

The background image shows a group of volunteers in blue jackets working in a forest. In the foreground, two men are standing on a pile of leaves and branches, holding a tree trunk. The man on the left is older, with a white beard, and the man on the right is younger. They are both wearing blue jackets with red accents. The background shows a large group of people in similar jackets working in a forest, some carrying wooden crates. The scene is misty and appears to be a forest restoration project.

AVM Conference 17 Oct 2019



WORKSHOP A

**From mass participation
mega-event to people-powered
movement: diversity & inclusion in the story...**

Shaun Crummey
Head of Volunteering at Hull 2017 & Absolutely Cultured





Welcome

Contents



Context

Engagement & Recruitment

Mass Participation

Movement

Summary

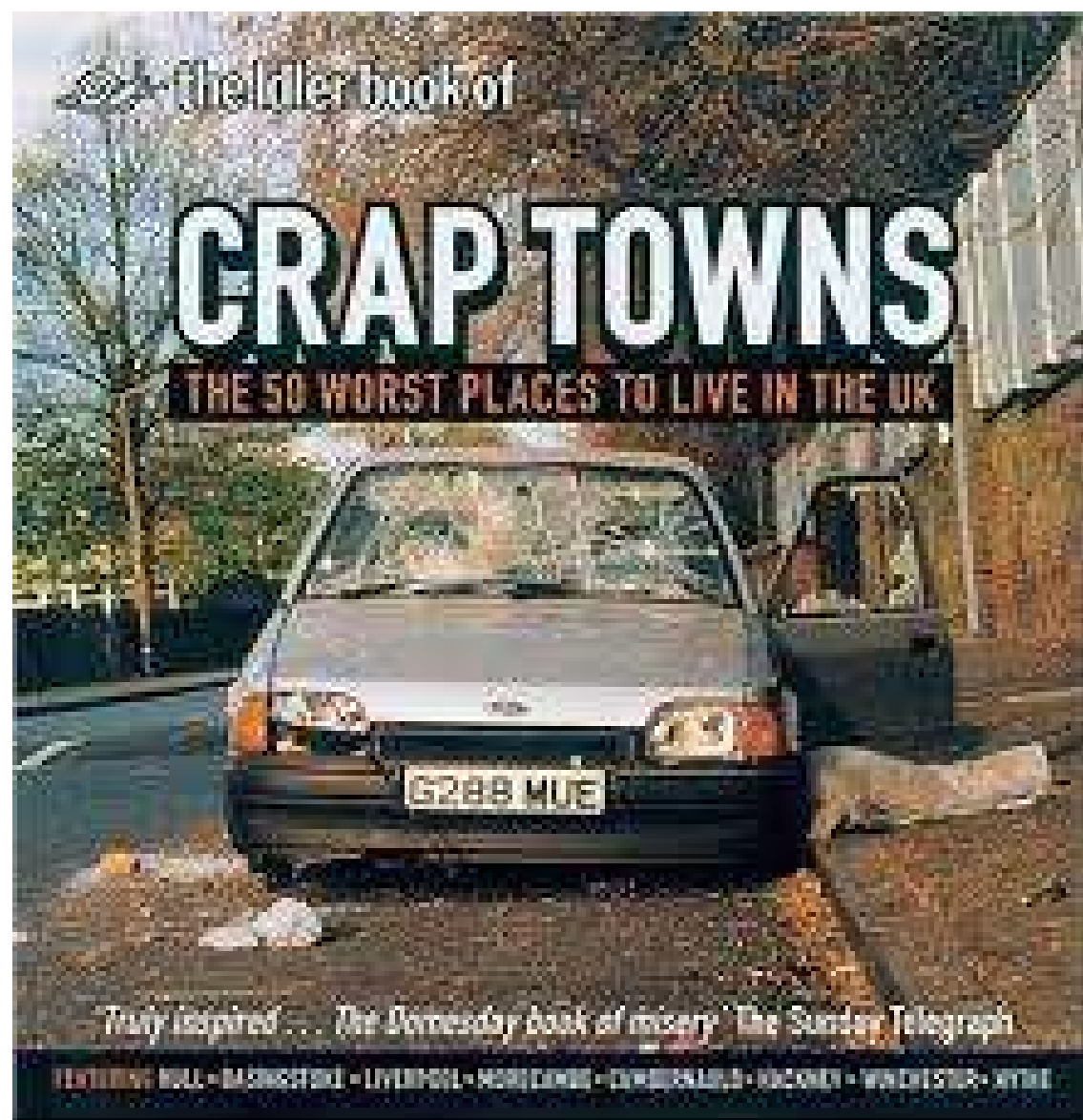


Context

 The Idler book of

CRAP TOWNS

THE 50 WORST PLACES TO LIVE IN THE UK



'Truly inspired ... The Domesday book of misery' The Sunday Telegraph

FEATURING: BULL - BASHFORD - LIVERPOOL - NORWICH - LONDON - HACKNEY - WINDSOR - WYKE

Hull 2017 Headline Numbers

**365
DAYS**
of transformative culture



4 CULTURAL
SEASONS



5.3 MILLION
audience visits



More than
2,800
events, cultural
activities, installations
and exhibitions

300+
VENUES
AND SPACES



465
new commissions
(against a target of 60)

