

Forged in the fire of adversity?

*An exploration of what helped create
women leaders in Leagues of Friends*



I want to thank everyone who made this piece of research and publication possible. My greatest appreciation goes to the ladies who lived such full and interesting lives, and shared their stories so generously.

David Wood OBE



The Clore Social Leadership Programme

David Wood is a 2010 Clore Social Fellow.

As part of the Fellowship offered by Clore Social Leadership Programme, each Fellow is required to undertake a piece of practice-based research. The purpose of the research is to help develop Fellows' skills as critical users of research, and to help develop the evidence base for the sector as a whole. The focus of the research is chosen by the Fellow.

Foreword

Nearly ten years ago now, I found myself sitting on the platform of the Annual General Meeting. I was the only one in the leadership without a national honour and at the extreme of my knowledge and experience. I wasn't quite sure what to expect. I also was notable as one of the very few men in the room, and one of the very few under 60. I found myself as Chief Executive of the long established National body for the Friends Groups UK wide. At that point, the body, originally incorporated in 1949 as the National Association of Leagues of Hospital Friends (and became Attend in 2006), had some 760 member groups.

The Hon. Lord Fraser QC, the President for over 20 years, opened by commenting that he had been reflecting on the work of the Leagues of Friends and he could see two distinct but inter-linked threads, which unite many of our groups and contribute to their success: formidable women, and a deep-rooted love of the community. My heart almost stopped: how would the room receive it? I needn't have worried. Our President knew his audience; there was a slight but discernible intake of breath, followed by a general nodding of heads, and a comfortable resettling in their chairs. The contribution of women to the leadership of the movement had been both suitably recognised and acknowledged.

And where did all this community activity start? Friends Groups can justly claim to be the descendants of medieval

times, and the work of the monastic orders. However, much of the current way of working owes its roots to the 1834 Poor Law reforms.

However, as early as 1746, Bishop Maddox, who founded the Infirmary at Worcester, highlighted the need for 'comforts' for patient's, when he wrote: "Few cures are brought about by drugs alone. Proper food, due regime, necessary attendance, and above all ease and tranquillity of mind, have a large share in every recovery."

Year on year, I never fail to be astonished by the contribution that these groups continue to make to this mission of raising funds, and voluntary activity to support patients, and their relatives. The arrival of the Coalition Government on the scene saw the launch of the concept of the 'Big Society.' There is an enduring sense that, as a nation, we are sceptical and have not taken it to our hearts. To help encourage those of us who are already not involved 'community organisers' have been appointed. The whole time there is a niggle: are we building on our history of great community leadership or falling into the old trap of reinventing the wheel without any reference to what happened before? It is this question that has caused me to reflect on what we can learn from a generation of formidable women, with a great love of their local community, whose leadership has been, and remains, fundamental to the Leagues of Friends.

Attend – Our Members today

There are an estimated 27,500 volunteers currently in our member groups, providing over 117,500 hours of volunteering per week.

Within this demographic, there is a large bias towards white individuals, who constitute over 98% of the total volunteers. This has remained constant year on year.

In addition to this, 90% of the volunteers in our member groups are aged 46 and above, with 66% (or roughly 2/3) falling in the 61 and above category. However, there are a significant number of volunteers who are over 75.

The gender distribution of our member group volunteers is largely in favour of females, who make up 75% of the total number. In hospital settings the gender distributions can reach as high as 91% in favour of females.

1

The context: the birth of a new age

From the death of Queen Victoria, we struggled as a nation with the birthing of a new age with new values. In his book, 'The Making of Modern Britain', Andrew Marr describes all the different pressures that were contributing to create this new world. He summarises it as follows:

"We had been one thing – an empire – and became another – a democracy. At the time, few people realised how incompatible the two things are. We moved from living in Britannica, with her King Emperors and great land aristocracy, a place where most people would not vote, and found ourselves in Britain, a modern welfare state in the shadow of the United States. On the way, millions of people struggled with how to live a good life. It was a time of new technologies, political uproar and fights about class and sex. It was a time of fools, and missionaries, and heroes...

(Our forebears) were tough, passionate and young, however they may seem now. They worried about sleaze, told bad jokes, liked fattening foods, and occasionally rose to greatness when tested by terrible times".

This epitomises the period at the end of the 2nd World War. It was one of seismic change which altered the political, economic and social landscape beyond recognition. More importantly it caused people to re-evaluate their place in society, how they saw themselves in the world, and their contribution to it.

How the War Changed the Role of Women

The war meant that the numbers of men at home in the community were reduced, and that space left opportunities for both women and children. In terms of direct military activity, the Second World War has been dubbed as the 'Peoples War.' Yet the people running the British war were still overwhelmingly male, white, and upper class – no woman had a key position in directing the war effort.

According to records 5,896,000 men served in the armed forces during the war. Women were 'drafted' in the sense that they were conscripted into war work by the Ministry of Labour, including non-combat jobs in the military service such as the Women's Royal Naval Service (WRNS or Wrens) and the Auxiliary Territorial Service (ATS). Auxiliary Services such as the Air Transport Auxiliary also recruited women. British Women were not drafted into combat units, but could volunteer for combat duty on anti-aircraft guns which shot down German planes and V1 missiles. Civilian women also joined the Special Operations Executive (SOE) which used them in high-danger roles such as secret agents or underground radio operators in Nazi occupied Europe. Everyone was challenged, to think and be different, whether at home or abroad.

From the total population of 48 million, according to the Commonwealth War Graves Commission, the number of deaths totalled 383,677. The number of lives that were lost as a result of military activity stood at 67,000. Places were empty at tables, be they boardroom, or in the home.

The war also struck at the very fabric of the family. In September 1939, about 800,000 children left their homes, and were placed in homes of strangers. The role of the Mother in both households was significantly challenged.

Women were expected to learn new skills, and make different contributions. The Women's Land Army was established with 80,000 participants. 'Dig for Victory' cried tens of millions of posters and leaflets. Park playing fields and verges were turned over to vegetables. By the middle of the war a quarter of all fresh eggs were coming from people who had set up hutches and chicken wire in their gardens.

Attend – Activities today

When looking at group activities, the largest share of our member groups, almost a quarter (23%), are engaged in fundraising. A further 18% of our member groups are engaged in retail activities, whether this is operating a ward trolley, charity shop or retail shop.

Almost a quarter (23%) of our member groups cater for the needs of all service users, whether they have a general health or social care need. Outside of this, over 15% of our member groups cater for the elderly, and over 8% offer assistance to those with physical disabilities.

The majority of our member groups operate in a hospital setting (60%). Within this group, Community Hospitals provide the largest share, as more than a third (39%) of our member groups are located within Community Hospitals.

The locations within which our member groups operate is as diverse as ever, with new members bringing new locations and areas of the community to the forefront of our volunteering effort.

In 1938 the WVS – The Woman's Voluntary Service had been created, and along with the Home Guard a new officialdom was created. To many people, these individuals in uniform seemed to be 'paid busy bodies', striding around their areas as if they owned them while ticking off and reporting their neighbours.

People's contribution and place in society was shaken up, the rules were changed, and that offered an opportunity for creativity and innovation.

The Birth of the NHS, and a National Body of Leagues of Friends (Attend)

One of the key challenges of the post war years, was the need to repair, and the associated expectation of improvement that would bring. The most notable area under scrutiny was health.

The provision of health services to that point had been by the network of voluntary hospitals. The war had put this under severe strain, despite its excellent intentions. In terms that would so easily reflect current political sentiment, in 1948, AGL Ives eloquently expressed their founding purpose, and prevailing culture:

"The desire to do something practical in relief of their fellow men and do it themselves, the readiness to accept responsibility rather than petition the King or corporation – this was the soil in which was to grow the voluntary hospital movement."

However, this sense of personal activism and responsibility was no longer seen to be enough. The creation of the NHS, and the challenge it made to that culture of local responsibility did not sit comfortably with the Leagues of Friends. When Aneurin Bevin was challenged, he said that 'wherever the shoe pinches' the voluntary sector will always be needed. It soon became clear that contrary to many fears, the Leagues of Friends were still very much in demand, and a National Body to help strengthen their voice was proposed and formed.

In 1949 when the National body's first constitution was being drafted in, it was proposed that the charity's first object should be:

"To mobilise, encourage, foster and maintain the interest of the public in the patients and the support of the work of hospitals in Great Britain."

At a meeting on the 5th of May 1949, a certain Captain J.W. Price moved that this should be amended to read:

"To mobilise, encourage, foster and maintain, the human love of the people of this Country, in the giving of service to supplement the healing work of the staff and the State, and always ensure a humanising supplement to the work of the hospitals".

