous project volunteers are trained and the archivist has produced a role profile for each task and a crib sheet to remind volunteers how to carry out specific activities.

Evaluation:

Beneficial outcomes for;

- the organisation 40%
- the volunteer 30%
- the wider community 30%

Good partnership working with the local studies group. People are keen to work on local photographs and find enjoyment in coming into contact with that type of material.

4.5 Wolverhampton City Archives

4.5.1 Sorting and re-packaging licensing records

- To sort, organise and re-package recently acquired records

Volunteers:

Volunteers = 1 day a week for 3 months

Age – 65-74

Recruitment:

Friends group

Tasks:

The licensing records came as two vans full of records in rubbish sacks, the volunteer was a 'Friend of the Archive' with a deep knowledge of licensing records and was chosen specifically. He sorted, weeded and organised the records while the conservator cleaned, packed and made the entries in CALM.

Training and supervision:

Training is given as appropriate to the project. Volunteers generally work in the conservation workshop with the conservator and so supervision is 'little and often'. The licensing project was quite involved and as it was a joint project the conservator and volunteer worked as a team, so training and supervision was ongoing.

Evaluation:

Beneficial outcomes for;

- | | |
|-----------------------|-----|
| ▪ the organisation | 50% |
| ▪ the volunteer | 40% |
| ▪ the wider community | 10% |

Archive material can remain in plastic bags, grocery boxes, in the accession room for extended periods and as a result of the volunteer project the licensing records have ended up listed, boxed, and on the catalogue.

The volunteer had recently retired and so was glad of something to do over the winter and to have privileged access to records he was interested in.

An earlier volunteer, who went on to work for the Sheffield Archives conservation team, re-packaged, re-labelled and re-boxed all the early private deposits; something we can do now we have the space. The success of that was easy to see and very satisfying.

Tips and comments:

Play to the skills and interests of the volunteer, if they get bored they stop turning up.

4.5.2 Listing and re-packaging Methodist records

- To list and re-package archive records

Volunteers:

Volunteers = 1, 1 day a week

Age – under 24

Recruitment:

Word of mouth

Tasks:

The Methodist records were listed on computer by the volunteer while the conservator did the re-packaging.

Training and supervision:

Training is given as appropriate to the project and depending on the skills of the volunteer. The work on the Methodist records required little supervision.

Evaluation:

The volunteer is undertaking this work as a route into paid archive work.

Beneficial outcomes for;

- | | |
|-----------------------|-----|
| ▪ the organisation | 40% |
| ▪ the volunteer | 40% |
| ▪ the wider community | 10% |

4.6 University College London (UCL) Special Collections Library

4.6.1 Cleaning, box-making and other preservation activities

- To improve the storage and access to specified collections

Volunteers:

Volunteers = 32 over 2010, working on a rota
Age – 18-24 and 25-34

Recruitment:

Internal UCL advertising, word of mouth, Camberwell College, UCL volunteer department

Project activities:

The project started work on the most valuable collections to ensure the work was of a high priority to the organisation. Books are brought to a work area by trolley, (there are 3 work areas) volunteers carry out surface cleaning, survey using a simple survey sheet with accompanying definitions and stamp books if necessary. If the book needs additional protection a phase box is made, otherwise they are tied with cotton tape. Each book has an archive paper slip inserted with the class mark written in pencil. Books are returned to the shelf by the volunteers.

Training and supervision:

Volunteers have to provide references although students from UCL or Camberwell College are vouched for by their verifiable student status. Prior to starting, each prospective volunteer has an informal 'chat' with the Preservation Librarian and is shown round the library and the project is described. If they decide to go ahead the volunteer is asked to sign a Volunteer Agreement, given a work placement plan and a copy of the UCL Library Services Volunteer Policy. Induction also covers H&S, security and access. As the volunteers are working in the storage areas it is important that they are made aware that security cameras scan the stacks as well as other areas of the building. Expenses are not covered.

The volunteers work according to a rota that is available to all, some come in for short periods and others spend longer sessions. The rota is essential for working with so many

volunteers as they need to know that a work place is available for their time slot and the supervisor needs to have an overview of when work is being carried out.

Training is given by the Preservation Librarian who is also an accredited conservator, as appropriate to the skills and experience of the volunteer. There are written crib sheets and guidelines provided for all tasks and for the survey. The guidelines are pinned to the wall above the work area so they are visible to the volunteer at all times. Experienced and competent volunteers are used to train new ones and they may also contribute to the development of instructions and guidelines under the supervision of the Preservation Librarian.

The skill level and knowledge of the volunteer is monitored and volunteers can get moved to different tasks if their work is not to standard or if they need to have a change. There are a number of tasks available to cover a range of skills and interests. For example; not all the volunteers would be involved in box-making or inputting survey data.

With so many volunteers to manage it is important to supervise, interview and train each individual carefully. As the majority of the volunteers are students there is a natural rhythm, based around the academic year, to the activities and periods of time spent by volunteers in the library and although there are exceptions this is the case for the majority. It is also possible for volunteers to attend the library for extended periods of several weeks or even months at a time for a short internship or work placement and further activities can be tailored to that situation.

Evaluation:

Many of the volunteers are history or art history undergraduates and post graduates; or conservation students. The benefits of undertaking this volunteering for the students is mainly in terms of career development and as a route into paid employment. The current and future user community benefits from greater availability to the material and the organisation has a considerable amount of work generated which would not be possible any other way.

The preservation librarian keeps a record of the activities of the volunteers and maintains statistics on the numbers of treated books and hours given by the volunteers. This information is crucial for presenting to other managers at UCL, estimating the amount of work that can be undertaken in a given period of time and for use in funding applications.

Beneficial outcomes for;

- the organisation 50%
- the volunteer 30%
- the wider community 20%

Tips and comments:

The model that has been used by UCL is one which could be picked up and used by other organisations or subsequent staff at UCL.

4.7 London Metropolitan Archives (LMA)

4.7.1 Re-packaging Glass Plate Negatives

- Re-housing a series of historic photographic glass plate negatives

Volunteers:

Volunteers = 1 and later 2, 1 day a week. Ran between 2002 and 2006.

Age – 45-54 and 55-64

Recruitment:

NADFAS, Word of mouth

Tasks:

A series of approximately 19,000 8½" x 6½" glass plate negatives were housed in deteriorating glassine envelopes and acidic boxes and although the new archival packaging had been purchased it had not been possible to find the staff time necessary to re-house the plates. The archival packaging consisted of photographic standard four flap folders and negative boxes to hold plates upright.

Tasks included; removal and disposal of old packaging and numbering the new 4 flap folder in pencil. The paper is folded and the plate placed carefully inside. Any dusty plates were lightly dusted with a soft brush before putting into the folder. The plates were then placed inside the box. Any occasional plates that were cracked or broken were supported by sandwiching between archival board and their condition noted. The number of plates in each box was written in pencil on the outside of the box.

Training and supervision:

An approach was initially made to NADFAS but at that time only one volunteer took up the opportunity to work on the project; however this volunteer stayed for a number of years and completed the project together with a second volunteer who joined after about a year. Prior to starting the project, which had been the first conservation scheme with volunteers to run at LMA, it was envisaged that a group carrying out the re-packaging would be preferable but as it turned out the right person working on their own was absolutely fine and worked well. When she was later joined by a second volunteer with conservation experience, she was happy to have company.

