

**AT Fort Atelier - Alternative Labour Force  
16 – 17 September 2013, Medway, United Kingdom  
Report**

**Attendees**

<b>Name</b>	<b>Job Title</b>	<b>Region</b>	<b>Country</b>
Marco Acri	Representative	University of Nova Gorica	SL
Amy Adams	Deputy Curator	Royal Engineers Museum, Library and Archive, Medway	UK
Anu Ahoniemi	Restoration Manager	Fortress of Suomenlinna	FI
Fabian Albert	Chief Officer	Citadel of Spandau	DE
Cllr Steven Axisa	Elected Member	Paola Council	MA
Jeroen Bootsma	Project Leader – Volunteers	New Dutch Waterline	NL
Kevin Borg	Executive Secretary	Paola Council	MA
Malcolm Borg	Consultant / Expert	Paola Council	MA
Alice Brockway	Assistant Inspector of Historic Buildings	English Heritage	UK
Joanne Cable	Chatham World Heritage Manager	Medway Council	UK
Eric Creemers	Project Leader - "Fortenland"	New Dutch Waterline	UK
Paul Cuming	Historic Environment Records Manager	Kent County Council	UK
Cllr Rita Delezio	Elected Member	Paola Council	MA
Erika Farkas	Project Manager	Fort Monostor	HU
Ben Found	Heritage Officer	Kent County Council	UK
Alan Fyson	Representative	Fortress Study Group	UK
Rebecca Gazey	Community Engagement & Learning Officer	Royal Engineers Museum, Library and Archive, Medway	UK
Keith Gulvin	Trustee	Fort Amherst Heritage Trust	UK
Alistair Graham Kerr	Conference Organiser	Fortress Study Group	UK
Karen Gysen	Project Manager	Province of Antwerp	BE
Janina Janik	Director	House of Culture, Nysa	PL
John Jones	Chair	Medway Urban Parks and Greenspaces Forum	UK
Peter Kendall	Principal Inspector of Ancient Monuments	English Heritage	UK
Heikki Lahdenmäki	Restoration Director	Fortress of Suomenlinna	FI
Francesca Lashmar	Education Manager (South East)	English Heritage	UK

Marcin Miłkowski	Vice-Director	House of Culture, Nysa	UK
Thomas Mundt	Personnel Officer	Citadel of Spandau	DE
Rebecca Nash	Head Curator	Royal Engineers Museum, Library and Archive, Medway	UK
Minttu Perttula	Senior Advisor and Project Manager	Cultural Heritage - Natural Heritage Services	FI
Irena Popieriene	Representative	Municipality of Kaunas	LI
Adam Price	Secretary	Friends of Admiral's Gardens	UK
Dr. agr. Frank Riesbeck	University of Humboldt	Citadel of Spandau	DE
Nina Robinson	Secretary	Brompton Research Study Group	UK
Martin Rogers	Trustee	Fort Amherst Heritage Trust	UK
Peter Ros	Project Manager	New Dutch Waterline	NL
Daniele Sferra	Expert	Marco Polo System g.e.i.e.	IT
Victor Smith	Independent Historian	Independent Historian	UK
Richard Trenning	Project Leader - "Pact of Loevestein"	New Dutch Waterline	NL
Timo Uolamo	Ehrensverd-seura	Fortress of Suomenlinna	FI
Philippe Vanderghote	External Consultant	City of Ypres	BE
Erik van Tooren	Programme Manager	New Dutch Waterline	NL
Martin Vastenhout	Co-ordinator (Re-Use)	New Dutch Waterline	NL
Daniël Verheyen	Senior Adviser, Social Economy	Province of Antwerp	BE
Paul Wells	Volunteer	Dover Western Heights Preservation Society	UK
Pam Wood	Visitor Operations Manager	Chatham Historic Dockyard Trust	UK



## **Day One – Proceedings. The Grand Magazine, Fort Amherst.**

### **Welcome to Medway – Cllr Rodney Chambers, OBE**

Cllr Rodney Chambers, OBE, Leader of Medway Council, formally opened proceedings and welcomed delegates from eleven European nations to Fort Amherst and Medway.

Medway Council serves a population of 260,000 and volunteering has a great impact of many of its services, but especially the World Heritage Site bid. Five volunteer groups are based at The Historic Dockyard Chatham, and one each at the Royal Engineers Museum, Library and Archive, and Fort Amherst. Over 1,000 people are members of the Chatham World Heritage Partnership, which supports and informs the World Heritage Site bid, and there is an active volunteer Research Study Group in Brompton.