In the event the amendment was lost, the Chairman explaining that he felt the initial draft covered the general sentiments – even if it didn't quite express them. It is a sobering thought that over 60 years ago, as a National body, it was envisaged that our role was to foster and maintain love in communities, a role that was rejected but seems at the very core of what is missing from our National heritage today. However, my reflection is that just as then when the need for the sentiment was felt to be implicit, that mobilisation of love in communities remains core to activities of Friends Groups today.

Attend – Income

The estimated annual revenue for all of the member groups combined stands at £44.5million. This is highly comparable to the £45.1million reported in 2010, however it also reflects the 4% decline in the overall number of member groups.

The estimated average annual fundraising income per group stands at £66,689.

The majority of groups (57%) however, have a fundraising income of £20,000 or less per year. With 37% having an average annual income of less than £10,000.

At the other end of the scale, we have an estimated 10 groups (of 667) who report annual fundraising incomes of between £500,001 and £1million.

2

Influences in the lives of ten women leaders of Leagues of Friends

Over the years, you soon get to know who the 'leaders' are in the local groups. Not least my gut tells me: they are usually the ones who I have to fight the urge to stand at my desk when they are speaking to me on the phone.

So it was relatively easy to draw up a long list of 20 or so who I might speak to. In picking my sample, I was keen to ensure the following:

- A geographical spread. There are interviewees from England, Wales and Scotland.
- A mix of urban and rural locations.
- Women who had lived through the Second World War, and particularly grown up, and learned their values during that time.
- Women who came from a range of backgrounds, and were likely to have had different life experiences.

My initial aim was to work with 12 and I wrote to them outlining my intentions, including Lord Fraser's reference to 'formidable' women with a 'deep-rooted love of the local community.' One sadly declined to be involved, and another was unfortunately too ill to be interviewed. I did consider adding two others in, but decided that it was rather appropriate to start with an imperial "12" and settle for a decimal '10'.

The approach I adopted was to conduct a planned telephone interview which varied in length but lasted from between half an hour, to an hour.

The questions focused on three areas:

- 1 How their values had been shaped, particularly by their experiences during the war, and the influence of individuals in shaping these values.
- 2 Whether volunteering was a natural expression of those early experiences, and as such had run throughout their lives.
- 3 The perceptions of leadership in the Leagues of Friends, and how the women fitted into that model.

Underpinning the questions were a number of hypotheses, I was seeking to test, namely:

The Role of the War

- That the interviewees would have grown up in female dominated environments, with their Fathers away at war.
- That the interviewees would have been evacuees.
- The harshness of the war period had generated a physical and moral fortitude.
- The war period had embedded the value of community, and the need to contribute to it.

Involvement in Volunteering

- That there would be a considered and constant involvement in volunteering throughout the women's lives.

Leadership

- That the women would recognise themselves as leaders, understand the qualities needed, and be able to recognise them in others.

Initially, I present the information which looks at the relevant data to the first two hypotheses, in a biographical format.

Name

Miss Pamela Morton OBE

Year of Birth

1931

Current Base

York

Attend Membership Group

York Hospital League of Friends

How the War Shaped Early Attitudes

Pam was eight when the war began and remembers it well.

Her Father had originally been at sea with the merchant navy, and joined the Royal Naval Reserve at the outbreak of war. He was away a lot and didn't survive it. Pam and her sister Mary and Mother were thrown together forming a close bond.

During the period of the war the family moved three times: firstly from Leeds to Sidmouth, then to Meifod in North Wales, and finally moving to Bradford at the end of the war. The moves were organised by Pam's Father and he was with them periodically until the later stages.

Within the family there was an expectation that Pam would not only help, but assume significant responsibility. So for example in Sidmouth, there was the perception that there would be an invasion from the sea. Pam can remember how their clothes were laid out on the landing ready for such an eventuality, and her specific task was drilled in to ensure their effective escape to the woods.

Equally, in Meifod, Pam can remember being detailed to a gang of children whose role was to support the digging of trenches in the Tithe Field next to the Church. Again should invasion come, this was the place of retreat.

Here, Pam also remembers evacuees arriving out from bombed out Liverpool having endured terrible times. She and her sister were advised that it was their role to help them settle in, and cheer them up.

Example of Others

Before the war broke out Pam can remember her Father leaving the home in Leeds and going to help meet one of the Kindertransport trains. His role was to help place the children. At the age of 7, Pam recollects understanding that these children had been through something incomprehensibly terrible, and resolved to help by knitting them clothes. However the challenge proved to be beyond her embryonic skills, and so she had to content herself with knitting blanket squares. Over 70 years later Pam still organises others to knit squares for charities.

Pam's Mother was keen to do whatever she could in any situation. She was an active member of the WVS. Pam rolled off three specific examples where her Mother had encouraged their contribution: firstly there was the annual rosehip hunt, where rosehips were ferreted out from the hedgerows, and made into gallons of syrup.

Another regular task was to carefully collect certain mosses to make into dressings.

Finally, Pam remembers being volunteered as a small child to creep out across the snow, to find the air holes for sheep and help dig them out. It was a job that only the lightest of children could do, as the weight of an adult would mean they fell through, and caused the stranded animals to be hurt.

“From an early age I found it thrilling to think that I could actually help.”

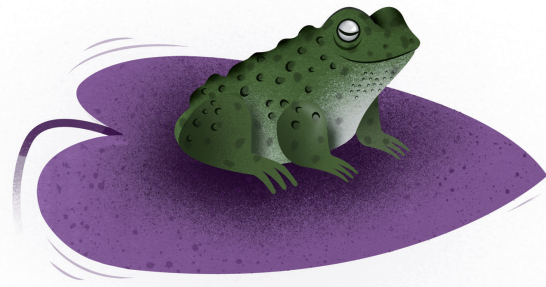
Pam also tells another story of her time at Meifod. By now they had moved to a staff flat in the big house. She remembers the lady of the house being in a state of agitation as they were expecting a visit from the 'dear little Duchess of Buccleuch' who was badly in need of a rest. All the children were to ensure she wasn't disturbed as she was so tired. Pam remembers hearing "she is making her own bed, it's her war effort, you know." Everyone had to do their bit!

Pam's Grandmother was also a fine example. "Later in the war, when the bombing of Liverpool had lulled, we were with my Grandmother. Armed with our ration books, we went to the local sweet shop. Before we left we were told that we must be ready to see the sweetshop keeper (known to us of old) looking very different as he had been trapped in his tank and badly burnt. We were to look him in the eye and smile and chat, and be helpful holding the ration book etc. We did manage this, but arrived home in tears as he had hardly looked human, with his face burnt to the bone, no nose, no ears, hands with only bits of fingers left. My Mother and Grandmother were pleased with us, as they said it was very important to be perfectly ordinary with people who had something the matter; irrespective of how very terrible they looked. They also said that it was something we must get used to as there would a lot of people who would be getting out and about, and they needed to be made to feel good and welcome. They were all heroes."

A lifetime involvement in Volunteering?

Pam became a 'community activist' at a young age. In Sidmouth, she lighted on the plight of lobsters being cooked alive. Having tried the more conventional method of writing to the RSPCA to no effect, she recruited her cousins, and they would wail and cry at the plight of the lobsters outside the fishmongers. She comments "he must have been thrilled."

Returning to Leeds at the end of the war, Pam's interest in wildlife had been considerably stimulated. Not quite appreciating the change of environment, Pam set up a group to support the Natterjack toad. She recruited many of her friends, only to discover that the peace loving toad had moved out of York many years before.



Civic responsibility and public service had become core to Pam's values and she embarked on a very successful career in education, which was different to how it is today. It was deemed it was as important to know the family as well as the child. It was a high profile community role, with lots of home visiting. There was also lots of fundraising, to raise money for basics. No-one questioned whether it was right or wrong, people just got on with it.

Involvement with Friends

When Pam was 18, she spent a long period in a TB hospital, and saw a side of life she never knew existed. One of the groups she came across was refugees, and experiences here led to long-term volunteering with Oxfam, and later with World Refugee Year, which was set up to re-home displaced people living in Europe in camps. She worked with this project first as an individual, then as a local organiser arranging 'adoptions' by companies and individuals, whereby families were financed, re-housed, supported and later employed in their new communities. She went on to become involved at a National level helping to co-ordinate group efforts throughout the country. The project was successful and the contacts established through 'adoptions' often lasted many years.

A huge number of Eastern Europeans arrived in Bradford after the War and Pam became involved in groups helping to settle these, often traumatised, people. Aims included not merely running friendship groups (very popular) but helping to ensure the continuation of their own traditions, crafts, music etc. Life-long friendships resulted from these activities.

Pam didn't become involved with Friends until her retirement. Having been ill with cancer, she felt better equipped than the average to help in hospitals. Originally volunteering on refreshments in the Day Unit, the friends soon recognised Pam's skills and she became the Friends of York Hospital Volunteer Organiser, a role performed for 12 years.

Pam first volunteered for the National body, at a National conference in York. Later she became part of the regional committee, and Chair of the Yorks and Humber region. She has been Chairman of the National body for over 5 years, and is now a Vice President.