Training was given by the conservation volunteer supervisor as appropriate to the skills and experience of the individual, and in line with LMA policy on volunteers each volunteer is given a copy of the volunteer policy document and had to sign a volunteer agreement. Induction includes information on H&S, handling, security and LMA practices and procedures. In addition, each volunteer has an annual meeting to discuss any issues or problems and LMA organises a 'volunteer day' with events and talks for all the volunteers working at the office. Expenses are paid to volunteers.

The project was undertaken in the conservation workshop where a whole table could be given over to the work and supervision maintained throughout the day if necessary. Packaging materials and items being worked on could be kept nearby so that it was easier to get out and prepare for the volunteers. The amount of time needed for supervision and monitoring probably averaged between 30 minutes and 1 hour per week, after the initial training and setting up of the project.

Evaluation:

The project celebrated several milestones; after re-packaging 5,000 and 10,000 plates, and at the completion of the project. The success for the organisation was measured in terms of the significant improvement in storage for an important collection of negatives.

The volunteers gained considerable satisfaction from inclusion in a team and contributing to the archive service, and one of the volunteers was able to maintain their conservation skills during a period of low employment. The benefits to be seen by the user community are primarily for the future as this series of negatives will be available in a good condition for a longer period than if the re-housing had not been carried out.

The conservation supervisor keeps a record of the activities of the volunteers and maintains statistics on work done and hours given by the volunteers. This information is crucial for presenting to managers, estimating completion times and for use in funding applications.

Beneficial outcomes for;

- the organisation 50%
- the volunteer 40%
- the wider community 10%

Tips and comments:

The contribution that can be made by even a single volunteer working on a long-term project can be significant for a service. It can be noted that purchasing the appropriate archival packaging for a collection in advance, particularly for photographic media which are especially susceptible to deterioration in the wrong packaging, can be worthwhile even if a volunteer is not currently available as there is then a ready made project.

4.7.2 Digital Imaging Project

- Preparation of documents for digitisation

Volunteers:

Volunteers = 7, 1 day a week.

Age – 35-44, 54-64 and 65-74

Recruitment:

Word of mouth, in person at LMA, previous volunteer schemes at LMA, LMA website, archive open days, reading room notices

Tasks:

Several large series of Wills were required for a programme of digitisation. The condition of the different series' varies considerably with some only needing re-numbering while others had widespread damage and a lot of surface dirt. Some projects also included noting down any interesting information which was then entered into a database by the archivist and added to the catalogue.

Some of the Wills needed only to be re-numbered and these were started by the volunteers but at a later date continued by contract staff. Numbering can be a difficult task to ask volunteers to undertake for extended periods because although it is a simple activity it requires extreme accuracy and the amount of checking required to ensure consistency often out ways the advantage of having a volunteer carry it out. Volunteers are also likely to find it rather boring after a short period and ask for alternative jobs.

The full range of tasks involved in this project included; going through a box and numbering each document, cleaning dirty documents with a latex cleaning sponge, opening out folded documents if necessary, putting into folders and placing flat in archive boxes. Documents with tears or losses reducing the usability of the document were passed onto a conservator for repair.

Training and supervision:

Training was given by the conservation volunteer supervisor as appropriate to the skills and experience of the individual, and in line with LMA policy on volunteers – see above for further details.

Evaluation:

This material is incredibly popular with family historians and the opportunity for the archive to make it available on-line is exceptionally important. However, the resources of the archive are not so great as to allow this work to be carried out by staff.

The volunteers make a valuable contribution to the work of the archive and are treated with respect by staff at all levels. They appreciate having involvement in the work of the archive and being able to play a part in the development and improvement in the resources of the organisation. This is particularly significant for some of them as the documents are important sources for family history which is a subject many of the volunteers are interested in.

The user community benefits greatly from the work of the volunteers as it is helping to make large quantities of popular sources available on-line.

Beneficial outcomes for;

- the organisation 40%
- the volunteer 30%
- the wider community 30%

Tips and comments:

Volunteers may not always be prepared to carry out every aspect of a scheme of work if it becomes too repetitive. The organisation may need to have alternative projects available to occupy volunteers if they need a change for whatever reason.

An example of the statistics kept by LMA for the project;

DW/PA/05 Wills

This series of Wills has approximately 23,500 items in it, a small proportion of which have been previously conserved. The volunteers are currently 60% through the cleaning.

Number of volunteer hours	1,029.25
Number of volunteers	10
Number of items cleaned – complete	12,060
Number of boxes cleaned – complete	49
Number of items in progress	0
Number of boxes in progress	3
Number of items still to be cleaned	9,316
Number of boxes still to be cleaned	48

4.7.3 Public House Photos

- Re-housing a collection of vulnerable colour photographs

Volunteers:

Volunteers = between 2 and 9, 1 day a week. November 2006 to March 2007

Age – 55-64 and 65-74

Recruitment:

Word of mouth, LMA website, archive open days

Tasks:

This was a large collection of colour photographs taken in the 1980's by one photographer, Michael Jones. There were no associated negatives so the photographic prints were the

primary resource and the collection provided a unique mapping of pubs in London during a high point in their operation. Prior to the re-housing exercise it was not known exactly how many photos there were and the packaging consisted of non-archival sleeves. The volunteers numbered the photographs in pencil on the back and re-packaged them into photographic standard archival sleeves and boxes.

Training and supervision:

The volunteers were given handling instructions and shown how to number and repackage the photographs, as appropriate to the skills and experience of the individual, and in line with LMA policy on volunteers – see above for further details on induction and supervision.

Evaluation:

These photographs are a unique resource and will remain in a useable condition for a far longer time with protective packaging to archival standard. The volunteers enjoyed looking at the photographs as they worked through the series and gained considerable satisfaction from putting them into good quality storage.

Beneficial outcomes for;

- the organisation 50%
- the volunteer 40%
- the wider community 10%

An example of the statistics kept by LMA for the project;

LMA/4473 Public House Photos	July	Aug	Sept	Oct	Total
Volunteer hours worked	27	35.75	71	115	248.75
Number of volunteers	2	5	7	8	9
Folders repackaged	2	3	6	8	19
Folders in progress	2	4	5	8	8
Folders remaining	75	72	66	58	58

Project complete	
LMA/4473 – Public House Photos – July 2006 to March 2007	
Volunteer hours worked	621
Number of volunteers	9
Folders repackaged	116
Photographs repackaged	18,610

4.8 Westminster City Archives

4.8.1 Preservation of St George’s Hanover Square C Plans and The Theatre Collection

- To make vulnerable and damaged archives available for use

Volunteers:

Volunteers = 12-15, 1 day a week
 Age – a wide range of ages
 Project - ongoing

Recruitment:

NADFAS x 5, advertising at Volunteer Centres, word of mouth x 6, community group x 2, students x 2

Expressions of interest are made to the Archives by a variety of means, including e-mail, website, Westminster Volunteers Bureau telephone, and also in writing. Volunteers are selected on the basis of skills, experience, interests and availability for a particular project. An informal interview is arranged to discuss their goals and the needs of the organisation.

Tasks:

Volunteers are usually involved in the preservation of collections. Their responsibilities include; collation of materials – where appropriate; dry cleaning, removing any rusty staples, pins, re-attaching materials with bookbinding thread – re-packaging collections to acid-free folders. University student volunteers are also trained to carry out minor repairs.

In the past volunteers have also been involved in the preservation of microfilm reels; re-packaging reels and making labels for the new boxes, exhibitions or educational projects in order to make collections more accessible.