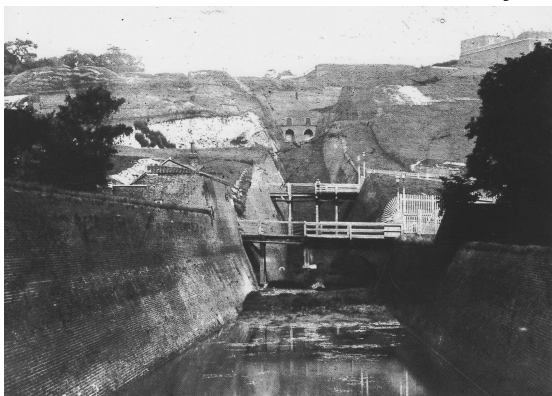
Cllr Chambers outlined how volunteer support can be practical, motivating and inspirational, and how volunteers can benefit from learning new skills, meeting people, and pursuing their hobbies.

He explained that Fort Amherst was a very appropriate venue for the atelier since it had been rescued from dereliction over 30 years ago entirely by volunteers, who were responsible for every aspect of the site, from its purchase at their own expense, to ongoing governance and maintenance. Cllr Chambers hoped that this would provide the setting for an inspirational and enjoyable event.

### **Welcome from the Lead Partner – Peter Ros**

Peter explained that European-wide financial constraints were forcing site owners and heritage organisations to look for alternative solutions to restoration and maintenance needs, and thereby placing an increasing focus on alternative labour forces. We have already seen first hand some of the outcomes of the work of alternative labour forces, including work achieved by prisoners in Suomenlinna, and by the military in Vauban, and Medway's atelier represents an exciting opportunity to learn from all partners.

### **Welcome to Fort Amherst: history and context - Keith Gulvin**



The Dutch Raid of 1667 led Chatham to reinforce its defensive network, and in subsequent years Chatham was considered increasingly vulnerable to a landward attack. Parliament voted to fortify Chatham, and Keith used a series of historic maps, paintings and photographs to illustrate Chatham's prominent role in the nation's defence. Keith then outlined the close relationship with the Royal Engineers, who have been based in Chatham for over 200 years, and who used the



fortifications to practice siege warfare. This was often a major spectacle, witnessed by VIPs, and sometimes lasting for several weeks.

Volunteering in the UK dates back to the origins of the army, and indeed there were so many volunteers during World War One that there were not enough uniforms for each soldier. 1917, in fact, marked the first instance of UK conscription, since all previous wars had been fought by volunteers.

Fort Amherst Heritage Trust was originally formed as a protest movement to stop the demolition of Fort Amherst. This was successful, and the Trust then purchased the site, from their own funds, opening it to the public in 1983. The process of restoration has been long and hard, and the atelier venue – The Grand Magazine – was only fully restored and opened in August.

**Delegates then took part, in two groups, in tours of the overground and underground areas of Fort Amherst – led by the volunteer Trustees - including the restored areas open to the public, and the unrestored areas still to be addressed.**



### **Kaunas: The role of volunteers and young architects - Irena Popieriene**

Kaunas is the second largest city in Lithuania, at the confluence of two major rivers. The fortification system was developed from 1882 – 1915, and was tested by an attack in 1915. Its military importance declined after World War Two.

Most of the nine forts remain empty. The ninth is the best preserved, and is run by the Ministry of Culture as a museum. The second fort is a privately-owned museum. The sixth is owned by the municipality, and a future as a museum of war machinery is envisaged. The other forts are state-owned, and empty with no identified uses. They are neglected, with rampant vegetation, and are frequently used for fly-tipping.



The 'World Clean Up – Let's Do It' initiative was born in Estonia in 2008, and aims to be a significant global action. Over five million volunteers have taken part from 100 countries. In April 2012 a major one-day action took place in the sixth fort, involving the military, the mayor and the Minister of Defence, with the aim of fully clearing the site.

The site was first examined by mine-clearance specialists, before over 150 volunteers cleared several large trucks of waste.

In 2013, the seventh fort was the focus of efforts, and now actions are planned three-four times a year, with typically 12-15 tonnes of waste cleared each time. Around €900 a year is expected to be raised from the sale of scrap metal, and the public perception that the forts are a free dumping ground is improving.