1 IN 2
commissions
inspired by
heritage



Volunteering Headline Numbers

Over
2400
volunteers

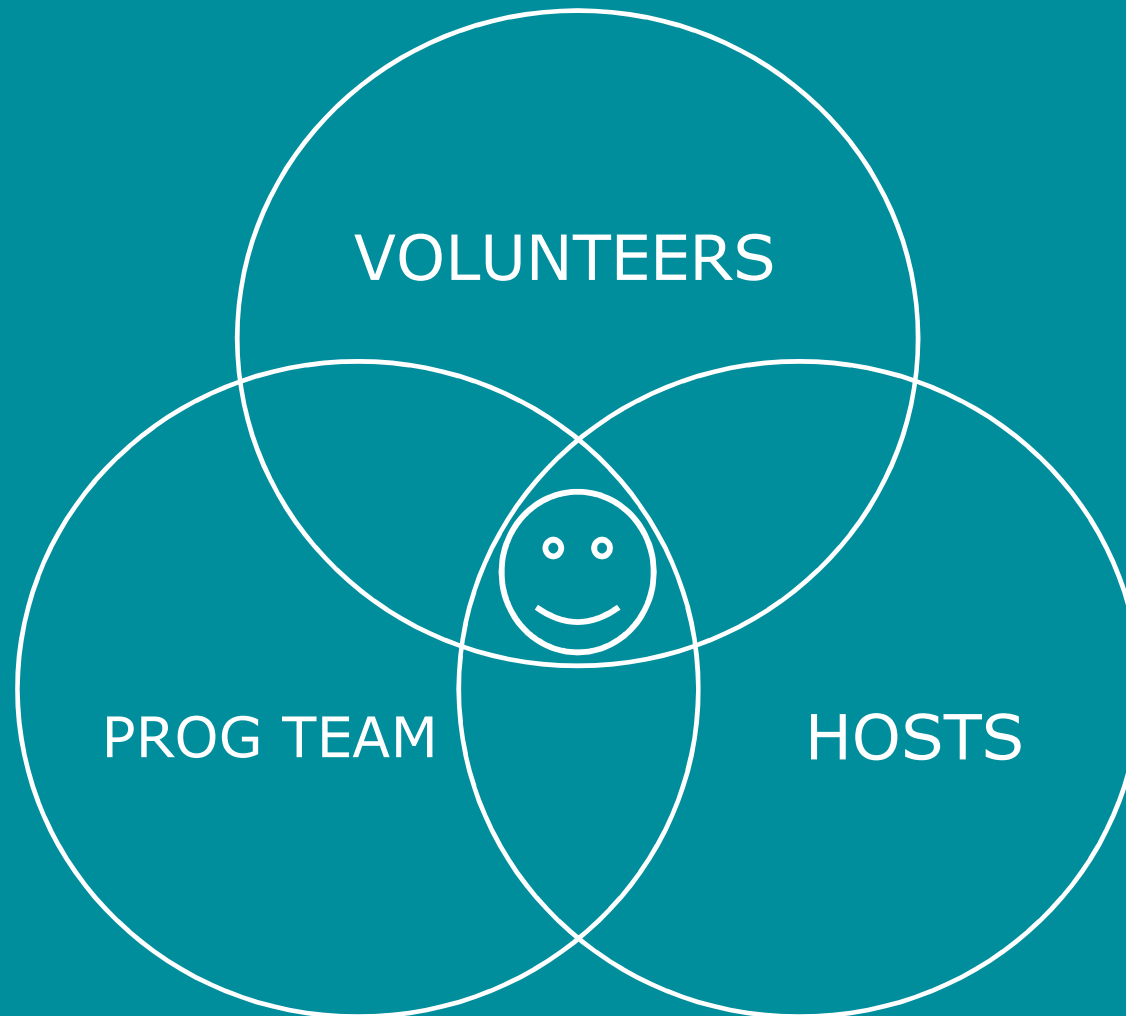
>

84,000
shifts
337,000
HOURS
of volunteering

>

Equivalent to
38.5
YEARS

THE HULL MODEL

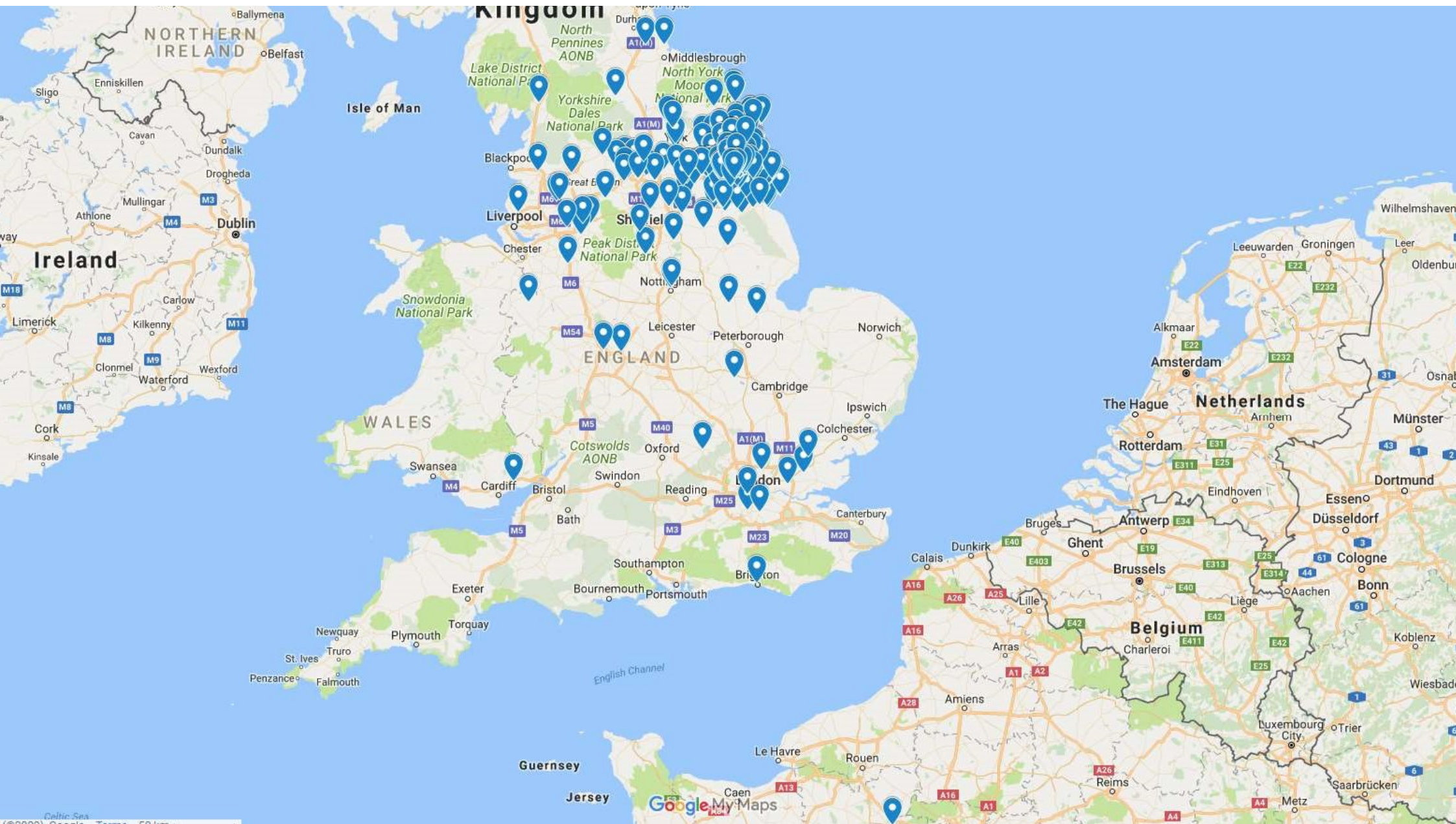


The background of the slide is a photograph of a person from behind, wearing a patterned shirt and sunglasses on their head. They are reaching out with their right hand towards a wall of numerous glowing, spherical light fixtures. The lights are arranged in a grid-like pattern and emit a warm, colorful glow that transitions from blue and green on the left to yellow and orange in the center, and finally to red on the right. The overall atmosphere is modern and interactive.

