

## **Staff ambassadors phase 2**

The Staff Ambassadors programme grew from a need identified by staff that in order for them to feel they can share power with communities they need to feel empowered themselves.

The Staff Ambassadors programme has been a real success for Glasgow Museums and we can begin to evidence that is through the meta-network that we can see growing up across Glasgow.

49 staff have been through the programme so far.

It's a network of our staff, our community partners.

Staff working in community facilities across the city beginning to find new ways to use the resources available to them for the benefits of our communities.

The programme has developed a lot since the first phase

but we've tried to recognise the important elements; working with the communities team, defending peer-to-peer learning, facilitation training, and ensuring that managers

are buying into the process.

We made a strategic partnership  
with our communities team.

They have a city wide remit to work  
in community facilities across the city.

It didn't make sense without them.

Community engagement for museums  
needs to connect with what is going on  
in our community facilities  
and this was a way to do that.

We've been working with them  
on a number of different projects  
through the Staff Ambassadors  
programme, delivering activities  
either in a community venue  
with their staff and our staff,  
or within museums,  
with their staff and our staff.

It's been working really well.

Staff working across  
our community facilities  
are beginning to see

Glasgow Museums as a resource.

And equally, Glasgow Museums are beginning  
to find resource  
out in the community facilities,  
meaning that our reach is far greater

and broader and deeper

than it was before.

We have a fantastic learning

and development section

within Glasgow Museums

but they're very much focused

on accredited learning.

So there has been a challenge there,

but we've worked our way through that.

What we were doing was something

much more informal,

much more casual, but really, really

essential to the programme.

Peer-to-peer learning is so important

because you're learning

what makes your colleagues tick

and what makes the job important to them

and how they deliver it.

Facilitation skills are critical

to meaningful engagement.

So it was really important for us

to enable our staff ambassadors

to learn those skills.

It's equally important for the coordinator

of such a programme

to have those facilitation skills,

both to pass on and to share

but also to model effective engagement  
to the ambassadors.

The first cohort was very experimental  
and there was lots of scope  
to do new things.

But it was really difficult  
to sell to managers.

You need to have a balance  
between the experimental  
and the structure.

If you're asking staff  
to come on a programme  
and you're asking managers  
to release staff on a programme  
they need to know  
where they're going to be,  
what they're going to be doing,  
how long it's going to take.

But at the same time,  
part of the beauty of the programme  
is that people get an opportunity  
to do new things, learn new things  
and they follow a journey of their own.

So there has got to be space  
in the programme for that to happen.

So, we really tightened up the menu  
of activity for the second phase

and kept the things that really worked.

Phase two has taught me

how important it is

to have a responsive programme.

We listened to the people

who took part in the first cohort.

We amended the programme,

we changed it.

We listened to managers

who were sending

their staff on the programme.

We changed it,

we gave them more information.

It's really important to look

at what's happening around you

and to respond to that.

What we've been able to communicate

far more effectively

is that we're not teaching people

how to do engagement.

What we are doing is providing them

the skills to engage more meaningfully

with each other,

and by extension, our communities.