The event organisers pay for the tools, and the municipality funded a meal to recognise the volunteer efforts. Volunteers are sought by open invitation, including use of local media, and using the communication channels of the municipality and military (so included many workers and their families).

The workshop for young architects has been initiated by the municipality and a national architects' association. Around 80 participants working in groups of 10 were invited to prepare a development plan for the sixth fort. This helped inform the procurement of an implementation plan which began in May this year.



**Discussion:** John Jones noted the experience of Medway Urban Parks and Green Spaces Forum, which is an umbrella association for volunteer groups interested in green maintenance and promotion. MUPGSF have pushed for clarity with regard to insurance for volunteer workers. The position is now clear that volunteers working on council initiatives are covered by their insurance, and MUPGSF has taken out an overarching insurance policy for other related volunteer groups. Negotiating with insurers has been hard work, but this important function is now part of MUPGSF's constitution, and they have secured the council's agreement that they will fund the insurance costs. This demonstrates the power of volunteer groups working together.

### **Suomenlinna: Site maintenance and end-of-term offenders - Anu Ahoniemi**

Anu is the Restoration Manager with the Governing Body of Suomenlinna. Suomenlinna was first fortified as a Swedish defence in 1748. The site consists of 8 islands covering 80 hectares, with over 200 buildings, and 6 kilometres of walls.

An open prison has been present on the island since 1969. A restoration agreement was signed between the Ministry of Education and Ministry of Justice in 1971, with the programme managed by the Criminal Sanctions Agency. The prison has facilities for 100 prisoners, around 60 of whom work on restoration projects at any one time, although this figure is reduced at the present time due to prison improvement works. The annual value of their contribution is c.€2m, which is significant when compared with the Governing Body's budget of €11m.



Projects undertaken by these end-of-term offenders include stonework repairs, building restoration and conversion, and reservoir repairs. Projects take place all year round,

although the Governing Body are obliged to provide heated tunnels for winter works. Such projects have enabled 50% of the walls to be considered in a good condition.

This long-established co-operation means that work processes are embedded in organisational thinking and allows restoration works to progress quite rapidly, whilst providing the prisoners with valuable skills (and sometime qualifications) for their return to civilian life. Constraints include the difficulty in planning works related to the fast turnover of prisoners, and the time investment needed to train and motivate workers.



The possibility of a reorganisation of the Criminal Sanctions Agency is an ongoing concern, as is the allocation of prisoners to projects on neighbouring islands. Reorganisation is a particular threat as Suomenlinna's location makes it a costly prison to run, and the materials for projects are more expensive than projects relating to, for example, forestry. Materials are funded by the prison and Governing Body, agreed on a project-by-project basis.

**Discussion:** Dr Riesbeck queried how the volunteers are reimbursed, since in Germany it is not possible for anyone to work without income. Prisoners are paid in Suomenlinna, but at a sum far below the minimum wage.

Heikki added that the work is rather sought after among prisoners, who can apply from other prisons to be transferred to the open prison at Suomenlinna.

There have been no unemployment projects at Suomenlinna since the 1990s, and the authorities have not experienced conflict between the needs of the unemployed at the prisoners.

### **New Dutch Waterline: Youth projects at Stichting Herstelling and Reynaerde - Jeroen Bootsma, Eric Creemers, Richard Trenning and Martin Vastenhout**

Jeroen introduced the Interreg IVB SHARE project (Safeguarding Heritage and Rural Economies). In The Netherlands, the project focuses on the diverse and multiple heritage of the New Dutch Waterline. The sites are geographically very dispersed, and range from shelters and sluices to fortified cities. There are many varied owners, and varied maintenance plans and budgets. The vision is to make each sustainable and the series coherent. The project aims to seek a common understanding of 'sustainable maintenance' under three headings:

- Integrated culture / heritage / ecology
- Short and long term budgets
- Social involvement.

The project has funded 18 pilot projects, aiming to:

- Defragment maintenance
- Introduce new maintenance techniques
- Reduce costs
- Train the workforce



- Create web-based maintenance systems
- Develop finance strategies
- Increase social involvement

See more at [www.theshareproject.eu](http://www.theshareproject.eu).

Eric spoke of his experience of starting a new group of volunteers at five fortresses (Fortressland / Fortenland). The forts are privately owned, with local government-owned ramparts and walls in-between. The development partnership included the regional tourist board, professional gardeners and management, as well as private owners and local government.