Training and supervision:

Induction and training take place shortly after their volunteers start. They receive a tour of the Archives building and storage rooms and instruction in Fire evacuation. They are given a pack with the Volunteer Policy, objectives of the council, and relevant leaflets including; Health and Safety, Data Protection, copyright etc.

Within their first two weeks the volunteers have a PowerPoint presentation on the history of papermaking and the 'enemies of paper' as well as a specific training on handling and managing archival materials. Further training is concerned with the practical work and occurs according to the day to day needs, ensuring they have all the necessary H&S information. For the purposes of their conservation training the conservator has produced a document entitled 'Guidance for Conservation Volunteers'.

The conservator is responsible for training, supervision, monitoring of work, providing feedback and discussing progress. Feedback meetings are arranged frequently during a project and a final one at the end of each project. Initially, the conservator spends 2-3 days to train and supervise the volunteers on a project.

Some volunteers have more experience than others but all show enthusiasm and keenness to offer their services and learn new skills. Once trained, with the provision of knowing that any unusual problems should be referred to the conservator they can be left to complete the various component tasks, leaving the conservator to proceed with more technically demanding work and the assessment of new projects.

Evaluation:

Evaluation is concerned with the completion of projects on time, according to the 5 year conservation plan. Quality of work is an essential component of success.

Beneficial outcomes for;

- | | |
|-----------------------|-----|
| ▪ the organisation | 40% |
| ▪ the volunteer | 40% |
| ▪ the wider community | 20% |

Conservator's comment:

"I do believe in the power of volunteerism as a mutual benefit. The conservation studio at Westminster City Archives actively contributes to enriching people's lives, raising the profile of the archives by

offering work experience to 12-14 volunteers of a diverse team consisting of NADFAS volunteers; university students from Foreign Academic Programmes, conservation students, high school students and adults who wish to develop further their professional qualifications as well as Westminster residents.

Volunteers work cuts down considerably the length of time needed for conservation and preservation projects to complete. Their contribution to the archives is extremely valuable due to the time consuming work required and enables me to proceed with new and ongoing projects which require a more skilled and analytical approach.

In return for their time I dedicate a lot of personal effort to help them in employability, gaining new and interesting skills, enhancing their communication abilities and building their teamwork confidence. Ensuring that my activities promote equality, diversity and community cohesion measure the impact of volunteering through exit feedback and regular observations."

Volunteer's comment:

"My experience at the Westminster Archives Centre was life changing. I came here at a cross roads in my life and career and found a new direction. I really enjoyed working with Georgia, her patience and skills are inspirational. My voluntary work at the archives has taught me many invaluable skills that will no doubt be beneficial to me in my future endeavours." Female 20-27 History of Art student, San Francisco.

Tips and comments:

Explicit recognition of valuing their contribution and proper support is fundamental to a fair relationship between volunteers and the service. Treating volunteers as individuals but also helping them to bond as a team is important. Examples to make them feel valued are: publicly acknowledging their support in print, on websites, speeches, small celebrations at the end of each project, organising a volunteers day when all volunteers can get together with food and drinks, offer them the benefits of the Friends like having discounts for books or days out, invite them to take part in refresher training for staff in handling archival collections, offer them to use staff facilities when appropriate etc.

Westminster is in the process of updating its Volunteers Policy. Also, as part of the Big Society, Westminster Council and NHS Westminster in partnership with the voluntary sector are currently undertaking a review to determine new arrangements for how the voluntary and community sector is commissioned to deliver services. Areas the campaign could address include;

- The barriers or concerns raised in focus groups that stop people volunteering
- Encouraging people to consider volunteering in their local community by highlighting available opportunities.

4.9 Norfolk Record Office

4.9.1 The archive of G. King & Son Ltd, of Norwich, 1927-2003

- To ensure the long-term preservation of an important National collection of photographic media

Volunteers:

Volunteers = 16, on average ½ day a week

Age – a wide range of ages

Project – December 2008 to June 2010

Recruitment:

Posters in archive common room, archive newsletter, word of mouth

Tasks:

The volunteers re-packaged photographic material consisting of photographic prints, slides, glass plate negatives and acetate negatives into polyester sleeves, folders and archive boxes. In addition to repackaging individual images the volunteers also transcribed information from old packaging onto new, and onto a separate sheet of paper to be kept in the box.

In order for the project to run smoothly the NRO carried out some pilot exercises using the volunteers and this series of pilot exercises proved invaluable in setting the scale and scope of the project. The purpose of the pilots was to:

- ensure that the correct sizes of sleeves were ordered
- support the creation and testing of record work sheets
- time work to facilitate project planning.

Each volunteer worked on their own allocated box of material which had the following advantages:

- it gave each volunteer a sense of ownership and achievement
- helped to create a sense of friendly competitiveness
- allowed the office to monitor progress
- any small errors were confined to individual boxes.

Rarely did one envelope of prints contain just one photograph; they often held loose images of various sizes which could be either colour or b&w and some also contained additional envelopes as well.

Training and supervision:

Each volunteer is introduced to the archive using an induction checklist. They were also given volunteer agreements and role descriptions and given general guidance on handling documents and specifically photographic material. Each volunteer had an introductory session with either the Senior conservator or project manager who also spent a couple of hours repackaging alongside each volunteer. This had a dual benefit, both to give information and clear guidance to the volunteer and as a suitability interview for both sides.

All volunteers started working on the photographs and those that showed greater dexterity were invited to repackage the glass plate negatives. Other volunteers were given different tasks such as transcribing an index, and making bespoke mounts for other items within the collection, and helping the project archivist repackage photographs found elsewhere in the archive.

Each volunteer completed a simple work sheet devised for the project at the end of each session. The following information was collected;

- date of session
- length of session
- box number worked on
- number of enclosures used, plus other info such as formats or noteworthy features

Evaluation:

The volunteers working on the project reported that they had gained greatly from the experience; some benefited from post-graduate experience while others came as part of their Year 10 work experience and had an 'intriguing' introduction to the work of an archive. Other, more mature volunteers found that they had grown in their sense of self worth and valued being part of a team.

The benefit for the archive was immense as the collection could not have been re-packaged during cataloguing without the help of the volunteers.

Beneficial outcomes for;

- | | |
|-----------------------|-----|
| ▪ the organisation | 40% |
| ▪ the volunteer | 40% |
| ▪ the wider community | 20% |

Tips and comments:

The time spent on planning the work for the volunteers was vital. It was important to remember that these people were giving up their time and did not want to come and hang around while staff prepare for their work. It was encouraging when they stuck to the same time and day each week as this helped to create a routine. A simple chart on a notice board alerted other staff at the NRO, who were not involved in the project, as to which volunteers to expect at any particular time.

4.10 Women's Library, London Metropolitan University

4.10.1 - Conservation and preservation of pamphlets during cataloguing

The aims of the project were to train a group of volunteers on:

- How to assess individual items for minor repair, paper conservation, rebinding.
- How to undertake minor book repairs and tie/wrap/protect items.

Volunteers:

Volunteers = 3 for 1 day a week

Age – 4 x 25/34 and 3 x 35-44 and 4 x 55-64, over duration of project

Project – Approximately 3 years duration

Recruitment:

Friends group

Tasks:

The project ran for approx 3 years and worked on minor repairs of pamphlets that were identified as part of a cataloguing project. At the end of this period staff and volunteer changes meant the minor paper repair element of the project was no longer sustainable without retraining by a conservator. By the end of the project there was only one member of staff and one volunteer who had been originally trained in minor paper repairs although the assessment for surveys, repackaging and handling issues had been embedded within the regular work of the team.

