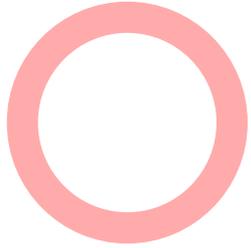


Reimagining volunteering: The role of “Community Helpers” In the context of the King’s Coronation





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- Background to this research
- Our research approach
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- Spotlight on national moments
- Spotlight on the King's Coronation and the Big Help Out
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Spirit of 2012 is the London 2012 Olympic and Paralympic Games legacy fund. This research was funded through Spirit's Moments To Connect – a fund designed to explore how 2023's major national events can connect individuals and communities across social divides, which was recommended by Spirit's Inquiry into the Power of Events.

Website: www.spiritof2012.org.uk

Twitter: @Spiritof2012



Neighbourly Lab is a research and evidence organisation focused on understanding what works to promote social connection, social cohesion and build stronger communities.

Website: www.neighbourlylab.com

Twitter: @neighbourlylab



Background to this research



Background to this research

We received funding from Spirit of 2012 to understand how people across the UK help out in their local community, especially in the context of national moments like the King's Coronation.

We wanted to explore what 'helping out' looks like from the experience of those taking part in it, and what can be done to encourage more people to get involved and therefore increase social connection.

To uncover how volunteering organisations can look at volunteer recruitment and their volunteering infrastructure through a different lens.



Background to this research

The following three key factors make this research with community helpers particularly relevant:

1.

Legacy of the pandemic and Cost of Living

Informal volunteering rose to prominence during the pandemic in 2020

Millions of people stepped up to help others in the form of hyper local support networks and **we're continuing to see a need for this because of the Cost of Living crisis.**

2.

Decline of formal volunteers

The rate of people formally volunteering has been declining

Volunteering organisations are having to think about how they can get more people to give their time, and to **think of different ways to motivate and recruit volunteers.**

3.

National moments

Key national moments are heavily reliant on the help from volunteers to be successful.

They're often inherently place based and are **open to anyone in the community to participate** in.

Background to this research

Alongside this rise of informal volunteering, we are seeing that the rate of people formally volunteering has been declining.

In 2019/20, 29.4m people formally volunteered once that year, however in 2020/21, that number sharply declined to 16.3m people formally volunteering at least once.*

Due to this decline, organisations who are reliant on volunteers are struggling, and are increasingly thinking about how they can mobilise more people to give their time and different ways of recruiting volunteers.

Background to this research

We conducted this research in the lead up to, during and after the **King's Coronation** on the 6th May 2023 and **The Big Help out** on the 8th May 2023.

The King's Coronation happened on 6th May in which communities across the UK were encouraged to come together and celebrate by hosting community events, street parties and to help one another out.

The Big Help Out happened on the 8th May, it was an official part of the Coronation weekend in which people across the UK were encouraged to get involved in volunteering both for large national charities, small community organisations and to help out in their communities. On the day 6.5 million people got involved in some form volunteering.*

*<https://www.civilsociety.co.uk/news/almost-6-million-people-volunteered-for-big-help-out-organisers-claim.html>



Our research approach



Our research approach

We adopted a **mixed methods approach**, using both qualitative, ethnographic and quantitative research. Specifically looking at what motivates and prevents people from helping out in their communities.

We captured the perspective of **those already participating in helping out in their community, those aspiring to do so and also people who were formally volunteering for a charity or organisation.**



Our research approach

We conducted our research from the perspective of three volunteer types. Participants volunteer types were determined through their self identification and what they felt most closely aligned with their experiences.

1. **Community helpers:** people who already contribute and help out in their community in an ad hoc way.

2. **Community helper aspirers:** people who are aspiring to help out in their community but aren't yet currently.

3. **Formal volunteers:** people who volunteer for an established organisation, cause or charity.



Our research approach

Online Focus Groups Held on 3,4,5 April

- 6 people who were thinking about helping out in their local community, but haven't yet
- 6 people between 18-24 years old who were thinking of helping out, but haven't yet
- 6 people who a long term disability or illness, or benefitted from a support service that already participate in helping out locally, on an ad hoc basis or more regularly but it is informal.
- 6 people from BAME communities or people who participate in faith based volunteering.
- 6 people who help out locally in either an informal or formal way.

Ethnographic Depths Held on w/c 17th April & w/c 8th May

- Depth interviews with 5 people volunteering or joining Coronation events, held at two touch points: in the lead up to the coronation and afterwards.

Quantitative Survey Conducted on w/c 8th May

- Survey completed by 1000 people across the UK
- To give scale to the insights from the qualitative research and the ethnography.

Research Locations

Birmingham, Edinburgh, Glasgow, London, Cardiff, Caerphilly, Royton, Middleton, Shaw, Saddleworth, Wythenshawe, Grendon, Berkhamsted, Water Orton, Donisthorpe, Branston, West Bromwich, Carlisle



Our argument



Our argument forms three strands which we will explore:

1.

There is an underutilised helpforce of current community helpers and aspirers, that can make up for the shortfall in formal volunteers

2.