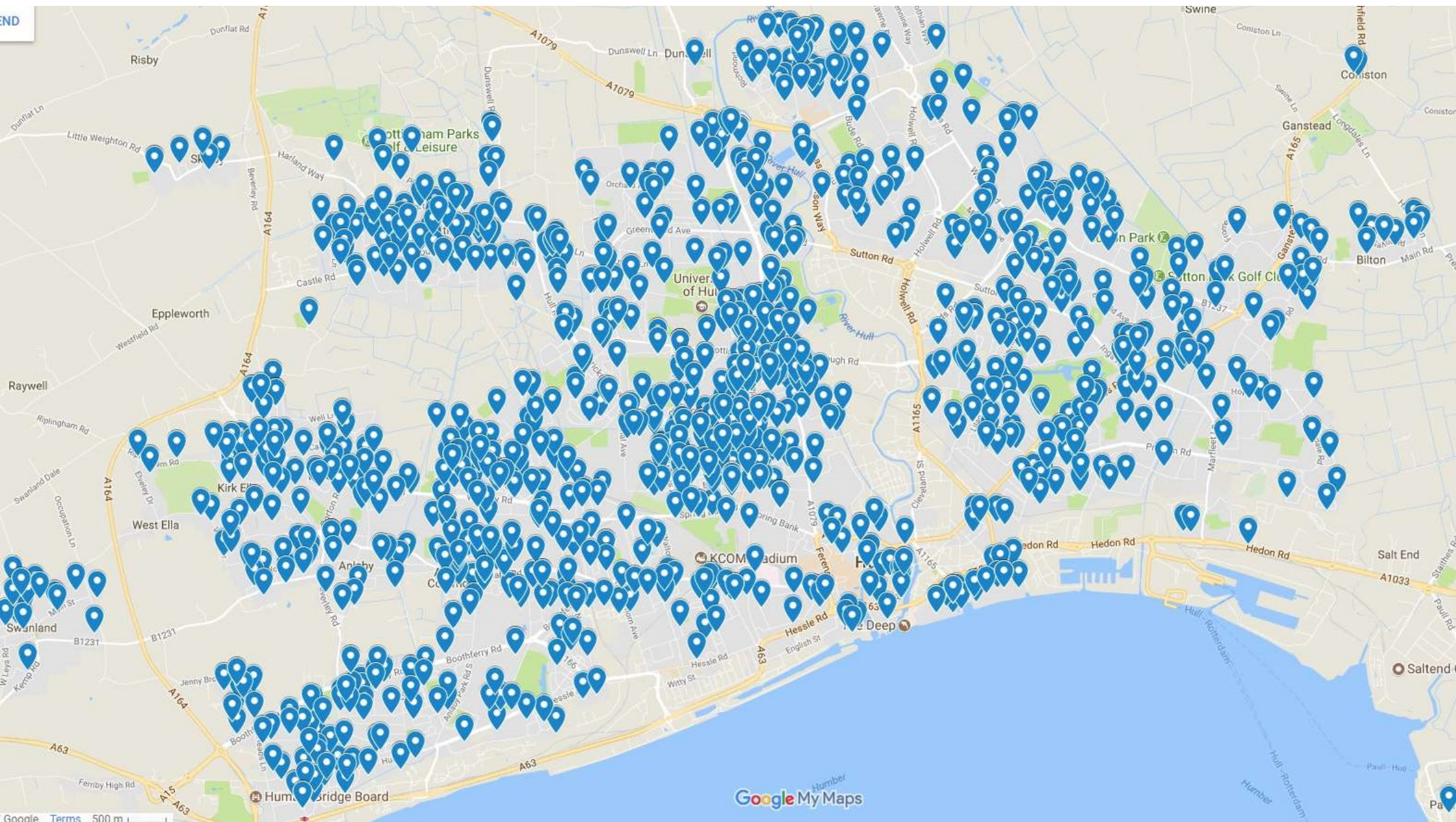
Engagement & Recruitment







END





Core Training: Culture



Core Training: City



The background of the slide is a photograph of three women walking towards the camera on a stage. They are all wearing matching team uniforms: bright blue short-sleeved polo shirts with pink accents on the sleeves and sides, dark grey cargo shorts or pants, and yellow lanyards with identification badges. The woman on the left is also wearing a blue cap and sunglasses. They are all smiling. In the background, another person in a similar uniform is visible, and the stage has a red carpet and a dark backdrop.

Brand & Uniform

The background of the slide is a photograph of an interactive art installation. A person, seen from behind, is reaching out to touch one of many glowing, spherical light fixtures. The spheres are arranged in a grid-like pattern and are illuminated with a color gradient from blue and green on the left to yellow and red on the right. The person is wearing a patterned shirt and sunglasses on their head.

Mass Participation

Volunteer Shift Regularity (1 Jan – 31 Dec) 2017

% of Vols	No. of Vols	No. of Shifts	
8%	(191)	=	0
10%	(237)	=	1-2
25%	(623)	=	3-9
19%	(462)	=	10-24
19%	(460)	=	25-49
10%	(235)	=	50-74
11%	(266)	=	75+
100%	(2,474)		



Volunteer Charter

As City of Culture Volunteers, we are:

1. Respectful

Value diversity and inclusion and encourage respect, fairness and equality.

2. Mindful

Always check your surroundings and be aware of your safety and wellbeing, and that of others.

3. Focused

Be positive and approachable, focusing on people's needs and the task at hand.

4. Prepared

Understand your role, responsibilities, tasks, venues, facilities and protocols for every shift.

5. Discreet

Maintain confidentiality about sensitive information or challenges and always escalate issues where necessary.

6. Appropriate

Language or behaviour of an inappropriate nature is never acceptable.

7. Professional

In your uniform, you're the face of Hull - please present yourself in a professional manner at all times.