The Women's Library would be interested in repeating this project in the future – at present the library has a focus on slightly different volunteer projects (basic listing and repackaging in preparation for some cataloguing projects) but they would like to return to this model in the future

Training and supervision:

The project was instigated as a direct result of a recommendation in a preservation audit for MLA London and the collections care consultant returned at a later date to train the volunteers. They were trained in the following techniques:

1. Filling in a specially-designed record sheet (copy attached) and understanding all relevant terms and book structures.
2. Correct handling

3. External and internal dry cleaning

4. Repairing: Torn, loose or lifting covering materials;
Delaminating corners of boards;
Splitting hollow spines, whether the split was along the joint or in the centre of the end-cap;
Torn textblock leaves;
Dust jackets;
Tipping in detached single leaves;
Refolding badly-folded oversize plates/maps;
Removing rusting staples from single section material and sewing instead.

5. Making protective boxes/wrappers:

Fore-edge wrappers
Phase-boxes (4-flap)
Melinex wrappers
Phase –wrappers (3-flap)
Tying hard-covered books with detached boards with tapes

The training took place over 4 days in December 2005 and January 2006, divided as follows:

Day 1. Handling, assessment, dry cleaning, minor cover repairs

Day 2. More complex cover repairs

Day 3. Paper repairs

Day 4 Protection and support

The volunteers were provided with separate instruction sheets for every action and treatment.

During the project the volunteers were supervised by 2 Librarians. The repackaging and more basic work required less supervision; however box making and minor paper repairs required more intensive supervision. Due to lack of space and service delivery issues the project took place mainly on Mondays for roughly 7 hours a day.

Evaluation:

Awareness

The staff and volunteers benefited greatly from the training. Only one member of staff (team of 7) had worked alongside a conservator – so few had awareness of what techniques could be employed by staff/volunteers outside of a conservation studio. This awareness has seen the annual handling training being viewed by staff as more integral to their work and the quality of handling awareness in the Reading Room by staff when supervising readers also improved significantly.

Quantity and Quality of Items Repaired Quantity and Quality of Items Surveyed

Due to maternity cover the final report has not yet been finalised in terms of statistics, and this is still in the process of being completed. But it is clear that there were significant numbers of items treated over the period of the scheme.

Improved Physical Health of the collections

After the move to the new building in 2002 the library needed a project like this to focus efforts on improving the physical state of the collections. The emphasis on collections care this project brought to the library certainly improved the general preservation work and helped to create confidence amongst staff to improve the collections.

Beneficial outcomes for;

- | | |
|-----------------------|-----|
| ▪ the organisation | 35% |
| ▪ the volunteer | 32% |
| ▪ the wider community | 33% |

Tips and comments:

The initial training carried out at the beginning of the programme took in all Collections Staff (this had clear benefits as a team building and awareness tool) and volunteers from across the archive, library, museum team. However only a handful of the volunteers went on to actually deliver long term minor book repairs and although the training was useful in raising awareness for those regular long term volunteers the library would be loathe to include short term volunteers again unless the project was set up to support them in a full-time project (over a short period).

In the future, a similar project could be undertaken by either; joining staff and/or targeted volunteers from one or two similar organisations **or** ensuring that a higher proportion of volunteers worked with the library for longer.

The project was not conceived with an end date, rather as a rolling programme of work. This meant that there were no clear milestones, nor were there points at which the project was formally evaluated.

This caused some difficulties as staff changeovers meant that the volunteers in place knew more about how the project worked than the staff. No official 'end date' caused a lack of focus and boundaries for staff and volunteers. This caused some lack of control over the latter stages of the project – due to the skills of the volunteers this was not too problematic – but it could have caused problems. And a natural break in the cataloguing projects created a conclusion for the minor repairs aspect of this project.

When the library has completed current projects, it intends to review the minor book repair volunteer programme and would like to use a model similar to the earlier one. However it would be most likely to run as a project or series of projects with clearer outcomes. The previous project included intensive training and supervision, with a subsequent impact for staff, but this was not necessarily accounted for in their day to day work whilst the programme was running – mainly because it was not run as a project or series of projects.

Whether any new programme of volunteer work runs as a rolling programme or series of projects the library intends to factor in additional time and resources for regular periods of retraining; estimated at every 3 years depending on staff and volunteer turnover

APPENDIX A – Survey questionnaire

Name of organisation –

Address –

Name and job title of volunteer project manager/supervisor –

Contact details –

Is your project/s currently running yes / no / both

If 'no' please list any completed projects and how long they ran for -

Please fill out a separate sheet for each project undertaken

1. Project title

2. How many volunteers per week/month 1 day ½ day 2 days

3. Age of volunteers under 18 /under 24 /25-34 /35-44 /45-54 /55-64 /65-74

4. How did you recruit your volunteers? Tick as many as appropriate and give figure.

- NADFAS
- Advertising (where)
- Leaflets (where)
- Former projects
- Friends groups
- Word of mouth
- Community group
- Other

5. Project description Please summarise the activities of the volunteers, the aim of the project was and what it has achieved.

6. What training did you provide?

7. Who supervises the volunteers on a day to day basis and roughly how much time does this take?

8. How will you evaluate the success of the project?

9. Please put a percentage on the beneficial outcomes for each of the following –

- the organisation %
- the volunteer %
- the wider community %

Tips

Future plans

APPENDIX B – UCL, Instructions for cleaning books, survey form, survey definitions

Instructions for Cleaning Books

1. Examine the condition of the book and tick the appropriate boxes on the condition chart for bound materials.
2. Put your name at the top right hand corner of that sheet.
3. Check the front pages for an identity stamp.
 - a. If there is no stamp(s), stamp it on the reverse of the title page (using the UCL black ink pad and stamp)
 - b. If there is a red stamp, stamp the reverse of the title page as above
 - c. If there is a black stamp, you don't need to do anything.
4. If the paper flag class mark sheet is written on white acid paper, replace it with one of the cream-coloured acid free paper flags. Using a pencil, transfer the class mark details in legible and clear handwriting, and place it in the middle of the book with the class mark information clearly visible after you have finished cleaning the book.
5. Use a smoke sponge to clean the outside of the book (front and back covers, head, tail, spine and foredge) then brush off using one of the Chinese bamboo brushes at the end.
6. Clean as above the first four pages of text (plus any preceding pages) the last four pages of text (plus any following pages) in the same manner, making sure that you brush from joint to foredge and onto the surface of the table and use a wedge to support the book if necessary, when open.
7. Don't forget to insert the cream-coloured class mark paper. Then return the book to the trolley, remembering to retie books with tape if necessary.
8. Between cleaning books, make sure that you use the clean part of the sponge and discard dirtied parts as you work.
9. Never use the book as a surface to write on.

FAB 14/5/09

UCL SPECIAL COLLECTIONS COLLECTIONS CHART FOR BOUND MATERIAL

Class mark	Binding				Text				Needs Box	Other
	Good	Fair	Bad	Boards off F B	Good	Fair	Bad	Tears		

Guidelines for identifying the condition of bound materials stored in Special Collections

Definitions for ‘Good’, ‘Fair’ and ‘Bad’ condition:

‘Good’ condition:

- The binding and text-block (The body of a book, consisting of all the leaves, its pages, endpapers and/or flyleaves which make up the unit of the bound, rebound, or restored book) are in a stable and sound condition.
- Free from dust and dirt.
- Free from flecking and cracking of the binding and damaging or obtrusive stains, creases, or tears to the pages.
- The binding can safely be stored vertically or horizontally on the shelf without the need for boxing or any other housing.
- **Notwithstanding:** all books and other bound materials in this category must be handled and consulted with great care following the handling guidelines available in the Special Collections reading room and in UCL Libraries ‘Preservation Policy’.