Name

Mrs Jeanne Nicholls MBE

Year of Birth

1921

Current Base

Truro, Cornwall

Attend Membership Group

Friends of the Royal Cornwall Hospital

How the War Shaped Early Attitudes

Jeanne and her parents had lived in London. At the start of the war they were all on holiday in Langdon Bay, Wales.

It was Jeanne's parents that decided she should go into nursing, in particular her Mother. Back in those days, Jeanne was keen on sport and had a place at Bedford Physical Training College, as she loved ice skating. However, family values meant that you didn't argue... too much... with your parents, as they knew best. Nursing was the best place for her to contribute.

Jeanne was sent to Cardiff Royal Infirmary to train as a nurse. She also had relatives residing there [to keep an eye on her, she smiles] and happily settled in the local community.

So nursing hadn't been something she had wanted to do, but back in the days of the war, everyone had to help. However, it transpired that nursing was a field that Jeanne thoroughly enjoyed, and she qualified as a State Registered Nurse. In those days in nursing you did "whatever you had to do" as it was a case of everyone pulling together on a shift. Jeanne remembers regularly doing extra hours to help out. She highlighted that there weren't the rules and regulations that there are today, and frequently you just got on with whatever was presented because there just wasn't anyone else.



“As you work, and keep working, you find it all falls into place and that’s an achievement.”

A lifetime involvement in Volunteering?

Jeanne found herself volunteering very soon after she arrived in Cardiff. This was at the local hospital for sick children, organising trips, and assisting with games. One of the things she particularly enjoyed was that they were allowed to take the children home to tea with them. Jeanne laughed, noting that this definitely wouldn't be allowed today.

Involvement with Friends

Jeanne and her husband moved to Cornwall in 1945 taking a house near Probus. Those were the days when marriage marked the end of a nursing career. At that time Jeanne had been working as a ward sister on the medical side of a mansion (Trewarthenick) in the village Tregonay. It was attached to the Truro Infirmary. She still continued for a while as a volunteer. Truro Infirmary became the National Health Royal Cornwall Hospital Trust. Times changed and they had to keep to the new rules. Then, the Friends of the Royal Cornwall Hospital Trust were formed under the Chairmanship of the late Countess of Falmouth. Jeanne took over as Chairman upon her demise. Upon retirement, she went on to become Vice President, a title for which she is so proud.

When volunteering she used to travel into Truro where there was a small cottage hospital that was set up for the community. It had strong links with everyone in the

community and was a real hub of everything that went on. Jeanne helped out where she could by raising funds, recruiting people, and generally gaining the interest of others in the work.

It was at the time of the NHS being launched, Jeanne remembers that there wasn't universal enthusiasm, a Doctor friend, was standing in the hallway of her home and being on the phone, said how unhappy he was at this new development.

In the 1960's Jeanne became a member of the Friends of the Royal Cornwall Hospital. In 1978 the Cornwall & Isles of Scilly Hospital & Community Friends were formed and Jeanne was the Chairman for 15 years until the late 1990's. She was also instrumental in starting a befriending service at the hospital. Today she still remains the President and keeps an interest in all that is going on. Jeanne had a wider interest in the community and was also a member of Cornwall Community Health Council.

Jeanne was a founder member and volunteer fundraiser at Cornwall Mobility Trust. Jeanne had pledged to raise £150,000 towards this. However the target was increased to £200,000 and this was met. Work was commenced on the centre and in September 1994, the Duchess of Kent opened a new Cornwall Mobility Centre which Jeanne then ran.

Name

Mrs Pat Daniels MBE

Year of Birth

1929

Current Base

Chester

Attend Membership Group

The Chester Childbirth Appeal

How the War Shaped Early Attitudes

Pat lived in Chester with her family and they were able to stay together during the war. Pat's Father was in a reserved occupation. Pat remembers a very happy childhood.

The family took in an evacuee, Jimmy as part of their contribution to the war. Jimmy was 14, and had some harrowing experiences during the bombing of Liverpool. He arrived in cut down trousers, and had no shoes. He had lice in his hair. Pat's Mother took to the task with vigour and he was soon clean, and kitted out in a wardrobe which had been put together with donations from people in the local community.

Another recollection Pat had of that time was of a party which was put on by Miss Griffiths, a wealthy coal merchant's daughter, on an annual basis. She lived in a large house, and all the children were invited to a party to celebrate Christmas. Jimmy had never been in such a big house. However, his fears were allayed by jelly and junket.

In many ways Jimmy was taken to the heart of the family, and it was as though there were four children. He lived with them for two years, though they never saw or heard from him from the day he left.

A lifetime involvement in Volunteering?

Whilst still at school at Chester City High for Girls, and aged 12, Pat was asked to help on an 'old men's ward' with the water jugs and other tasks. It was a little bit grim, having been the St James Workhouse, until it had become the Chester City Hospital in 1929. The school had developed the initiative as part of its war effort.

A further effort to help was being part of a gang of children who went along to some local market gardens, to hand-pick potatoes.

Another volunteering contribution Pat did during the war was at a local canteen for the armed forces. As she had a foot problem, Pat was put to work on the till. Pat highlights that this role was an unknown experience for her, but she had little choice but to give it a go. She discovered a new skill.

At 17½, Pat went to Liverpool to train to become a Registered Sick Children's Nurse at the Royal Liverpool Children's Hospital. There was a real fight at home as Pat's parents were keen that she should go into further education.

“People were very neighbourly and considerate. The war brought it out. We weren't forced to do things, but everyone did – it was a way of life.”

Pat recalls the Ward Sisters' as setting the tone: they were from the Queen Alexandra Corps and had seen active service during the war. They had a particular dislike of waste.

Despite being accepted to do medicine, Pat spent her whole career in midwifery. Pat is a bit of a living legend in Chester. While I was there, I met people who she had trained to be midwives, and others whose babies she had delivered. The needs of the extended family took up Pat's spare time while working. Pat was both very public spirited, and understood her public responsibilities.



Involvement with Friends

Pat first remembered encountering Leagues of Friends, when a friend who was a nurse, started the League of Friends at Chester Royal Infirmary.

Pat retired in 1989, and took a while to recover from a period of indifferent health. In 1991, she started the Chester Childbirth Appeal, with the specific aim of supporting purchasing things that she had seen as necessary during her working career in the unit, but for which there was no budget.

Pat remains active today. Within the last month, the Friends Groups have agreed to fund the refurbishment and extension of the play area outside the children's ward. Pat is spearheading the fundraising.

Name

Mrs Margaret Parr MBE

Year of Birth

1929

Current Base

Rossall, Lancs

Attend Membership Group

The League of Friends of Rossall and Fleetwood

How The War Shaped Early Attitudes

Margaret grew up on a farm in North Lancashire.

Farming was in a reserved occupation, so her Father was not called up to war. However many of the labourers were, and the farm was very short staffed.

Margaret recalls a culture of hard work, and being thrifty. At a young age, Margaret was expected to do the equivalent of almost a full days' work, split by the school day. She had to pick up all sorts of skills in animal husbandry such as milking. At times such as haymaking, everyone mucked in.

There was also a sense that the community expanded, with extra people joining the 'delivery team' on the farm. This labour came from the 'land girls' and prisoners of war. These were people who were unknown, but they were needed, and welcomed.

Margaret comments "it was instilled at an early age that we needed to work, we had a responsibility to work."

Example of Others

There was a real culture of community. In the farm community, everyone would share, so for instance much more than today. So for instance, people would lend each other machinery and labour.

However, more than that, people would share food. Farmers were only allowed to kill two pigs per year during the war years. Margaret recalls that whenever a pig was killed, a pork roast would be shared with the neighbours.

Margaret's Mother was very active in the home, including expanding the kitchen to support the prisoners of war. Margaret remembers a constant round of baking, bottling and jam making.

**Involvement with Friends**

In 1957, a friend invited Margaret along to a meeting at Wesham Park Hospital with a view to forming a League of Friends. The aim of the group was to 'fill the gaps' by personal service and fundraising. The fact that money would be spent locally rather than being sent to a National Headquarters particularly impressed Margaret.

A real challenge for this new League was to help dispel the stigma of workhouse. Along with the hospital staff, this was attempted by holding open days during the summer months on Wednesday afternoons and evenings when the public were invited into the hospital to be shown round. The first open day was held on September 10th 1958. Some League members acted as tour guides. Others made massive amounts of sandwiches in the ward kitchens and served them with cups of tea to the visitors at tables set out in the grounds adjacent to the wards. The object of the free tea was to attract more people to come along.

Each organisation with representatives on the committee was asked to adopt a ward. The Poulton N.F.U. Ladies, of which Margaret was a member, were allocated the last ward.

“Responsibility within society means accepting our individual place in society. Not just taking from, but much more important putting into society, our time, our talent, our treasure.”