Eric presented a theoretical approach to volunteer recruitment, considering whether an organisation's culture is 'work preferred' ('people are means to an end') or 'people preferred' (the workforce needs to be stimulated). In a work-preferred environment, the workforce will feel used and projects will fail. In this context, if volunteers are considered 'cheap labour' they are effectively considered a means to an end and the project will fail. Focusing on social involvement and intrinsic motivation is more likely to lead to success. Volunteering should at best be considered 'relatively cheap', as it must be borne in mind that it takes more time to co-ordinate tasks, the workforce is less productive overall and each worker needs more personal attention / motivation.

The benefits of social involvement are that it raises awareness of a site, and has a consequent impact on community, (local) government and fundraisers. Social media is an obvious demonstration of involvement and can be readily viewed by potential funders.

It is important that volunteers apply for their roles. Workers can typically be allocated to one of three archetypes, which can help employers understand their motivation and appeal to it:

- 'the connected' (policy-, rather than change-oriented)
- 'the interested' (vision-oriented)
- 'the floating' (work- / project-oriented)

The nature of someone's motivation can be tested by probing their motivation for applying to a volunteer role: to meet people? to be useful? to learn things? to participate in society? to have fun? to relax?

Martin was the managing director of Fort Vechten for 11 years. He has experience of a variety of alternative labour forces, including employment creation and student projects.



Fort Vechten was run by a public-private partnership (PPP), with a €1.4m turnover; 20 employees; 40,000 visitors and up to 200 volunteers (some of whom Martin terms 'unvolunteers'). The private organisation was 'Werk aan de Linie' and the public body was the State Forestry Commission (SFC). In many ways, the private

company set the goals, while the SFC set the conditions. The PPP led a number of ESF-funded employment projects, related to landscape maintenance, painting etc. Increased contract opportunities thanks to the PPP were in themselves a form of job creation (although these jobs did not go to the volunteers), and



subsidised labour was funded by the municipality for three years. Other projects involved building cabins for camping from donated municipality maintenance cabins, as well as volunteers staffing information points, staging re-enactments and providing catering services.

Student exchanges took place via an established programme with Verona.

The 'unvolunteers' to whom Martin referred are those on community service - i.e. people being forced to work. He noted, however, that some of these 'unvolunteers' do become genuine volunteers. Some have been inspired by the sense that they are contributing to something special, such as the unique opportunity to build a roman watchtower.

Martin advises making sure you have the right motivation for using alternative labour forces – lack of funds / the economic crisis is the wrong catalyst, whereas the desire to increase community involvement is a better motivation. In either case, however, it's reasonable to expect the role of alternative labour forces to increase in the future.

Martin's key piece of advice is to always be open to possibilities, and enter discussions with a positive frame of mind. Volunteers and alternative labour forces provide opportunities to strengthen heritage and organisations and to promote job creation (even if not directly for those undertaking the unpaid work).

**Discussion:** the group noted that volunteering is a cultural concept. In some countries such as The Netherlands and the UK it is quite common – and indeed volunteer bureaux exist to match people to roles, and in some examples, such as the National Trust-led Acorn Camps in the UK, people pay to volunteer on projects. The same is true of excavating projects at Hadrian's Wall in Scotland. On the other hand, for some nations volunteering is a very difficult concept, and requires the 'rewiring' of a whole country before recruitment can begin. Certain national legislative contexts also make volunteering problematic, by, for example, prohibiting the combination of paid workers and volunteers in projects. It was suggested that an inventory of national legislative practice would be a useful first step towards implementing shared best practice.

The group further noted that older, established volunteers can become entrenched in their role, and if this happens, a mix of diplomacy and honesty need to be deployed to ensure they continue to bring real value. Social media can be a useful tool in attracting younger volunteers, and can in some cases be a catalyst for 'unknown' volunteering – an example being the Friends of Great Lines Heritage Park facebook page, where members raise issues (e.g. flytipping) which alerts the local authority to the need for action. It is also a useful tool for spreading the word about projects and activities. Medway has also developed the 'Love Medway' mobile phone application, which allows smartphone users to photograph a problem (e.g. graffiti) and send the image directly to the council, with a GPRS tag revealing its location. Problems that have been reported are automatically posted on the Love Medway website, and council officers record progress alongside the image. See more at <http://lovemedway.co.uk/Help>.