‘Fair’ condition:

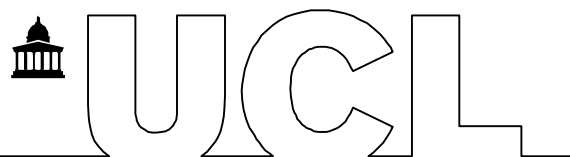
- The binding and text-block have suffered from minor damage.
- Dust and dirt (with some mould) covers part of the binding and some leaves of the text-block.
- The outer and inner joints (the outer or inner juncture of the spine and covers of a binding) and spine of the binding are about to– or are slightly split and/or scuffed and abraded.
- The boards and corners are brittle, fragmentary and delaminating.
- The text has some obtrusive staining, small losses, a few tears, and creases.
- If space permits, a binding in this category should be boxed and stored vertically or horizontally on the shelf.
- All bound material in this category must be handled and consulted with great care follow the handling guidelines available in the Special Collections reading room and in UCL Libraries ‘Preservation Policy’.

‘Bad’ condition:

- The binding and text-block has suffered damage from mould, dust and dirt, etc.
- One or both boards are off or missing.
- The boards (if intact), spine, and/or the outer and inner joints and the corners are split and/or badly scuffed, abraded, brittle and delaminating.
- The text is badly stained with large losses, tears, and creases throughout.
- This category is very **vulnerable if left un-treated or un-housed** on the shelf and **must** be boxed and conserved in some way. All books in this category should not be handled or consulted without the consent of the Preservation Librarian or a senior member of the Special Collections team. See the UCL Libraries ‘Preservation Policy’.

N/B If storage space allows it is desirable to have all special collections and other rare and valuable items housed in ‘archival quality’ (any cellulose based material, paper or board, free from lignin and ground- or chemical wood pulp, contains a neutral size, gelatine or carboxymethyl cellulose, and has been buffered with an alkaline reserve to a pH of 7 or above) boxes and other enclosures to guard against undue wear and tear, accidental spills and disasters such as floods.

UCL LIBRARY SERVICES



VOLUNTEER POLICY

1. Introduction

UCL Library Services recognises that volunteers can make an important contribution to aspects of collections care, and that the time, energy and skills offered by volunteers can benefit the work of UCL Library Services and help achieve its aims. The relationship with volunteers is one of mutual respect and commitment, in which UCL Library Services and its volunteers both have rights and responsibilities.

2. Definitions

Under this policy “volunteer” refers to a person who does voluntary work within or on behalf of UCL Library Services. This work is undertaken by choice of the individual volunteer, and it is unpaid. There is no employment relationship between the volunteer and UCL Library Services, although supervision and support for the volunteer will be provided by UCL Library Services staff.

Any reference to “staff” refers to permanent or contracted employees of UCL Library services.

3. Scope and Purpose

This policy applies to all volunteers in UCL Library Services, and its purpose is to:

- establish clear guidelines for the involvement of volunteers in the work of UCL Library Services
- highlight and acknowledge the value of the contribution made by volunteers
- reflect the purpose, values, standards and strategies of UCL Library Services in its involvement of volunteers
- recognise the respective roles, rights and responsibilities of volunteers and UCL Library Services staff
- confirm UCL Library Services’ commitment to involving volunteers in its work, where appropriate
- help to ensure the ongoing quality of both the volunteering opportunities on offer and the work carried out by our volunteers.

4. General Principles

In involving volunteers the following principles will apply:

- Tasks performed by volunteers will be clearly defined, so that all concerned with their activities are sure of their respective roles and responsibilities.
- Volunteering opportunities will complement rather than replace the work of staff.

5. Rights and Responsibilities of Volunteers

In engaging volunteers, UCL Library Services recognises the rights of volunteers to:

1. know what is expected of them and to be given clear information and an induction into the organisation
2. have clearly specified lines of support and supervision
3. be shown appreciation for their contribution to the work of UCL Library Services
4. have safe working conditions
5. be insured in the context of their volunteer work for UCL Library Services
6. know what their rights and responsibilities are in the event of any problem arising
7. be free from discrimination, prejudice, intimidation and all forms of harassment including bullying
8. meet personal development objectives through their participation as volunteers
9. ask for a reference from UCL Library Services, on the basis of their volunteer work (although UCL Library Services reserves the right to decline to give a reference in some circumstances)
10. withdraw from voluntary work, if necessary.

UCL Library Services expects volunteers to be responsible for:

1. carrying out their tasks in a manner which corresponds to the aims and values of UCL Library Services
2. working within agreed guidelines and remits
3. taking a professional and reliable approach to their volunteer work.

6. Relationship to staff

UCL Library Services will ensure that its staff at all levels are clear about the role of volunteers, and that good working relationships are fostered between staff and volunteers. The roles of staff and volunteers will be complementary and mutually supportive and the work of volunteers will not replace or undermine the work of staff.

7. Responsibilities of UCL Library Services

UCL Library Services regards its volunteers as an important part of its plans for improving the care and preservation of its collections. Every effort will be made to match the talents and interests of individual volunteers to relevant projects.

UCL Library Services commits to:

1. provide its volunteers with a suitable induction, plus Health and Safety training to ensure that they can work safely and effectively and with confidence
2. arrange appropriate liability insurance to cover its volunteers in the course of their volunteering duties

3. ensure volunteers are supervised by a named member of UCL Library Services's staff, who can provide support and advice
4. inform its volunteers about policies, plans, and programmes, through the UCL Library Services website
5. inviting volunteers to contribute to its decision-making process, where appropriate (e.g. through staff meetings).

8. Data Protection and Record-keeping

All volunteer details held by UCL Library Services will be used and stored in accordance with the Data Protection Act.

Volunteers may be asked to keep a record of their completed activities, called a Volunteer Log. This record will be signed off by the supervising manager and will act as a record of tasks and skills for future use by the volunteer and UCL Library Services; it may also form the basis of any reference given by UCL Library Services .

9. Complaint Procedure

If a volunteer has concerns regarding their work, working relationships or the working environment relative to their volunteering placement, these should be raised at the earliest opportunity with their supervising manager, with the aim of resolving the concern informally. If the volunteer considers that his or her concerns have not been addressed adequately, he or she should raise the matter in writing with the appropriate Library Services Group Manager, and the concern will subsequently be dealt with in line with the provisions of the UCL grievance procedure.

If a complaint is made about a volunteer, this will be investigated and dealt with in line with the provisions of the UCL disciplinary procedure. Any such complaint should be addressed in the first instance to the appropriate Group Manager.

10. Termination arrangements

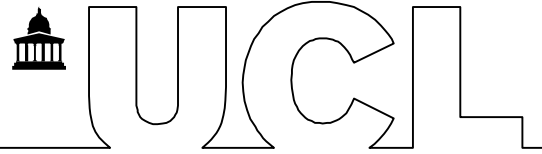
UCL Library Services recognises that In some circumstances it may be necessary to end a volunteer placement early.

If a volunteer wishes to end their placement early, UCL Library Services requests that a minimum of one week's notice is given by the volunteer.