8. Enthusiastic

Be yourself and you'll be a fantastic ambassador for Hull.

9. Celebratory

Enjoy celebrating everything to do with Hull - past, present and future!

10. Welcoming

Absolutely Hull - it's your time to shine too!

City History	Maritime Museums	Street Art	Visual Awareness
LGBT+ Awareness	Hands on History	Jewellery Design	Maritime History
HS Gallery Tours	Tours	Drama	Museum Tours
School of Art & Design	Contemporary Art	Administration	Ferens Gallery
Emotional Wellbeing	Deaf Awareness	Theatre Spaces	Health & Wellbeing
Water Safety	Safeguarding	Finance Management	The Hull Blitz
Yoga	Graffiti	Craft & Design	Life of Amy Johnson
Ethnic Diversity	Clay Workshops	Hull Archives	Lino Printing
Hull & East Riding	Health	Charleston	World Polio Week
Museum Tours	Street Dance	Relaxation	Abstract Painting
Cycling in the City	P&O Ferries	Dance	Flower Corsage
Disability Art	Digital Art	Crime Writing	Hull Philharmonic
City Walking Tours	Charleston &	Equality & Diversity	Safeguarding
Dementia	Lindyhop	Leadership Skills	Hip Hop Dance &
Hull Craftsmanship	Re-Start A Heart	Careers Advice	Culture
Morris Dancing	Smartphone Art	Hand Embroidery	Meditation
Terror Threat	Child Protection	Photography	Spanish
	Singing for Blokes		Hull History Centre

Host Competency & Volunteer Experience



Lead Contact
Shift Detail
Defined Roles
Dot Map
Shift Rotations
Impact
Briefing

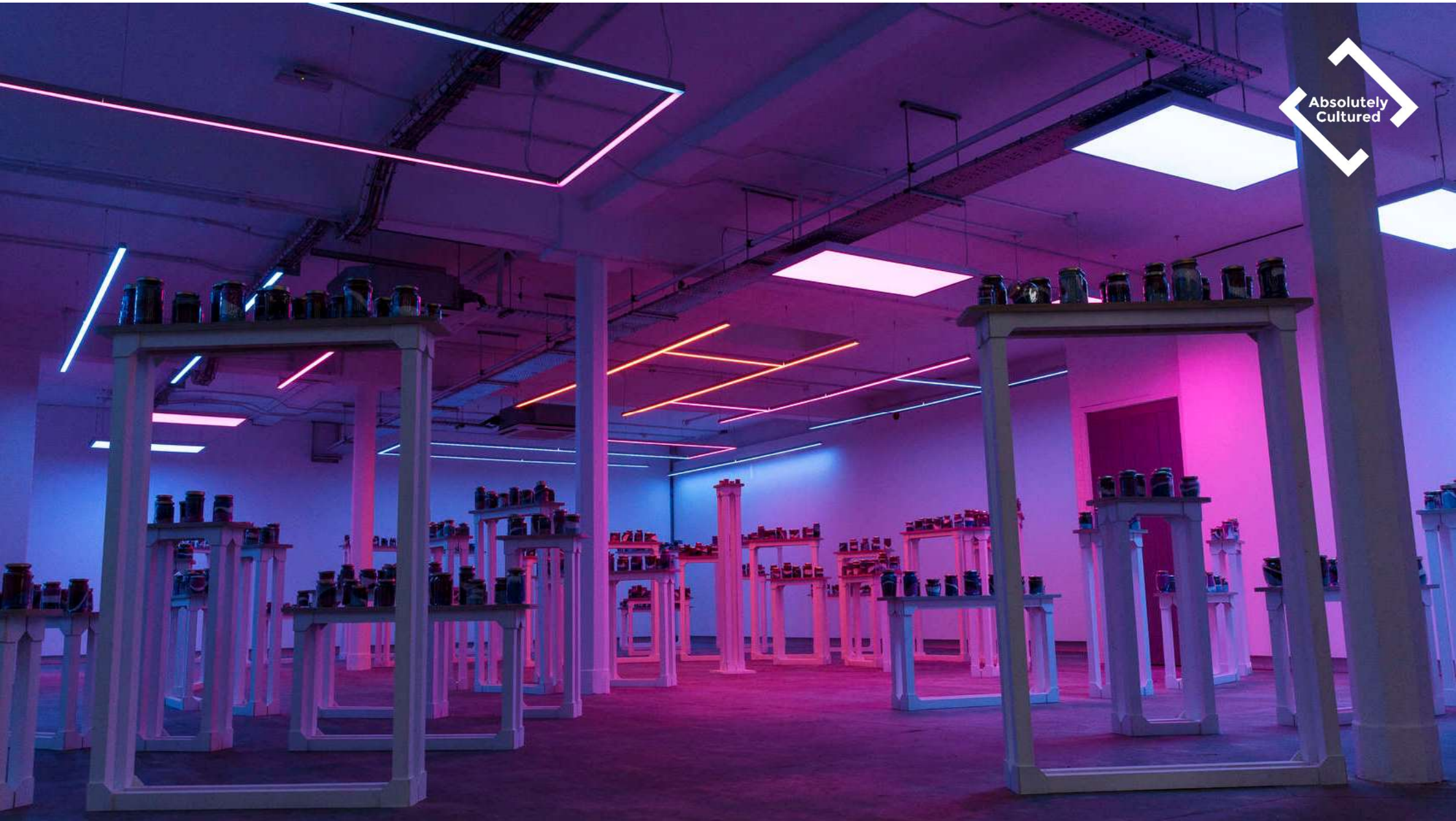
Duration
Sustenance
Contact / Registration
Training & Equipment
Restrictions
FFP & Escalation
Recognition