It was the male psychiatric ward, the one ward no one wished to adopt. Members visited and were able to get a few patients interested in reading and making jigsaws etc., the forerunner of occupational therapy services.

Prior to Christmas the ladies went along one evening to decorate the ward taking lots of fresh holly and paper streamers. A memorable occasion for Margaret. On this ward there was a young male patient who would only leave his bed to go to the bathroom. The ladies asked him to help with the decorations, but to no avail. Later he went off to the bathroom. While he was away one of the ladies, who enjoyed a little fun and laughter, put a bunch of holly in his bed. He returned, got into bed, and shot out of it like a rocket. After a calming chat, he soon was helping. He enjoyed the experience and was a great help. Later in the evening, Sister walked down the ward to inspect what they had been doing. As she returned, she summoned Margaret to follow her into her office and ordered her to sit down. Margaret nervously did so, wondering what was wrong. “How did John get out of bed, because she had been trying for weeks?” She asked Margaret, who almost said ‘try a bunch of holly.’ Sister was speechless and Margaret quietly departed back to the ward. John improved in health and became very helpful around the ward.

In another story, Margaret described the League’s first large fundraising event which was quite unique. A large farm at Peel had been sold and the farm buildings were empty prior to the new owner’s arrival. The use of the buildings was offered to this new League for fund raising and a large barbecue was arranged. Each member of the committee was allocated a section to organise e.g. catering, car parking, entertainment etc. Many hours were spent at the farm on each evening during the week prior to the event at which a whole large pig was barbecued. The lady in charge of catering was very artistic and brought along copper and brass jugs filled with beautiful flower arrangements to decorate the catering area; Margaret’s role was to transform the farm dairy into a ladies powder room. Mobile toilets were put into booths along one wall, three babies’ bath stands were used for hand washing. A member gave Margaret a roll of pink and blue heavy brocade material which was used to drape a long trestle table along another wall, over which a very large mirror was hung along with a photograph of the Queen. A small table with a pretty cloth stood in the centre. Someone came in to take a look and said “you need a kidney shaped dressing table in here, ha ha ha.” The following evening Hills Department Store’s lorry arrived with a dressing table and a large piece of green carpet that had just been taken up from one of their show rooms. Margaret’s story highlights the attention and detail everyone put into their volunteering.

In February 2012 Margaret will have been involved in the local friends groups for 54 years. She has spent 28 years of these as Chairman of a local group.

Name

Mrs Rose Reid BEM

Year of Birth

1929

Current Base

Peterhead, Scotland

Attend Membership Group

League of Friends Peterhead Ugie & Community Hospital

How the War Shaped Early Attitudes

Rose has spent her whole life in Peterhead in Scotland.

Her Father and five older brothers were in the army and went away to war. Her older sister was already married at this point. So Rose essentially grew up with her Mother.

Sunday school was a regular part of her life, and Rose feels she learned the difference between right and wrong. It was also a time where money was not free-flowing and so there was little for extras. Rose believed she learned the real value of things, and to know what was important. These values have shaped her whole life.

A number of houses shared an air raid shelter, and when the sirens sounded, it was Rose's job to go to the neighbours houses and help them carry anything they wanted to take down with them.

“The League of Friends are caring people, who genuinely make a difference to the quality of lives for people in their communities.”

**A lifetime involvement in Volunteering?**

Rose always liked doing things for people. With a young family, she took a job as the on-site nurse for Cross & Blackwell – the hours were 6.00pm to 10.00pm, and enabled her to juggle work and caring responsibilities.

She then went to Ugie Hospital as an auxiliary nurse, working with older people which she really enjoyed. Part of her role was to organise activities for the patients: particularly dancing.

After 23 years, Rose developed heart-trouble and was told she had to retire. However, the Doctor said that from looking at her personality it was vital she kept busy, and suggested Rose started volunteering.

Involvement with Friends

Rose initially began volunteering between the two hospitals of Peterhead and Ugie with the aim of fundraising. This developed into the opening of a shop.

Rose tells the story of arriving on a ward, and a patient announcing to the surrounding beds, “it’s the wee wifey from the League of Nations.” Perhaps not quite right, but the community had definitely got the hang of the role at some level. Rose is particularly proud of the work the Friends do with the Social Work Department. Without anyone knowing, the Friends will fund necessary personal things, including clothing, or even a fire in their own home to support people’s recovery and on-going independence.

Rose was on the Scottish Committee and the Chairman of Scotland for nine years. She is currently a co-opted member of the Board. She is also a Vice President of the organisation.

Name

Miss Elizabeth Batten

Year of Birth

1932

Current Base

Salisbury

Attend Membership Group

Salisbury Hospital League of Friends

How the war shaped Early Attitudes

Elizabeth has spent her whole life in Salisbury. Her Father had come back from the 1st World War with Trench Fever, and so was at home throughout the second war.

Elizabeth's memory is that the war seemed to affect the life in Salisbury minimally. She remembers some evacuees arriving from Portsmouth, which had been heavily bombed. Two frightened little boys were allocated to their home with nothing and had to be provided for. However, after a few weeks, their Mother came to visit, and decided to take them home.

A lifetime involvement in Volunteering?

Elizabeth was very keen to become a nurse, and to explore this interest her Mother encouraged her to join a local First Aid Group. One evening she walked with her Mother across the city to a Church Hall where a meeting was taking place of young girls. Upon entering the hall her Mother decided that this was not the group she wished her to join – it was a meeting of Red Cross Cadets. Within a few weeks her Mother discovered where the girl cadets of St John Ambulance had weekly meetings, and a delighted Elizabeth enrolled.

Through this Elizabeth became a volunteer in the canteen at the General Infirmary, Salisbury every Saturday morning. This led to also working each Sunday on one of the Surgical Wards serving teas, washing up and helping to make beds. This was quite an achievement since she was only 12 years old.

Before Elizabeth left school, she went to a private Secretarial School to learn typing and shorthand because her Mother felt she was not a suitable candidate to become a nurse.

In September 1947, Elizabeth was sent to France to learn French with her Father's brother. Unfortunately, she became rather homesick when staying with a charming family in the north of France and she had to return to England; travelling back on her own on the boat from Calais and travelling to Waterloo where she was met by her Father. During this period her Father sent applications off on Elizabeth's behalf to four firms in the City and she was interviewed by three and offered a junior appointment by each. She of course accepted the firm which offered more money – £1.2s 6d per week. Two years later a friend suggested she might apply for a junior secretary's post at the Hospital which had been opened in Salisbury (now known as Odstock Hospital). Here she was given opportunities to work in various departments to gain experience typing for consultants, as well as general offices. In 1955 she took a post at Amesbury Regional Distribution Centre (RDC), but she missed the hospital work and re-applied in 1957 to work as a PA to the then Group Secretary, where she saw the 1972, 1974 and 1984 re-organisations of the Health Service.

In 1986, Elizabeth transferred to the Salisbury General Infirmary as Administrative Services Manager (previously the Hospital Secretary post) to complete her career in the NHS.

During her career, and alongside her post at the hospital, Elizabeth volunteered consistently since 1944 when she joined the local Youth Club. This had been set up at the wish of the then Bishop of Salisbury because he was concerned for the safety of young girls following the return of the troops from the war. Salisbury was fortunate



in the appointment of the Youth Officer who had recently completed her degree in Youth work at Bristol. In 1957 Elizabeth was appointed Secretary of the Salisbury Youth Committee which she supported for over 30 years. As part of this Committee, she was in touch with over 700 youth groups and organisations. Alongside this, she was a trainer for the Duke of Edinburgh Award, training young pupils in Etiquette and Good Sense.

She undertook to be responsible for the flower team for her Church for 8 years and was a School Governor as Church representative at the Girls School for 10 years, and a Governor of a small private School for 28 years from which she retired last November.

“The hospital is the community, and the community is the hospital. They are inextricably linked, and are only truly effective when that relationship works well.”

Involvement with Friends

There has been a voluntary Hospital in Salisbury since 1776, and in the 1800's a League of Friends began with a penny subscription. This was wound up in 1948 with the great enthusiasm for the NHS.

However, there was an on-going need for Leagues of Friends and this was recognised in 1954, when Salisbury decided to set up a League. At the first meeting Elizabeth was invited to join the new Committee as the youth representative, and remains on it to this day. As Elizabeth was a member of the staff, it was mutually agreed that she should not become Chair of the Group, but she has been Vice Chair since 1996.

Name

Mrs Candy (Florence) Baker

Year of Birth

1932

Current Base

Stratton nr Bude, Cornwall

Attend Membership Group

Stratton Hospital League of Friends

How the War Shaped Early Attitudes

Candy's parents moved to Edgware from Yorkshire in the mid 1930's, so that her Father could find work as a sales manager with John Laing's. He then went to their head office in Mill Hill (he was a trained architect). At the outbreak of war, they had moved to Elstree, where a new estate of houses was planned.