If the decision to end a volunteer placement early is made by UCL Library Services, the volunteer will be informed of the reasons for this decision, and will be given a minimum of one week's notice. The exception to this will be in the event of termination of the placement as an outcome of the disciplinary procedure.

All queries relating to the implementation of this policy should be directed in the first instance to: UCL Library Services

Approved by UCL Library Services Senior Management Team, 27 April 2007



Volunteer Agreement

I (name of volunteer) agree to work as a volunteer for UCL Library Services and I freely commit myself to a placement / project and to

- give active support to the objectives of UCL Library Services and to perform the voluntary duties which I have freely accepted to the best of my ability
- read and accept the UCL Library Services Volunteer Policy, plus all the institution's regulations and instructions on security, health and safety, fire and other emergency procedures and confidentiality of information.
- take part in the UCL Library Services induction procedures (where appropriate) and accept training for the role where necessary.
- inform the person to whom I report as soon as possible if I am unable to meet my voluntary obligation to UCL Library Services

In the event that we no longer require your voluntary services we will advise you in accordance with UCL Library Services Volunteer Policy. Should you wish to discontinue your voluntary work with us, please inform us as soon as possible in accordance with UCL Library Services Volunteer Policy.

This agreement is not a legal document or intended to create the relationship/ responsibilities of employer/ employee.

Volunteer's Name

Signature.....**Date**:.....

Supervising Manager's Name

Signature:.....**Date**:.....

CITY OF LONDON

**Libraries, Archives and Guildhall Art
Gallery Department**

HERITAGE SERVICES DIVISION

Volunteer Policy

VISION STATEMENT

The three Heritage Services sites (Guildhall Art Gallery, Keats House and London Metropolitan Archives) attract visitors and users from London, the UK and overseas. The City of London's archive services attract over 31,000 visitors a year and over 25,000 distance enquires from all round the world; over 35,000 people a year visit Guildhall Art Gallery and Keats House in Hampstead attracts between 10,000 and 20,000 visitors. Our users have a wide range of interests, but a commitment to education and learning runs through all that we do. Volunteering is an excellent way to learn more about London; its fascinating history and diverse communities. Volunteers will be able to develop their own skills and help to support essential services for everyone interested in the history of London and the way London has been depicted through the ages.

POLICY

INTRODUCTION

1. Heritage Services Division encompasses the London Metropolitan Archives, Guildhall Art Gallery, and Keats House, all of which welcome public participation in their work.
2. A volunteer is anyone who, without compensation, or expectation of compensation beyond reimbursement of expenses incurred in the course of volunteer duties, performs a task at the direction of and on behalf of one of the sections of the Heritage Services Division.
3. A distinction is drawn between the role of the volunteer and that of the intern, whose placement may be framed by the requirements of a course of study or by other factors such as pre-application for a course of study.
4. A distinction is drawn between the role of the volunteer and a young person, typically under the age of 18, who has a period of unpaid work experience within Heritage Services.
5. Volunteers may also from time to time work under the aegis of a voluntary organisation, for example the National Association of Decorative and Fine Arts or the Heath Hands at Keats House. ***A Place in the Sun*** is a project made up of a group of volunteers with one representative who liaises with Heritage Services on the running of the project. In these cases arrangements for the voluntary work and volunteers would be made between the relevant section of Heritage Services and the volunteering organisation or group rather than between Heritage Services and the individual volunteer. Heritage Services and the volunteering organisation or group will make appropriate arrangements for the management of the volunteer project(s), usually by exchange of letters.

This Policy is applicable to **volunteers only**, and not to interns.

POLICY STATEMENT

6. The City of London's Department of Libraries, Archives and Guildhall Art Gallery, Heritage Services Division welcomes public participation in its work and recruits volunteers from the diverse communities in London and further afield, regardless of gender, age, ethnic origin, nationality, religious/political belief or disability.
7. The relationship between volunteers and the department's Heritage Services Division or any of its component sections does not create a legally binding contract. The Heritage Services Division accepts volunteers on the understanding that their services are received at its sole discretion, and that any volunteer's relationship with the Division or any of its component sections may be terminated by either side for any reason.
8. The Heritage Services Division recognises that volunteers are not substitutes for paid staff, who remain the backbone of service provision.
9. Volunteers work under the direction of Heritage Services Division staff, and do not have the authority to represent the City of London, the Department of Libraries, Archives and Guildhall Art Gallery, the Heritage Services Division or any of its component sections or make any sort of commitment on behalf of these elements of the organisation. Letters and other communications written by volunteers must be authorised by an appropriate member of the Division's staff.
10. Volunteers aged below 18 years must have the prior written consent of their parents or guardians.
11. Volunteers include people who have an active interest in the work of Heritage Services and wish to support and promote its activities and services. Volunteers may include people who are planning to study, or have studied and wish to acquire some additional work experience for one of the professions closely associated with Heritage Services: archives, museums, libraries, paper, print or modern media conservation, paint or frame conservation in particular. The definition of volunteer for Heritage Services however does **not** include anyone who is currently taking a professional course during all or part of the time of volunteering or a paid intern; for these people the term "intern" is applicable.
12. In offering their services, the Division asks that volunteers agree to:
 - subscribe to the Division's aims and share its vision
 - accept the organisation's values and standards
 - declare any conflict of interest which may arise
 - undergo any health screening or assessments necessary to assess their suitability of undertake particular activities
 - submit to criminal record checks when appropriate - this is **not** necessary for the majority of Heritage Services volunteers (and additional checks **if** tasks involving children or other vulnerable visitors groups are to be undertaken;)
 - attend any support, training or supervision sessions relevant to the work to be undertaken, their personal development or to meet health and safety requirements
 - accept a probationary period and subsequent monitoring and evaluation (this may not be the case for volunteers who come under the aegis of a voluntary organisation / group)

- sign a Volunteers Agreement (this may not be the case for volunteers who come under the aegis of a voluntary organisation / group)
 - work as team members with other staff and volunteers under the supervision of a designated member of paid staff
 - commit to the time and energy required to carry out the tasks which have been assigned to them
 - dress appropriately and wear a badge provided (with “Volunteer” or the name of the project on it)
 - be courteous and helpful to visitors, other volunteers and City of London staff
 - follow notified guidelines and procedures
 - maintain confidentiality of all proprietary or privileged information about the City of London, the LAGAG department, the Heritage Services Division or any of its component sections, to which they may have access
 - uphold the names of the City of London and the LAGAG department and its component sections
 - assign all copyright in work they produce or create on behalf of the Division to the City of London
13. In return volunteers may expect from the Heritage Services Division and its component sections:
- The opportunity to undertake meaningful and enjoyable work of value to the Division and its visitors
 - Tasks that match the needs of the Division with the skills, knowledge, experience, background and interests of the volunteers
 - Assignment descriptions, clearly outlining a complete and current description of the duties and responsibilities and a specific time frame
 - Appropriate and safe working conditions
 - Appropriate supervision and tools
 - Appropriate training, including
 - induction to the place of work
 - specific job related training
 - Personal development through training and guidance
 - Reimbursement of travel expenses (see Appendix Two)
 - Reimbursement of previously authorised expenses in carrying out assigned tasks for the Division
 - One to one progress meetings after an agreed probationary period and thereafter, to monitor and evaluate work undertaken and set targets and priorities and time frames for future work (this may not be the case for volunteers who come under the aegis of a voluntary organisation / group)
 - Full involvement in Divisional life and recognition of work done
 - Invitations to events and celebrations led by the department as appropriate, for example an annual Volunteers Day.