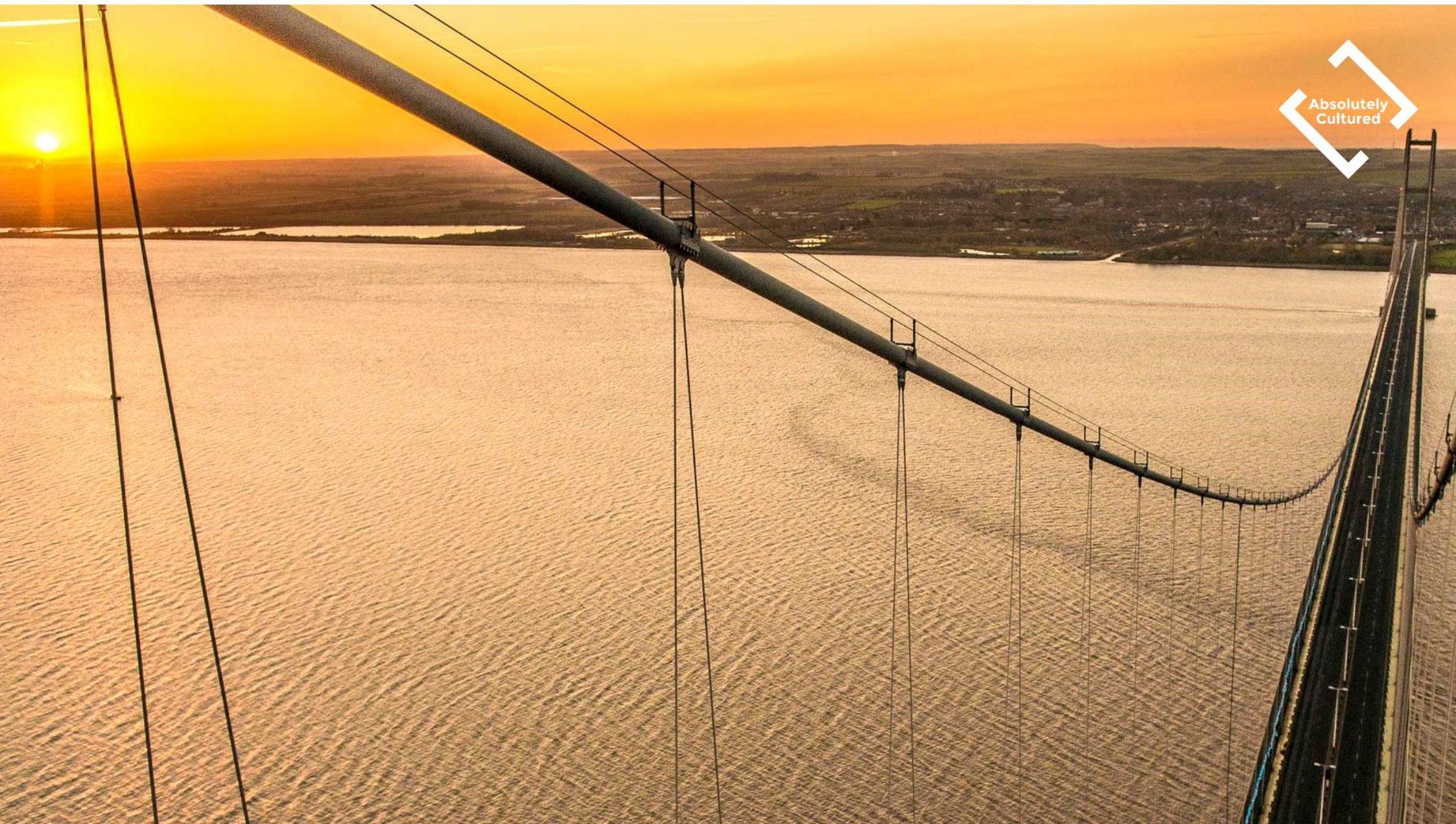


Celebration & Social Capital



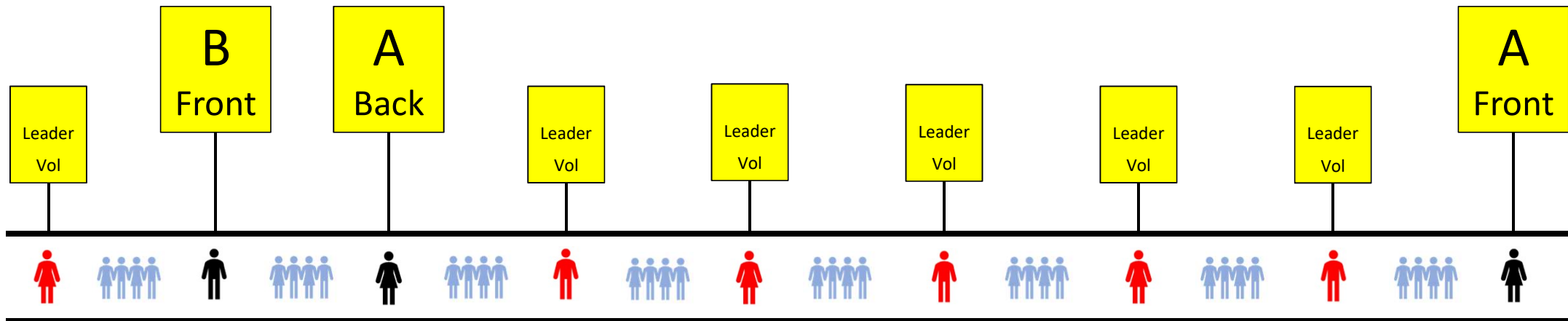




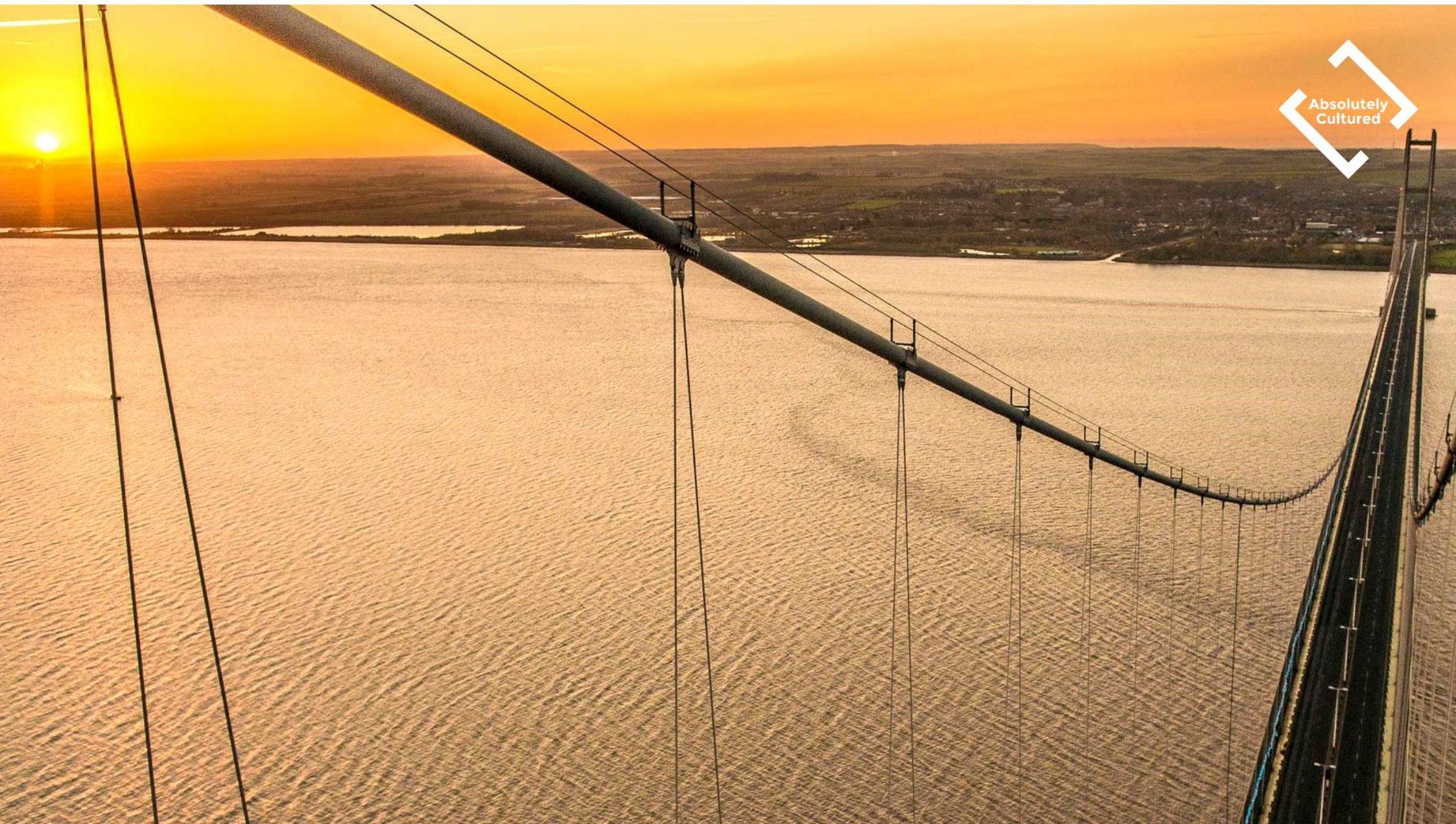


Shot 2 – Full Bridge

10 Sections	=	A, B, C, D, E, F, G, H, I & J.
20 x Staff	=	A Front, A Back, B Front, J Back.
50 x Leader Volunteers	=	5 per Section.



Group of Normal
Volunteers
(No. = Total / 69, e.g.
 $690 / 69 = 100$)





Movement



10 Strengths

1. Visible Brand Identity
2. Varied & Flexible
3. The Model
4. Energised / Enthusiastic / Positive people
5. Progressive
6. Momentum
7. Representative / Inclusive / Accessible
8. Safe & Structured
9. Aspirational – helping to popularise volunteering
10. Greater than the sum of our parts.

Opportunities

1. **Gender** Split (68% female) & Age
2. Digital Presence (BI) **software** (BI) & **social**
3. **Institutional** change (e.g. HCAL)
4. “But it isn’t 2017 any more...”
5. Volunteer **Management** capacity...



The infographic consists of two circles. The larger circle on the left is orange and contains the text 'Hull 2017', '£32M', and '1 year'. The smaller circle on the right is blue and contains the text 'Absolutely Cultured', '£11M', and '3 years'. The circles are positioned to the left of a vertical dashed line.

Hull 2017
£32M
1 year

Absolutely
Cultured
£11M
3 years

Development Plan



Phase 1 – **Core** (Months 0-6)

- Securing the existing programme
- Wave 5 & Master Classes