There can sometimes be tension between different 'groups' of volunteers – between young and old, or volunteers and ex-offenders, for example. Likewise, different volunteers will appreciate different forms of recognition, and managers should endeavour to find this out in advance.



## **Venice: Current and potential voluntary activities in the Defence System of Venice - Daniele Sferra**

Daniele explained how the lack of a holistic plan for the Venetian fortification system led to the development of bottom-up initiatives from self-organised groups. Between 1980 and 1995, local committees and associations formed spontaneously, and their success was infectious. They, and their work, pressed policy-makers and led to the establishment of Marco Polo System g.e.i.e. by the City of Venice. It also led to small examples of social entrepreneurship including the Centre of Environmental Education at Forte Carpenedo, and small restaurants and bars. The income from these has allowed the Fort to remain open all year, and to provide a programme of cultural, social and artistic activities.



Forte Marghera now employs c. 60-70 people, whose efforts generate income for restoration work. A project has also been created for international refugees – this is supported by the City of Venice.

Daniele confirmed that there had been no tension when Marco Polo g.e.i.e. was created: there was no resentment from the original volunteers, as there were shared goals and embedded co-operation from the outset.

## **Fortifications as working places – opportunities and risks - Dr Frank Riesbeck, University of Humboldt**

Frank was involved in the Interreg IIIC Baltic Fortresses Route project, and has tackled philosophical questions such as ‘what is cultural heritage’ and ‘how should it be maintained’. This has led to a broader debate as to whether maintenance should be privately or publicly funded, or indeed whether nature should be allowed to take hold.

Frank advises that all projects require an analysis of the status quo, which should then lead to an economic analysis, including the cost of staff, restoration, maintenance, energy, water etc.

In 2005, public management services developed a plan for a low-cost tourism project, involving people who had been unemployed for at least two years. From 2005-11, between 20 and 40 people a year were employed thanks to the project, supported by an engineering college. This involvement required the creation of an NGO for that specific purpose.



management).

Frank explained the significant legislative barriers which complicate engaging volunteers / job creation in Germany including: projects must be of public interest; must be led by a non-profit NGO; must not be capable of being contracted to the private sector; there must be a minimum pay per hour; there must be a signed co-operation agreement with the owner who must provide 20% of project costs. Such barriers meant that the cost of a project to employ 24 people for one year reached €683,000 (including €130,000 for materials and €20,000 for project

Recent changes to national social law have complicated the situation further, and this specific example would no longer be possible. Some types of work are now listed as ineligible for job creation schemes, and the Job Centre can no longer pay for materials.

### **House of Culture, Nysa: Audiovisual Multimedia Exhibition produced by volunteers - Janina Janik**

Fortifications are an omnipresent and very significant feature of Nysa, and the House of Culture is involved in the management of two. Two staff organise over 200 events per year, so volunteers are essential. There are lots of youth / dance festivals, and a number of interest groups volunteer to organise events. Often up to 300 applicants wish to perform at events, and volunteers help to select the winners. They also help to organise transport and refreshments, carry equipment and steward events. Other supported events include lectures, educational excursions and schools' visits. All events are free.

Contracts exist between the House of Culture and volunteer groups, setting out the free use of infrastructure in return for organisation of performances.

Janina showed a promotional video produced by volunteers, including some volunteer actors and reenactors. This forms part of an exhibition within the forts.

The formal proceedings of day one then closed. Delegates were invited to witness falconry and artillery displays within the Fort's grounds – both by volunteers, and then to dine in the Grand Magazine – catered and served by a mixture of paid staff and volunteers.



### **Day 2 Proceedings – The Grand Magazine, Fort Amherst.**

### **Paola – Social inclusion: local employment and skills development - Malcolm Borg**



Paola has a five-year action plan, one of the pillars of which is local jobs for local people. The national unemployment rate is 4.5%. This sets the local employment context, as does an expanding local prison population of up to 600 inmates.

The plan aims, via a partnership project with the local council, correctional facilities, the Malta College for Arts, Science and Technology, and University of Malta (Criminology and Education department), to engage 12% of the prison population on an employment scheme. This provides a varied training offer via a 10-year project to restore 2km of the Corradino Lines. The project was based on a sustainable communities / neighbourhood renewal model, focusing on every person as a resource not to be wasted.

European Social Fund (ESF) money was used for training, in five packages (one linked to practical work on the Lines) and two gangs will start work in 2014. The total value of ESF was €312,000.