14. Volunteers will be assigned to projects led by project supervisors who have received training in volunteer management and evaluation, who will be responsible for ensuring that:
 - the rights of both permanent staff and volunteers are respected;
 - the responsibilities of the Division and of volunteers are recognised and carried out;
 - any reimbursement of reasonable expenses to volunteers is carried out upon submission of properly authenticated claims (see Appendix Two);
 - communication on all issues including sickness, leave of absence and any complaints from either side.
 - In the case of a volunteering organisation or group managing volunteers then project leaders are appointed at their discretion in liaison with Heritage Services
- 15 The City of London will indemnify volunteers and hold them free from civil liability to any person as the result of personal injury, loss or damage arising from the execution of tasks assigned to them on its premises on the same basis as a paid member of staff
- 16 This Policy shall be reviewed every two years

Mission Statement of the Department of Libraries, Archives and Guildhall Art Gallery:

The mission of the Department is that our high quality library and heritage services support the business, educational and leisure needs of the City's many communities and enhance its reputation as an internationally leading centre of culture and commerce

Our commitment:

The City of London provides a unique and diverse range of services to the residents, businesses, workers and visitors in the City of London and beyond. We are committed to being proactive in providing services fairly to all our potential service users. Promoting equal opportunity for all is one of our core values.

Our policy is to treat all service users, and anyone else we come into contact with, equally and with dignity and respect and not to discriminate on grounds of age, disability status, employment status, ethnic or cultural origin, gender, marital status, nationality, religious belief or non-belief, responsibility for dependants, sexual orientation, social background, or any other grounds which cannot be shown to be justified. We will recognise, respect and value difference and diversity.

In partnership with our employees, our residential communities and stakeholders, we will work hard to meet our obligations under the relevant anti-discrimination legislation, codes of practice and good practice guidelines.

Appendix One

Heritage Services Volunteer Agreement



City of London

Libraries, Archives and Guildhall Art Gallery Department: Heritage Services

VOLUNTEER AGREEMENT

This agreement is intended to indicate the seriousness of our commitment to our volunteers. The intention of the agreement is to assure you, both of our deep appreciation of your services and to indicate our commitment to do the very best we can to make your volunteer experience here a productive and rewarding one.

The Organisation

We, **Libraries, Archives and Guildhall Art Gallery Department (Heritage Services Division)**, agree to accept the services of

_____ (volunteer) as a volunteer beginning _____, and commit to providing the following:

1. The equal opportunity to undertake meaningful and enjoyable work of value to the Division and its visitors
2. Tasks that match the needs of the Division with the skills, knowledge, experience, age and interests of the volunteers
3. Assignment descriptions, clearly outlining a complete and current description of the duties and responsibilities and a specific time frame
4. Appropriate and safe working conditions
5. Appropriate supervision and tools
6. Appropriate training, including
 - induction to the place of work
 - specific job related training
7. Personal development through training and guidance
8. Reimbursement of travel expenses
9. Reimbursement of previously authorised expenses in carrying out assigned tasks for the Division
10. One to one progress meetings after an agreed probationary period and thereafter, to monitor and evaluate work undertaken and set targets and priorities and time frames for future work
11. Full involvement in Divisional life and recognition of work done

The Volunteer

Agrees to serve as a volunteer and commits to the following:

1. subscribe to the Division's aims and share its vision
2. accept the organisation's values and standards
3. declare any conflict of interest which may arise
4. undergo any health screening or assessments necessary to assess their suitability of undertake particular activities if necessary
5. submit to criminal record checks (and additional checks if tasks involving children or other vulnerable visitors groups are to be undertaken) if necessary
6. attend any support, training or supervision sessions relevant to the work to be undertaken, their personal development or to meet health and safety requirements
7. accept a probationary period and subsequent monitoring and evaluation
8. work as team members with other staff and volunteers under the supervision of a designated member of paid staff
9. commit to the time and energy required to carry out the tasks which have been assigned to them
10. dress appropriately
11. be courteous and helpful to visitors
12. follow notified guidelines and procedures
13. maintain confidentiality of all proprietary or privileged information about the City of London, the department, the Heritage Services Division or any of its component sections, to which they may have access
14. uphold the names of the City of London and the department and its component sections
15. assign all copyright in work they produce or create on behalf of the Division to the City of London
16. to observe and adhere to the Heritage Services Volunteer Policy

Agreed to:

Name of volunteer	
Signature of volunteer	
Date:	
Head of Service	
Signature	
Date:	

This agreement may be cancelled at any time at the discretion of either party with notice of one week. This agreement is not intended to be legally binding.

Appendix Two

Note on Volunteer Expenses

Expenses for volunteers will be paid for:

- Travelling expenses by public transport from home within the Greater London area (Transport for London zones 1-6) to Heritage Services sites (that is Guildhall Art Gallery, Keats House or London Metropolitan Archives) and back again.
Volunteers who live outside zones 1-6, and who were active volunteers within Heritage Services up to 31 December 2010, may continue to claim their full fares from home. New volunteers from 1 January 2011 who live outside Greater London may claim only from zone 6.
- Travelling expenses by public transport from home to another site when applicable, for example to Olympia to help with a conference, and back again by prior arrangement.
- It would be expected that if expenses are paid, a volunteer would volunteer for at least 4 hours a day. Exceptions to this would be arranged only by prior discussion.
- It is expected that volunteers will make full use of any travel concessions they may have for use on public transport (such as Freedom Passes) or use Oyster cards and travel cards as far as possible.
- Volunteers are asked to make their claims promptly, within a month of the date of travel as a general rule. Claims can be made on a monthly basis for the past month.

Expenses must:

- Be supported by receipts or copies of tickets or original tickets. Print outs from Oyster accounts may be required
- Be made within 3 months of expenditure
- Be made via payment into a bank account or equivalent by the BACS (Bankers Automated Clearing Services for processing financial transactions electronically) system. Volunteers will need to supply details which will be passed confidentially to the City of London Pay Office.

Other expenses may be made where applicable but only by prior arrangement with Heritage Services staff. Please note that it will no longer be possible to pay for car park expenses (for onward travel to London).

APPENDIX E – Norfolk Record Office: Volunteer Documents

Norfolk Record Office Volunteer Agreement

This agreement describes how we intend to work together and is not a legally binding contract of employment or services. We need you to sign this agreement to confirm that you are a volunteer, and not an employee or worker.

Name of Volunteer: Kxxxxx Mxxxxx	Supervisor Name: Nick Sxxxxxxx
Volunteer Rôle: Archives	Supervisor's Post Title: Senior Conservator
Department: Cultural Services	Location: The Archive Centre

Your tasks

Your tasks are listed in the Volunteer Role Description we gave you on xxxxx.

Your hours

If you can't come in

If something unforeseen happens which means you cannot come, for example if you are sick, please contact Nick Sxxxxxxx on 01xxx 2xxxx8 as soon as possible.

If you are going to be absent due to personal commitments etc. please can you give your supervisor as much notice as possible? When planning a break, please think about how this might affect our work.

What we expect

We expect all staff and volunteers to behave reasonably and not to bring the Norfolk Record Office (NRO) or Norfolk County Council (NCC) into disrepute. Unless we say so in writing, no volunteer has the authority to represent the NRO.

It is our policy that everyone working on behalf of NCC is alcohol and substance free at all times while they are at work.

Confidentiality

Information that you have access to whilst volunteering is confidential. You must not give away any information about employees, clients, councillors, council finances or any other council business either directly or by talking to someone. It is especially important that you keep sensitive information to yourself, including confidential information about people named in archival records which are closed to public access. However, if you find something out that might be a risk to others then you need to report this to your supervisor.