Elstree was bombed heavily during the war, as the film studios were believed to be munitions factories. Baskets of bombs were dropped, and Candy remembers many of her young school friends being killed.

Candy's Father was not expected to go away to war, but joined the ARP [Air Raid Precautions]. In the midst of devastation, Candy can remember her Mother making beef tea and gingerbread for TB sufferers. It was Candy and her Father's job to deliver it around the community.

Towards' the end of the war Candy's Father began collecting the subscriptions of 1d a week in the community, for the District Nurses. He was involved with raising funds for Bushey Cottage Hospital. As a young teenager, Candy got heavily involved in fundraising, setting up stalls. Her enthusiasm was spotted, and at 13 she found herself on the hospital committee.

Despite resistance from her Father, Candy became a 'probationer nurse' at the age of 16. Candy recalls she was



weighing the weekly butter and sugar rations for hospital staff when the health Minister Nye Bevan made his announcement, and the huge sense of excitement that accompanied it. A young nurse came running down the corridor - you never ran except for fire and haemorrhages – shouting 'We're going to get a National Health Service.'

“I can recall the real sense of community in the war. I still live it in my own village now. If anything happens, we all pull together.”

Involvement with Friends

In the mid 1970's Candy moved to Cornwall. In the 1980's, she was persuaded to join Stratton League of Friends as a Committee member. The task was to raise £100,000 to keep the hospital open. In fact, they managed to raise £150,000 in 8 months.

In the late 1980's, Candy was bemused by the lack of interest in the Cornwall County Association of Leagues of Friends and asked permission to go along. She soon got involved and today is its' Chair.

From this her skills were recognised, and she is also Attend's Chair of the South-West region.

Alongside this interest, Candy became involved in the Patient and Public Involvement Forum, and became Chair of that too. Due to the level of unsettlement, at the future of change Candy decided not to get involved in LINKs but the PCT weren't prepared to let her go, and she is now a lead for them in assessing Dignity and Care.

Today Candy is involved in her biggest project yet – the Friends are raising £1m to make Stratton Community Hospital fit for purpose.

Name

Mrs June Whittaker

Year of Birth

1935

Current Base

Winsley Hall, Shropshire

Attend Membership Group

Friends of Shrewsbury Hospital, President of the Shropshire LOF County Association

How the War Shaped Early Attitudes

June grew up in South Wales in a house up on the hillside overlooking Swansea. It was a huge dock, and an area of heavy industry: steel, coal and nickel work. The army and navy were stationed there. June can remember standing at her bedroom window watching Swansea Bay being blown to smithereens. Later she can also remember watching a small armada congregating, and then setting off to Dunkirk.

June's Father was a veteran of the First World War, and was unable to fight. He worked throughout the war, and also volunteered for the ARP [Air Raid Prevention]. June recalls that he was on duty several days a week and would spend all night walking back around local villages, before snatching a couple of hours sleep and returning to work.

June's Mother kept an 'open house.' American and English servicemen and women could come to the house for a bath, as there were no baths at the barracks. They were also fed. Even today, there are two Wren's in their 90's who keep in touch with June. The house also acted as a hub for the local community: there were coffee mornings for elderly folks who were given cakes to take home. June also remembers delivering puddings round the neighbourhood.



A lifetime involvement in Volunteering?

June remembers how the shock ricocheted round the community when the lifeboat at Mumbles sank. The RNLI was adopted as the family charity and fundraising for this became a regular pastime.

June trained as a nursery nurse at Bristol, and went to be on the staff of the Princess Christian College at Windsor. During this time, June also volunteered for the WRVS, brewing tea, and flag selling.

Once she was married, June moved to Shropshire, and immediately found herself a target of interest for many voluntary sector groups, including St John's Ambulance, Riding for the Disabled, NSPCC and Macmillan.

June remains a warm host, opening both her home and grounds for the local community. For example, on an annual basis she opens the grounds for a snowdrop walk – in five years the walks alone have raised £10,000 for the NSPCC.

“I just feel I have to give something back. I don't think of it as charity, it's just a way of life. I suppose I should hang up my boots, but I am damned if I am going to, until they show me the door.”

Involvement with Friends

June is particularly fond of the Friends as a charity, as the money stays in the county: Her support of some of the charities has waned as funds are used increasingly to support expensive head offices.

Her commitment spans 44 years, and she has had a variety of roles. June is very well known for her role with the Shropshire County Association which she chaired until a few years ago. She is now its President. In its history this has been a very active group, with its foundation rooted in keeping cottage hospitals open.

Name

Mrs Ann Davies MBE

Year of Birth

1936

Current Base

Nr Holywell, Flintshire

Attend Membership Group

Prestatyn Central Surgery Community League of Friends

How the War Shaped Early Attitudes

Ann was very young when the war started, and lived near Gorseinon in South Wales. Swansea was bombed badly, with many homes damaged.

Ann's Father didn't go away to war as he was a sheet metal worker, and this was a reserved profession. She had a younger sister, and a brother born in 1944. Her Mother was ill from the birth with Toxaemia, and died in 1946.

Ann's Father worked long hours, and did shift work and it was Ann's role to keep the home, and look after her brother and sister. She had lots of responsibility, so much so that there was no expectation she should go away to continue her education. It just wasn't a practical reality.

A lifetime involvement in Volunteering?

Ann comes from a good Chapel family, and found it easy to adopt both the associated faith and value set. In terms of her early contribution to the community, this took up much of her life and to this day she has weekly responsibilities which include the choir, and altar flowers. There has always been lots of fundraising too.



“My voluntary contribution fills my life, and at difficult times has given me something to live for. It feels to me as though we are on this earth to help each other. I thank God that I am able to do what I can.”

Ann made her career in insurance, and was good at it. She became the first lady inspector for Pearl Insurance in North Wales.

Ann married a professional musician and moved to Liverpool where she and her husband had a flat in a house. The other flat was occupied by June Whittaker [also interviewed]. June mentioned to her that if she ever wanted to meet new people, “The League of Friends was a great place to look.”

Involvement with Friends

Ann has a childhood memory of the League of Friends at Gorseinon hospital, where her Aunt was the Chairman. She can remember being invited to a children's dance, and particularly the pretty new dresses, she and her sister were made.

When Ann's children grew up, she moved to North Wales, and found herself alone in a new community. Although she worked full-time, she had not forgotten June Whittaker's advice, and so made her way to Glan Clywd Hospital. She didn't work on a Friday, and immediately found herself working on the tea bar on a Friday and Sunday afternoon. Within six months however,

her leadership skills had been recognised and she found herself on the committee.

Ann's role was recognised at a wider level, and she became the first Chairman of Wales, serving for nine years, and sitting on the Board of the National body. She is now a Vice President of the National body.

Volunteering for Friends at a local level still is a big part of Ann's life. The weekend before the interview, she had been representing the Friends at the local Christmas tree festival. In a local church, there were 29 trees decorated by different local organisations – Ann was supporting the League of Friends one. She also ran a craft stall, and supported tea and coffee sales. It ran from 10.00am to 7.00pm, and it raised £2,300. Ann highlighted that she had always enjoys fundraising.

Ann has also got involved with lots of other organisations, sitting on steering groups, including the NSPCC, Bible Society, and the British Heart Foundation.

Name

Mrs Connie Foster MBE

Year of Birth

1922

Current Base

Barking, Essex

Attend Membership Group

Friends of Barking Hospital

How the War Shaped Early Attitudes

Connie was 17 at the outbreak of war.

She had met her intended husband when she was 15, and at her future Mother-in-Laws' suggestion, had lived at their house during the week to save the travelling from Manor Park to Wembley, where she worked. When her fiancée volunteered to join up in 1940, they decided to marry, and this took place in February 1940. This caused consternation on both sides of the family. Connie and her husband Len ended up sharing a house with her parents until 1953. Len was stationed in Palestine protecting the oil wells for four years of the war, and Connie was left to make the best of life in East London.

Connie remembers the day after the Germans began their intense bombardment of London. She had gone to visit her husband in Newbury and returned to Victoria station next evening. The bombardment was continuing and London was alight everywhere with flames. She boarded a No. 25 bus, the driver tried to find a route through the burning streets and falling masonry but found it impossible to continue. He found his way back to Victoria. With many other people Connie was trapped there. A cab driver appeared and became a Good Samaritan. He said he was going towards Ilford and offered to take some passengers. Connie shared that cab with five absolute strangers. They were dropped off at various stages on route.

“I think joining the Friends of Barking definitely enriched my life, and I still contribute today despite my own health problems. I began serving the public ‘Christmas 1940’ by working for the Royal Mail. Who wants to be a millionaire? I don’t, I couldn’t be happier than where I am volunteering.”