- Integration.

Phase 2 – **Growth** (Years 1-2)

- Diversify (Arts +)
- Dissolution (e.g. CVS Networking Events).

Phase 3 – **Maturity** (Years 2-3)

- Networks beyond Hull (e.g. could Hull be European Capital of Volunteering?)
- Iconic image of the city.

Phase 4 – **Sustainability** (Years 2-5)

- Embedded, commissioning for gap-filling service provision
- Financial & Business Plans.

Core Goals



1. Our model is promoted as **good practice**
 - E.g. Maintain the 'Investors in Volunteer' kitemark standard
 - E.g. Benchmark for European Capitals of Culture.
2. Increase **wellbeing** of Hull residents
 - E.g. Volunteering should be mentally / physically rewarding.
3. Residents **proud** to live in Hull
 - E.g. You can be Ambassadors for your city
 - E.g. You can be Community Champions.
4. Volunteers are **integrated** into the fabric of the city
 - E.g. You can continue to be the iconic voice / face of the city
 - E.g. Volunteering seen as aspirational.

City Positioning



2017 = Service an Artistic Programme

2018 = Understand the city context

= Develop relationships

= Sensitive transition

= Protecting potential

2019 = Continue to DIVERSIFY

= Transactional & Volunteer-Led.

100% volunteer

Early 2019 in Numbers



2,474 (= 600 + 500 + ...)

762 (BI Log On)

339 (Vols Doing)

599 (Shifts)

2,300 (Hours)

The Big Constant: City of Culture DNA



To thrive and be sustainable, volunteering organisations need:

- To inspire **deeper volunteer contributions**
- Through a **clear sense of purpose** and **character**.

Our future must:

- **Embrace our proven ability** to improve wellbeing, happiness, life satisfaction, self esteem, confidence and more.
- Retain and reinvigorate the (small 'c') culture and **creativity**, and the quirky '**Hull-ness**' that inspired City of Culture.



The Big Change: From Mobilising to Organising

Major events require **mass mobilising**...

...transactional models where the volunteer 'purchases', with their time, a desired benefit (once-in-a-lifetime, behind-the-scenes access).

Sustainable volunteer organisations from Parkrun to Reddit to GoodGym instead work by **organising**:

- Cultivating **leaders** from within the volunteer base,
- **Integrating** them throughout the structure and process,
- Channelling **power and responsibility** through them to deliver affordable and meaningful impact.



Summary

97%



of Volunteers **interacted**
with people they would
not normally interact with

Volunteers,
even most
recent recruits
feel empowered to take
action to improve their
community (60%)



79%



of newest recruits **feel more**
engaged with the community
of Hull and 77% feel a greater
level of pride in the contribution
they make to it

92%

of Volunteers feel
like they **belong**
in the Volunteer
Programme





Questions



Thank
You