Copyright

The copyright in any lists, notes and other documents in any medium made or acquired by the volunteer in the course of their volunteering activity remains the property of NRO.

Equal Opportunities

We do not discriminate against clients and colleagues on ground of race, sex, religious beliefs, sexual orientation or disability. We hope you will help us and that you will not make remarks or comments about, or to, clients or colleagues that may be considered offensive.

Health and Safety

We take everyone's safety seriously and feel that safety cannot be compromised. Therefore, everyone must follow all health and safety rules and procedures. If you come across any unsafe situations, unsafe working practices or have any accidents please tell your supervisor.

We have a no smoking policy. This means that employees and volunteers are not allowed to smoke whilst they are at work or in any buildings where we carry out our work.

Please let us know if you have any illness or disability that might affect you on your placement so that we can select appropriate tasks or provide appropriate support if possible. Please note that the following environmental and physical conditions apply to some aspects of work in archives:

- Lifting and carrying records, some of which may be heavy, dirty and awkward to carry.
- Handling records which may be dirty, mouldy and smelly.
- Exposure to low temperatures in environmentally controlled repositories.
- Use of computers.

Driving Licence & Vehicle Insurance

If you have to drive council vehicles, or vehicles hired by the council, as part of your volunteering we will provide insurance.

If you have to use your own vehicle whilst volunteering, it must be legal and fit for the purpose. You must also make sure that it is insured for business use. Volunteers must provide their driving licence, motor car insurance policy and current certificate of insurance for examination on request.

Support, Supervision and Training

We hope to give you enough support and supervision to help you make the most of your volunteering and develop your skills and experience. If you feel you need more support, please let your supervisor know. We may ask you to take part in regular support and assessment sessions so we can identify your training and other needs. You may have to take part in training if we think that it is essential to enable you to carry out your tasks safely and to our standards.

Ending your volunteering

Both you and the NRO can end your volunteering at any time and without any notice. However, unless there is an emergency or misconduct, we will give you at least 2 weeks' notice and ask you that do the same to us.

If you are clear about what is involved in volunteering and are happy to start, please sign one copy of this agreement and return it to your supervisor. If you would like further information or advice please ask.

I agree to the conditions concerning volunteering as detailed above.

Signed.....

Name of volunteer.....

Date.....

**Norfolk County Council
Cultural Services Department**

Archives Volunteer Task Description

Department: Norfolk Record Office **Base:** The Archive Centre, Norwich

Hours By agreement

Officer to whom you normally report to or are supervised by: Senior Conservator

Volunteer role

Assisting the staff of the Norfolk Record Office (NRO) in their work of preserving records relating to the County of Norfolk and making them accessible to as wide a range of people as possible. Acquiring experience and knowledge of archival principles and practice.

Tasks

1. To assist with the acquisition and storage of documents, and the preparation of receipts for material received.
2. To assist the archivists in the sorting, listing and numbering of documents.
3. To assist the archivists and conservators in tasks relating to the preservation and handling of documents, such as cleaning and repackaging, and copying of sound recordings.
4. To assist the archivists and searchroom/research assistants in replying to personal, postal, telephone and e-mail enquiries and the supplying of copies of documents.
5. To assist with the production and return of documents from the repository for use by the public or for other purposes.
6. To assist in the creation and documentation of oral history interviews worthy of permanent preservation.
7. To assist the archivists and the education and outreach staff in the selection, copying and presentation of documents for exhibition, publication, group visits to the NRO and other purposes connected with the NRO's outreach programmes.
8. To undertake any other tasks which support the achievement of the NRO's mission and aspects of its service delivery.

September 2006

NRO Volunteer Induction Checklist.

Action	
Inform staff of volunteer's start date via e-mail	
Arrange swipe card for door access	
Arrange computer access	
Welcome by NS and JRA	
Tour of TAC	
Introduction to all staff	
Fire alarm warnings	
Fire exits and extinguishers	
Procedure for strongroom argonite system	
Muster point	
First Aid	
Toilets	
Eating/drinking areas	
No smoking policy	
County Hall facilities	
Signing in / out	
Swipe card use	
Security – strong room locks	
Contact details in case of emergency / illness	
3333	
Introduction to conservation studio	
Health and safety	
COSHH	
Hours of working	
Stationary and supplies	
Types of work may be requested to undertake	

APPENDIX F – Investing in Volunteers

Organisations can assess their volunteer programme against the Investing in Volunteers Standard. <http://iiv.investinginvolunteers.org.uk/Introduction>

INVESTING IN VOLUNTEERS STANDARD

Ten Indicator headings for the benchmark standards

1. There is an expressed commitment to the involvement of volunteers, and recognition throughout the organisation that volunteering is a two-way process which benefits volunteers and the organisation.
2. The organisation commits appropriate resources to working with volunteers, such as money, management, staff time and materials.
3. The organisation is open to involving volunteers who reflect the diversity of the local community, in accordance with the organisation's stated aims, and operates procedures to facilitate this.
4. The organisation develops appropriate roles for volunteers in line with its aims and objectives, and which are of value to the volunteers and create an environment where they can develop.
5. The organisation is committed to ensuring that, as far as possible, volunteers are protected from physical, financial and emotional harm arising from volunteering.
6. The organisation is committed to using fair, efficient and consistent recruitment procedures for all potential volunteers.
7. The organisation takes a considered approach to taking up references and official checks which is consistent and equitable for all volunteers, bearing in mind the nature of the work.
8. Clear procedures are put into action for introducing new volunteers to the organisation, its work, policies, practices and relevant personnel.
9. Everybody in the organisation is aware of the need to give volunteers recognition.
10. The organisation takes account of the varying support needs of volunteers.

APPENDIX G – Bibliography and sources of further information

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- TNA and MLA. *Archives for the 21st century in action*. March 2010.
- Ray, Louise *Volunteering in Archives*, NCA. June 2009.
- Yates, Bridget. *Working with volunteers – an introduction to good practice* Association of Independent Museums AIM Focus Paper, 2006

Web based guidance

MLA Advice and Guidance (Jan 2011):
MLA Research Briefing 5: Effective use of volunteers. 2008. Ailbhe Mc Nabola
MLA Research on volunteering <http://research.mla.gov.uk/evidence/view-publication.php?dm=nrm&pubid=1122>
MLA Generic Social Outcomes
<http://www.inspiredlearningforall.gov.uk/toolstemplates/genericsocial/>
MLA Case Studies on volunteering: Working Lives of the Thames Gateway, Suffolk Record Office, Bury Archive

Links to the volunteer development agencies committed to supporting, enabling and celebrating volunteering for the UK. They provide useful information and sample documents on all aspects of volunteering:

<http://www.volunteering.org.uk/> - England
<http://www.vds.org.uk> - Scotland
<http://www.wcva.org.uk> - Wales
<http://www.volunteering-ni.org> - Northern Ireland and Republic of Ireland

Link for the London Metropolitan Archives volunteer policies:
http://www.cityoflondon.gov.uk/Corporation/LGNL_Services/Leisure_and_culture/Records_and_archives/About_LMA/#policies

Link for the Investing in Volunteers benchmark standard:
<http://iiv.investinginvolunteers.org.uk/Introduction>

Link for Volunteering in Collections Care Guidelines:
<http://www.archives.org.uk/ara-in-action/best-practice-guidelines.html>