The bombs were continuously falling. Eventually Connie was dropped at Romford Road, Manor Park opposite where she lived with her parents. It must have been about 3.00am or 4.00am when she finally arrived home and joined her parents in their Anderson shelter in the garden. It was an unforgettable, terrifying experience, the cab drivers courage and tenacity was remarkable. His war spirit was emulated by Londoners and the rest of Great Britain. The blitz and doodle bugs followed later. It engendered defiance not fear and people became better neighbours as they endured it. This spirit continued until the Germans were finally defeated.

London of the war was very different to the London of today. Main front doors were often left open to the street, and people knew each other better. The area was heavily bombed, and from day to day, you would never know if “your windows would be in or out.” However, everyone just carried on as normal, sweeping up glass as part of the normal routine. Above and beyond this, as people lost everything the rest of the community replaced the essentials from their own homes, even when it was for people they didn’t particularly know.

A lifetime involvement in Volunteering?

Connie began a career in the post office which was a 'reserved' occupation. She stayed for 33 years.

Connie worked in a variety of departments at the head office in Ilford. This was largely shift work which made it difficult to do much else, particularly in terms of volunteering. Connie found herself as one of only three women in management positions, and then appointed to run her own sub-post office. In those days, you had to find your own shop, and convert it. It was due to open after Christmas. On 15th December; Len her husband had a heart- attack, and died. Head office offered to rescind the opportunity of running a sub-post office, but Connie decided to go ahead on her own.



Connie remarried. Having taught her new husband Jim, Post Office work, he opened another one in 1961. His health deteriorated, so she sold her own Post Office September 1972. Later when Jim was diagnosed terminally ill during 1981, they sold his one so that Connie could give him full care. Jim died in October 1982.

Involvement with Friends

On her own, and with time on her hands, a friend at the British Legion asked Connie to occasionally take her position on the local Friends Committee. At her first meeting Connie was asked to be Secretary, but she said she needed to know more about the work involved before making a decision. The beginning of the second meeting was the December AGM, and she deferentially took a place, at the foot of the table, being a very junior member. She couldn't really hear what was going on. Everyone was saying "Aye," and suddenly they looked at her, and she was congratulated – she had been voted in as Secretary, and her time with Friends had officially began.

Connie describes taking up everything as people gave up, and has done everything from Library duties on Sundays, to stalls around the fish pond, to running the tea bar.

Connie has chaired her group. She has also been the London representative on the National Committee, linking together some 60 or so newer groups.

3

Leadership and the Leagues of Friends

To a large extent, over the last 20 years this volunteered contribution has been obscured within the voluntary sector. The values and passion have been arguably overshadowed by the huge growth of paid staff. At many levels it is portrayed that at least a core of paid staff are needed to ensure that the contribution is both safe and sustained. According to Hill and Stevens (2011), academically, this can be described as a move from 'volunteer led organisations' towards 'volunteer involving organisations.'

The membership of Attend, and traditional Leagues of Friends in particular, have been slow to take on paid staff, seeing them as an avoidable expense. These groups' contributions are diminished as the 'blue rinse brigade,' or the 'ladies in the twin set and pearls.' Also, many hospital managers often perceive them as determined resisters of change, and with a benign smile refer to them as the 'Leagues of Fiends.'

But many Friends Groups have continued their work through the years and I wanted to explore the secrets of leadership that had encouraged such an on-going commitment from their members. My assumption was that over 60 years of success, meant that it was not just the result of good luck, and that the leadership philosophies and behaviours displayed by the interviewees did fit some of the textbook models.

In recent years, there has been considerable discussion around how leadership is about the ability to encourage and manage talent. Core to this is the ability to harness discretionary effort: this refers to the contribution made by members which is above and beyond what they are expected to do. So for volunteers, you could argue that all their contribution is discretionary: it is above and beyond what they are obliged to do.

I have used the concept of talent management cited by Ulrich (1998) and combined a number of models together onto this framework. This framework is fully explained in the appendix and its key factors relate to how a leader of a Friends Group can encourage the following:

- **Commitment**
Encouraging commitment to the cause and activities of the Friends Group
- **Competence**
Developing the skills, knowledge and attributes of members to fulfil their role
- **Contribution**
Developing a climate where people can make a valid personal contribution to the work of the Friends Group

The next section considers the interviewees' perception of what constitutes quality leadership amongst existing Friends Groups, and matches this with the three factors of effective talent management.

This review shows that the women's contribution is not something of a bygone time, but fits a textbook model for contemporary volunteering.

As a result, this section acts to recognise their contribution and makes the case that it should be given equal credence to the voluntary schemes and initiatives that have emerged in recent times that are heralded as pioneering and innovative.

Interviewee	View of leadership in Leagues of Friends	Link to talent management model	Key factors (See Appendix)
Miss Pamela Morton OBE	<p>The leader needs to make volunteering fun.</p> <p>There has to be a sense of purpose.</p> <p>Everyone needs to know how they can contribute to the sense of purpose.</p> <p>The leader needs to be a passionate individual, and engender big action.</p> <p>The leader can see the bigger picture and circulate that clearly.</p>	<p>There needs to be a social element.</p> <p>People need to feel the activities they are doing have impact and meaning.</p> <p>People need to understand both the broad aims of the Friends Group and their own roles.</p> <p>The leader needs to believe in the cause in order to influence others.</p> <p>The leader needs both strategic skills and communication skills.</p>	<p>Commitment</p> <ul style="list-style-type: none"> • Social <p>Commitment</p> <ul style="list-style-type: none"> • Achievement <p>Competence</p> <ul style="list-style-type: none"> • Knowledge (followers) <p>Contribution</p> <ul style="list-style-type: none"> • Influencers to Sponsors <p>Competence</p> <ul style="list-style-type: none"> • Attributes (leader)
Mrs Jeanne Nicholls MBE	<p>Leaders need to be very committed to the cause and self-motivated.</p> <p>A leader needs to be an efficient organiser and a good delegator.</p> <p>Leaders need to be and a tactful. If the leader is not tactful, they could find themselves being thrown out.</p>	<p>The leader requires high level attributes to maintain the work of their Friends Group.</p> <p>The leader needs to possess sound management skills.</p> <p>The leader needs to demonstrate self-control to influence those that could undermine their position.</p>	<p>Competence</p> <ul style="list-style-type: none"> • Attributes (leader) <p>Competence</p> <ul style="list-style-type: none"> • Attributes (leader) <p>Contribution</p> <ul style="list-style-type: none"> • Influencers to Sponsors (Avoiding 'Influencers to Blockers')
Mrs Pat Daniels MBE	<p>The core characteristic is leadership by active example, and believing passionately in what you set out to do.</p> <p>Leaders need to keep focused and prove they are reliable to people and that they can have confidence in you.</p>	<p>The leader's authenticity is underpinned by the fact that they 'get their hands dirty' and get involved in operational tasks.</p> <p>Consistency of application is key to influence associated stakeholders and provide a good experience for followers.</p>	<p>Competence</p> <ul style="list-style-type: none"> • Attributes (leader) <p>Contribution</p> <ul style="list-style-type: none"> • Influencers to Sponsors • Beneficiaries to Sponsors • Bystanders to Beneficiaries
Mrs Margaret Parr MBE	<p>A leader needs to really involve themselves to inspire local confidence so that people also really involve themselves.</p>	<p>As above, the leader's effectiveness is linked to the need to show they 'get their hands dirty' and get involved in operational tasks.</p>	<p>Competence</p> <ul style="list-style-type: none"> • Attributes (leader) <p>Contribution</p> <ul style="list-style-type: none"> • Beneficiaries to Sponsors • Bystanders to Beneficiaries