## Komarom: volunteering or social working - Erika Farkas

Fort Monostor is a state-owned fortress managed by a non-profit organisation. The vision is to create a “Complex Military Cultural Centre”, with a 25 year vision for 500 – 600,000 visitors per year (vs 74,000 in 2012). 75% of the fort will be restored, while 25% will be retained in its ‘damaged’ state.



In 2004, the French volunteering association *Rempart* provided 24 volunteers from across Europe. On the whole, volunteering is not popular in Hungary, with national research in 2011 showing that 60% of the population are unfamiliar with the concept.

In 2007 a disabled workers scheme was created, whereby an employer does not need to pay national contributions on a disabled worker's wage. Fort Monostor employs two people with special needs, but integration with existing staff members has been challenging, and the employer savings should in any case be spent on appropriate adaptations for the staff, so does not truly represent a subsidised labour scheme.

In 2008, government support for Fort Monostor reduced, so the organisation started to look outwards and work with university students on studies, plans and clearance projects.

In 2013, the government introduced new laws which mean that secondary school pupils must do 70 hours voluntary work before they can receive their qualifications.

Nationally, however, there is little infrastructure or guidance for volunteering projects e.g. there is no provision for material purchase. In addition, there is limited understanding of the benefits.

## Medway: The role of (young) offenders, the long-term unemployed, the Royal Engineers, Friends and Volunteers - Keith Gulvin

Keith suggested that a subtitle of his presentation could be ‘how to exploit the needy and unfortunate’, and that a focus on the needs of volunteers as well as the organisation was key to success. Keith looked at the various types of volunteer at Fort Amherst, including the volunteer management board; general volunteers and friends; those seeking work experience; the unemployed; the military; young offenders and those on probation.



The management board at Fort Amherst consists entirely of volunteers. The purpose of the board is to provide the strategic direction for the Fort, via determining policies and procedures. Simultaneously, however, the Fort employs very few paid staff, so the board must also take a hands-on approach. For example, the Fort does not have the resource to pay professional project managers. The board are entitled to claim appropriate expenses, but in practice, few do, as they are aware this takes resource away from the Fort. The board have been involved in a variety of tasks, including, loading and unloading cannon, vegetation clearance, building gun carriages and fund raising. One of the main benefits of this approach



is that the volunteer board are highly motivated, very low cost, and bring a range of skills and experience. Disadvantages include the limited time the board is able to dedicate to the Fort (most members also have full-time jobs), the consequent difficulty in being involved in daytime professional meetings and meeting professional deadlines (such as the Chatham World Heritage steering group), and the difficulty in obtaining the right mix of skills and ability.

General volunteers take responsibility each year for organising and running the Fort's major Halloween event, which last year attracted 3,000 people. The Trust provides money for equipment, and 60-70 volunteers assist. If these volunteers were staff, the event would not balance financially, and so would not be able to proceed. A 'Friends' group supports the Great Lines Heritage Park, of which Fort Amherst forms part, and they often contribute to activity days, such as vegetation clearance events. The Fort has a general bank of around 60-70 volunteers who form the mainstay of the Fort's maintenance. Typically around 10 are on site on any one day. All of the Fort's tour guides are volunteers.



A volunteer re-enactment group is based at Fort. The Fort does not charge them rental, and stores their gunpowder securely on site. In return the group will provide free displays for groups of visitors. The group was privileged to be the only group of civilians ever to be given permission to fire a royal salute (for the wedding of Prince William and Catherine Middleton in 2011).

The benefits of engaging the general volunteers are low cost; a genuine sense of community engagement; the creation of a very inclusive environment; and a wide-range of skills. The disadvantages are the need for careful management (one of the Fort's three paid staff is a part-time volunteer co-ordinator); increased unreliability; the need to motivate people without finances; the difficulty in obtaining the right mix of skills and ability; and a high turnover.

Formerly, job creation schemes provided the Fort with great support. For example, from 1982 – 1988 the government funded 15 bricklayers and three carpenters at Fort Amherst. Now, however, government schemes have changed, and labour provided via national schemes (including with prisons) limits the involvement of volunteers to a maximum of two weeks. This means there is little time to train people, which often leads to low productivity, motivation and ability, with consequent difficulties for management.

There are also health and safety limitations, for example limiting how high up a ladder people on national schemes are permitted to go. With offenders' schemes, the Fort must also now provide full supervision, whereas this used to be funded and provided by government.