Interviewee	View of leadership in Leagues of Friends	Link to talent management model	Key factors (See Appendix)
Mrs Rose Reid BEM	<p>A balance of drive and the ability to encourage is important.</p> <p>A leader also has to be careful to ensure they do the right thing and ensure there are not any unintended consequences of what happens.</p>	<p>Leaders need a clear focus on key outcomes and those involved in achieving these.</p> <p>A strategic approach is needed to engage with stakeholders, both within and outside of the organisation.</p>	<p>Competence</p> <ul style="list-style-type: none"> • Attributes (leader) <p>Contribution</p> <ul style="list-style-type: none"> • Avoiding 'Influencers to Blockers' • Avoiding 'Helpless Victims'
Miss Elizabeth Batten	<p>An effective leader works well with the committee and encourages them to offer their talents. Also, the ability to communicate the needs to the local community is important.</p> <p>More importantly though is to ensure people enjoy being a volunteer and being able to give free time.</p>	<p>The leader needs the ability to encourage group members to get involved in activities they might otherwise bypass, and also promote the work of the Friends Group to the wider community.</p> <p>The leader needs to ensure members find volunteering tasks worthwhile and undertaken in a positive environment.</p>	<p>Competence</p> <ul style="list-style-type: none"> • Attributes (leader) <p>Contribution</p> <ul style="list-style-type: none"> • Beneficiaries to Sponsors • Bystanders to Beneficiaries <p>Commitment</p> <ul style="list-style-type: none"> • Social • Achievement
Mrs Candy Florence Baker	<p>Enthusiastic community leaders don't give up easily.</p> <p>Effective leaders encourage groups to thrive and have good links with other organisations, networks and individuals, and direct involvement with other charities can all help ensure success.</p>	<p>A key attribute of effective leaders of a Friends Group is personal resilience.</p> <p>Leaders have a good understanding of the wider picture and develop positive working relationships with a range of stakeholders within and outside of the Friends Group.</p>	<p>Competence</p> <ul style="list-style-type: none"> • Attributes (leader) <p>Contribution</p> <ul style="list-style-type: none"> • Beneficiaries to Sponsors • Bystanders to Beneficiaries • Influencers to Sponsors
Mrs June Whittaker	<p>Leaders of local community organisations need to be genuine and dedicated in their support.</p> <p>They need to have the 'common touch'. An old fashioned phrase perhaps, but it's important to value and treat everyone equally.</p>	<p>Effective leaders of a Friends Group need to be both authentic and demonstrate a high consistency of effort in their work.</p> <p>Leaders of a Friends Group need to be able to relate to followers at whatever level suits the person the best.</p>	<p>Competence</p> <ul style="list-style-type: none"> • Attributes (leader) <p>Competence</p> <ul style="list-style-type: none"> • Attributes (leader)
Mrs Anne Davies MBE	<p>Leaders need:</p> <ul style="list-style-type: none"> • Enthusiasm • The ability to speak up • On occasions to have broad shoulders 	<p>Leaders of Friend groups frequently need to encourage others to take part in the journey, and this can include group members as well as associated stakeholders. They will need to cope when set-backs are experienced and when personal motives are misunderstood.</p>	<p>Competence</p> <ul style="list-style-type: none"> • Attributes (leader) <p>Contribution</p> <ul style="list-style-type: none"> • Influencers to Sponsors • Beneficiaries to Sponsors

Interviewee	View of leadership in Leagues of Friends	Link to talent management model	Key factors (See Appendix)
Mrs Connie Foster MBE	<p>Leaders practice “the volunteer ten commandments” in running a successful Friends Group.</p> <ol style="list-style-type: none"> 1. Speak to people: There is nothing as nice as a friendly greeting. 2. Smile at people: It takes 72 muscles to frown and only 14 to smile. 3. Call people by name: The sweetest music to anyone’s ears is the sound of their own name. 4. Be friendly and helpful: If you would have friends be friendly. 5. Be Cordial: Speak and act as if everything you do is a genuine pleasure. 6. Be genuinely interested in people: You can like everybody if you try. 7. Be genuine with praise: Cautious with criticism. 8. Be considerate with the feeling of others: It will be appreciated. 9. Be thoughtful of the opinion of others: There are three sides to a controversy! Yours--- the other persons---- and the right one. 10. Be keen to give service: What counts most in life is what we do for others. 	<p>Effective leaders of Friend Groups need to have well developed inter-personal skills.</p> <p>They portray to all that they enjoy what they do and enjoy interacting with whoever they are engaging with.</p> <p>When dealing with situations where there is a difference of opinion, effective Friends Group leaders will work hard to negotiate common ground and a situation that will benefit all concerned.</p> <p>Leaders of Friends Groups will focus on service outcomes, whether than is a strategic contribution, or getting involved in the practiced delivery of services.</p>	<p>Competence</p> <ul style="list-style-type: none"> • Attributes (leader) <p>Contribution</p> <ul style="list-style-type: none"> • Beneficiaries to Sponsors • Avoiding ‘Helpless Victims’ <p>Commitment</p> <ul style="list-style-type: none"> • Safety <p>Contribution</p> <ul style="list-style-type: none"> • Influencers to Sponsors (Avoiding ‘Influencers to Blockers’ and ‘Helpless Victims’) <p>Competence</p> <ul style="list-style-type: none"> • Attributes (leader)

4

Drawing the threads together

The life experience of the ten interviewees has such richness, their stories have such a vivid relevance, and they showed a huge generosity of spirit in the way they shared them.

Universally they did not feel they had been a part of anything special, or had done anything unusual. In the words of one "this is what we are born to do." Equally, there had not been a huge reflection on why they had lived their lives as they had, or what had influenced their choices.

(i) Lives Rooted in Wartime Experiences

- The war's role in generating a physical and moral fortitude

When I started this piece of research, my perception was that it would be a story of personal tribulation and adversity that would have tempered the personality and resolve of the individuals. In essence, this was not the case. Most of the interviewees were in pre-adolescence at the start of the war, and they describe their growing up as a very happy time.

It could be argued that perhaps the passing of years had dimmed some of the harshness of the memories, or even that their young years had meant that they were protected from some of the most distressing aspects of the age. However, the interviews did not seem to support this.

To the contrary, it seemed that there was a real understanding of the challenges that affected the nation. June Whittaker gave the example of her face pressed against windows watching death and destruction raining down on her community. Candy Baker most affectionately recalled childhood friends that were lost and Pam Morton's fervent imagination daily conjured up the vision of German's landing on the beaches near her home.

This inspired a degree of, what today, we might perceive as adversity. There were tasks to do, sometimes for hours at a time, there was responsibility to be taken, and frequently there was an undercurrent of fear. However this was set against a framework of purpose and enduring optimism.

- The interviewees had grown up in female dominated environments with their Father away at war.

My assumption was that these young women had been set a very early example by their Mothers which had given them a framework by which they had lived their lives. It was likely to be a time that the interviewees had seen their Mothers work hard, and had seen them show great personal flexibility, and repeatedly be creative in their own home, and also on behalf of the local community.

However, what I hadn't expected was that without exception all of the people interviewed had their Father with them for part of the war. In fact, for the majority of interviewees their Fathers were in 'reserved occupations' or could not fight for other reasons. The example that the Father's set was also the focus of much of the discussion, with a clear understanding by the interviewees of how their father helped the war effort in their local community. Examples were given by all of the women. The imagery was particularly strong with Candy Baker who talked about knocking from door to door with her Father. June Whitaker also remembered her Father's vigilance in ensuring that everywhere was blacked out and safe in his role with the ARP.

A reflection now, which would need further research against this control group, is that the enduring presence

of the Father in the household gave it a strength and stability which enabled it to not only support its own needs, but reach out the hand of friendship and support to the wider community.

- The interviewees had been evacuees

The expectation was that these community leaders had largely been evacuees: that the very process of being ripped out of one community, and being transplanted to another one at a young age had created an early skillset on developing a practical understanding of how communities work, and integrating into them.

Again this did not prove to be the case. In fact, the vast majority of interviewees stayed in their community throughout the war, and over a third remain there to this day. Pam Morton was the only one who left her home, but this was not part of an organised central evacuation programme. It was in fact a process her Father organised privately, to areas where the family had connections.

- The war had embedded the value of community and the need to contribute it

A deep rooted sense of being part of a community shone through, even for people who had moved. None of the people interviewed had lived in their current community for less than 40 years. In the current transient age we live in, I would suggest that this is exceptional, even for this age group.

It is interesting to note that all the interviewees apart from Connie Forster and Jeanne Nicholls had spent the war in small towns and rural communities.

(ii) A Lifetime of Volunteering

- There would be a considered and constant involvement in volunteering throughout the women's lives.

Here the premise was that as young women, the interviewees had begun volunteering during the war and that this had become the pattern for their whole life.

Again this did not prove to be the experiences of the interviewees. In fact despite being involved in Friends groups, many did not highlight their various community contributions as volunteering at all. Phrases like "helping out" and "doing my bit" were the more frequent explanation.

However there did seem to be some common threads across their pathways to involvement in local Friends Groups

- There was a life of public service. Roles in the NHS, teaching and other public services were seen as part of a community contribution and an integral part of a lifetime of service.
- There was an involvement in health - either as part of a career, or because of a significant reliance on the NHS for themselves, or a member of the family. There was a sense of responsibility, and a sense of gratitude for something which was not seen as a 'right.'

(iii) Leadership

Certainly the leadership style of each of the interviewees was very different.

I was interested that each of them, for no matter how brief a time, had made a significant contribution in the workplace. For some it involved senior positions for many years. For others there had been voluntary sector leadership for many years, and for at least one more than 60 years.

However, for the most part these women do not perceive themselves as leaders. Yet, the experiences, approaches they describe, and character they exhibit are all a good match with the talent management model.

(i) Competence

These individuals all have vast knowledge of the needs of their community over many decades. They have lived in the area they are serving for between 40 and 80 years, and seen active public service across the whole period. As part of that they are integral to the history of their organisation, and the individuals within them.

They also have a proven array of skills, many of which have been refined in the workplace, but are clearly about volunteer management and leadership. It is also quite clear, that these skills and attributes have enabled these individuals to develop the ability of others to assist in the work of their local group.