As immediate neighbours with an intrinsic link to the Fort's past, the Royal Engineers have offered much assistance. In 1982 they laid the Gurkha Road, which carries pedestrians and cars between the lowest and highest points of the Fort. They will also loan machinery and staff, for example, for moving cannons around site, and removing chalkfall. A recent EU-funded project provided the materials for the Royal Engineers to design and erect a new pedestrian bridge at the Fort. Officially, the Ministry of Defence have now ceased such 'Military Aid to Civilian Communities' projects due to budget cuts, but the Engineers are still minded to lend an informal hand when they can, and a number of staff take a great interest in the site. It is important for the Fort to foster these informal relations.

Keith confirmed that there was no conflict or resentment that volunteers were taking jobs away from the unemployed, because the Fort was simply not in a position to employ extra staff – if volunteers weren't taking the lead, nothing would happen.

**Discussion:** The group noted that the use of alternative labour was particularly embraced by the British, with the suggestion that it was almost a cultural expectation, with roots in military service. It is also a practical reality, due to the nature of national government funding.

**Delegates then took part in a tour of the Great Lines Heritage Park, led by the volunteer Trustees.**



### English Heritage: Education volunteering and top ten tips - Francesca Lashmar

English Heritage own over 400 properties and half a million objects. They have a research role, provide advice to local authorities, and can provide grant funding. Their overall strategy is that accessibility and understanding lead to valuing of, and caring for, heritage.



In 2007, research showed that nationally, 48% of volunteers were employed, 32% were retired or unemployed; that 9% of volunteers provide over 50% of volunteer hours, and that men and women volunteer in equal amounts. This can be for many reasons, including, for the sense of satisfaction they get from seeing results; for the sense of personal achievement; to meet people and make friends; to do things they are good at, and to assist entry into a desired career or field of study. In contrast, in October 2011 a survey for English Heritage revealed that 70% of their volunteers are retired, with only 15% under 45, and 5% under 25. 86% of education volunteers are women.

In 2012-13, English Heritage had 1026 volunteers, who worked over 62,000 hours – worth at least £525,000. However, Francesca stressed that volunteers must not be seen as a free resource. 2% of the volunteers work with archives; 10% collections; 15% in education; 42% as stewards; 3% at events; 21% in gardens; 2% as trustees, and 2% as tour guides.

English Heritage are moving to provide a structured volunteering offer. Properties are free for self-led school visits, and English Heritage provide support and resources. In 2005/06 they designed (chargeable) taught sessions, which were led by costumed volunteers, who had been trained to deliver the sessions.



English Heritage advertise volunteer roles on their website, as they would do for paid staff. They provide prescriptive role descriptions, including times, days and hours of work. They request specific skills, and outline what support and training will be available. They invite applications, carry out interviews, take up references, provide contracts for signature, and provide a full induction (including history, health and safety and child safety) – mirroring the process for paid staff, and ‘setting them up to succeed’. Quality control is

also in place, including work shadowing by paid members of staff, and feedback forms.

Success is celebrated, and is a means of retention. After 60 hours of volunteer service, volunteers receive a pass allowing entry to English Heritage properties, and a certificate of achievement is provided when they leave.

Discussion: The Royal Engineers Museum, Library and Archive added that they implement a ‘volunteer agreement’ (kind of contract) which has an additional practical advantage of enabling volunteers to be covered by company insurance.

**Delegates then split into three groups to discuss conclusions, recommendations and further questions relating to all they had heard, and in particular**

- Recruitment and recognition
- Supervision and training
- Legislation and administration

The groups concluded that

- Recruitment by word of mouth was most successful
- Social media was the best means of engaging young people
- To ‘find and bind’ you need to fully understand and appeal to people’s motivation (for some it will be a handshake, for some a BBQ).
- Volunteers need to be recruited to a role.
- The level of volunteers at which a paid manager was required was an area for further consideration.
- Volunteers need to be treated as being of the same value, regardless of the amount of their input.
- Phoning volunteers will solicit a better response than email.
- National legislative contexts should be analysed to assist the transfer of experience.
- A skills matrix is a very useful tool for volunteer management and recruitment.

**Fort Amherst Heritage Trust were thanked for their exemplary organisation of the atelier, and the formal proceedings closed.**

*Thanks to Richard Trenning for some of the photographs in this report.*