(ii) Commitment

Here, I would argue this group is equally strong, if not stronger.

The level of achievement, the success of their groups, the hours of volunteering, and the funds raised are unparalleled.

The commitment of local group members is strengthened by the practicality of their leaders' contribution: these are leaders making a tangible difference in their local community.

However, they have a number of strengths which they also bring to their leadership. The style of leadership plays to social affiliation. Also, although not overtly stated by the interviewees, the way the groups work, there is a clear element of status and influence in the way they continue to operate. Local members are supported by the influence in the local community that membership affords them. This adds to the mix of motivational factors, that leaders tap into to encourage the groups' members to optimise their personal contribution.

(iii) Contribution

One could argue that these leaders have proved their lives in the area of change management, as evidenced by their longevity of service, and leadership. As well as leading by example in operational tasks, they have maintained a clear focus on strategic issues, which has managed the various stakeholders well. They still confidently tackle strategic issues. However, the rapidly changing health environment potentially offers a significant challenge in this area.

5

Final Words

Lord Fraser clearly identified the talent of the leadership of Local Leagues of Friends in their local community. The strongest sense I have is around it being value driven and authentic.

Their values embedded at a young age, are about people. In fact "things" are held quite lightly. They do not seem as concerned about material possessions, still sharing homes, time and money with the wider community. The frameworks learned, simply by observing, and getting involved have stood the tests of time. The values are also universal. So for example, two raised the issue of personal beliefs, and involvement in the Church. While for others it was just there, a faith that gave an underpinning value.

Authenticity is key. They deserve huge respect for their leadership contribution. They do not deserve slightly patronising and warm comments for their good works. They have grasped the fundamentals of talent management and given them a vibrance in their communities. They truly embody the vision of the Leadership Trust in which defines leadership as "using personal power to win the hearts and minds of people to achieve a common purpose." As such they deserve much more attention as a template and resource for learning to support the aspirations for change in local communities.

And for the future? Well they certainly haven't given up. They all have a vision for a new project that they are trying

to get off the ground in the community today, and my fervent wish is that they will continue with those for many years.

Yet, they all do highlight the lack of successors, and certainly recognise that there is not a generation of young people that share their deeper rooted and enduring passion for the community. Their personalities are warm, their humour enduring, and their stories engaging. There is a small window of opportunity for them to pass on their baton to successive generations, and that must be facilitated.

These formidable women, with a deep rooted love of their community, repeated a mantra, and this should be their final contribution to this report:

Risk more than others think is safe.

Care more than others think is wise.

Dream more than others think is practical.

Expect more than others think is possible.

These truly are the matriarchs of local communities, and the Mothers of Big Society today.

References:

1. Marr. A. (2007) A History of Modern Britain
2. Whateley. L. (1974) Yesterday, Today and Tomorrow History of the National Association of Leagues of Hospital Friends
3. Marr A (2009) The Making of Modern Britain
4. Ives. AGL. (1948) British Hospitals
5. The National Association of Hospital and Community Friends (10/06/1949-16/031960), Executive Minutes
6. Parr. M. History (2011), Events and Memories on a Journey of Volunteering in the NHS over Five Decades
7. Ulrich, D. (2007) The Talent Trifector, Workforce Management Magazine (9/17/2007)
8. Purcell, J. et al (2003) Understanding the People and Performance Link: Unlocking the black box. CIPD
9. Maslow, A. (1954) Motivation and Personality. New York: Harper. pp. 236
10. McClelland, D. (1958) Methods of Measuring Human Motivation. In John W. Atkinson, ed., Motives in Fantasy, Action and Society (Princeton, N.J.: D. Van Nostrand, 1958), pp. 12-13.
11. Hayes, J. (2002) (2002) The Theory and Practice of Change Management, Basingstoke: Palgrave
12. Ulrich D. (1998) A New Mandate for Human Resources. Harvard Business Review. (76, Jan-Feb, 124-134)
13. Hill M and Stevens D. (2011) 'Volunteers who manage other volunteers and the professionalisation of volunteer management: implications for practice'. Voluntary Sector Review, 2 (1): 107-14

Appendix

Talent Management Framework

Outlining the Framework

The framework is based on the concept of 'talent management'. Talent management has been identified as a central concept in encouraging discretionary effort from people engaged with organisations, and as such this model has significant synergy with volunteer involvement and leadership.

Talent is described by Ulrich (2007) as a combination of competence, commitment and contribution. He explains that these 3 factors interact to create the intangible concept of talent, and that it is a product of the creative and constructive synergy between an individual and the organisation.

Purcell (2003) also explored the secret of tapping into discretionary effort, and reached the conclusion that an individual's performance was a combination of an individual's ability, their motivation and the opportunities available to them in the workplace.

Combining these concepts creates the following new models of analysis:

- A) Competence = Ability
(applied in an organisational setting)

In other words, an individual has competence if their ability is related to the organisation's environment.

- B) Commitment = Motivation
(applied in an organisational setting)

In other words, an individual can have commitment if their motivation is embraced within the organisation's environment.

- C) Contribution = Opportunity
(applied in an organisational setting)

In other words, an individual can only make a contribution to the organisation if the opportunities available become reality.

Therefore, each of these factors has been broken down in a framework, and related to the work of leaders of Friends Groups as follows:

Competence

- (i) The skills and knowledge of an individual to be an effective leader of a Friends Group
- (ii) The skills and knowledge that followers need, that enable the Friends Group to deliver its activities and services engage with the wider community

Commitment

A combination of motivational factors based on the work of Maslow (1954) and McClelland (1958) as follows:

- (i) Achievement
- (ii) Status/influence/esteem
- (iii) Social/affiliation
- (iv) (Psychological) safety
- (v) Practicality

These relate to what motivational factors the leader of a Friends Group taps in to, in order to engage with followers.

Contribution

The changes within the community means the ability to keep offering a relevant contribution is key. Hayes 2002 model is incorporated, which considers the various stakeholders. This highlights how stakeholder engagement can develop a climate conducive to volunteer contribution.

(i) Those with high influence but low vested interest in the work of the Friends Group:

- Influencers

(ii) Those with both high influence/vested interest in the work of the Friends Group:

- Sponsors
- Blockers

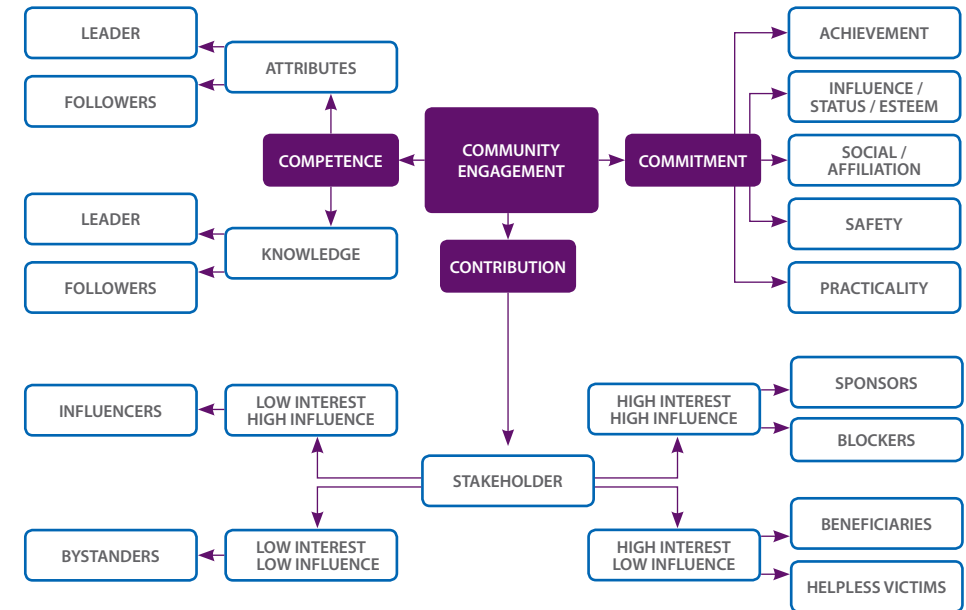
(iii) Those with both low influence/vested interest in the work of the Friends Group:

- Bystanders

(iv) Those with low influence but high vested interest in the work of the Friends Group:

- Beneficiaries
- Victims

These three concepts can be summarised diagrammatically as follows:



This model helps us to understand whether the involvement is strategic, operational and the extent it is focused on people or processes. This model helps to provide insight into where the volunteer-involving community needs to focus, to develop a climate that encourages volunteer contribution in the wider community.





© 2011 **Attend**. 11-13 Cavendish Square, London, W1G 0AN | **Tel:** 0845 450 0285 | **Email:** info@attend.org.uk
Web: www.attend.org.uk | Attend is a charity registered in England and Wales under no. 1113067 and in Scotland under No. SC039237. Registered Company no. 5713403.