Community helpers don't necessarily want to work their way up the **volunteering ladder**

3.

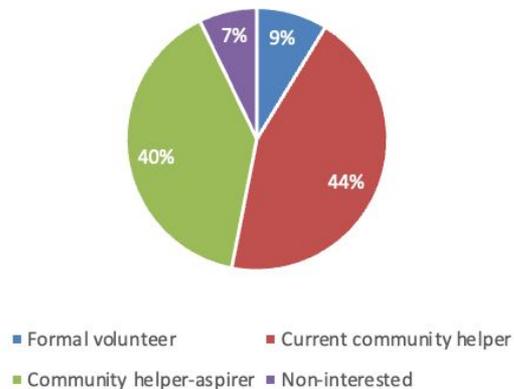
That helping out has a **positive relationship** with **sense of belonging**



1.

There is an underutilised helpforce of current community helpers and aspirers, that can make up for the shortfall in formal volunteers

What helper-category do respondents fall into?



As this graph shows there are far fewer formal volunteers when compared to current community helpers or aspirers.

These two helper categories are making up the **bulk of the helpforce**. So organisers could be focusing on those currently or aspiring to help out. Rather than exclusively focusing on formal volunteers which are far smaller cohort.

They are underutilised, especially by big national charities who often tailor their recruitment strategies and volunteer management processes to focus on formal volunteers.



1.

There is an underutilised helpforce of current community helpers and aspirers, that can make up for the shortfall in formal volunteers

These two groups also made up the bulk of the helpforce for both the Coronation and the Big Help Out.

Over 80% of those who helped at either the Coronation or the Big Help Out were **community helpers or community helper aspirants**. By comparison **formal volunteers** made up **11.6%** of the Coronation helpforce and **13.7%** of the BHO helpforce.



1.

There is an underutilised helpforce of current community helpers and aspirers, that can make up for the shortfall in formal volunteers

Given the decline in formal volunteers taking part in volunteering activities that require time commitments, community helpers can make up for that shortfall.

However, to mobilise more volunteers, volunteering organisations **need to look at their recruitment through the lens of the people who are, or could be community helpers.**

So they need to know what **motivates them or prevents them from helping out in order to reach more current community helpers or aspirants.**



2.

Community helpers don't necessarily want to work their way up the **volunteering ladder**

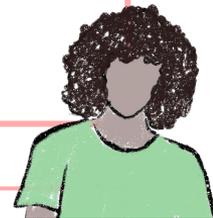
We found that over half of survey respondents want to help out when they can but not regularly. People want to give their time, but they don't want to make huge commitments and they want to decide this on their own terms.

With this need for flexibility, people's volunteering journey are not always linear; they don't always want to work their way up the ladder to gain more responsibility, skills or experience. This finding challenged our initial assumption that people would want to work their way up the ladder.



2.

Community helpers don't necessarily want to work their way up the **volunteering ladder**



It is vital that **volunteering infrastructure** is set up to allow people to get involved in this **flexible way** alongside **stable commitment opportunities** and organisers need to be aware of that when developing and setting up opportunities.

Unlike formal volunteers, community volunteers are happy to dip in and dip out and don't want to follow a set time structure.

"I don't want to be overly committed, I want to give my time as and when I can. There could be a few people who are the main organisers, that are able to give their time and make things work. I'm happy to support them but I don't want take on any huge responsibilities". (Woman, Community Helper Aspirer, Glasgow)



3.

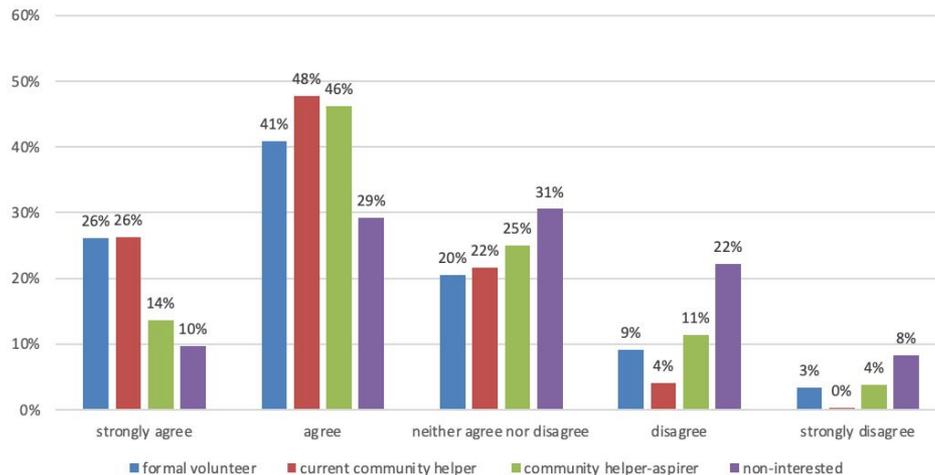
That helping out has a **positive relationship** with **sense of belonging**

Formal volunteers, community helpers and even community helper aspirers **are more likely to feel a sense of belonging to their local area.**

Many reflected similar sentiments of, **“This is my area, born and bred here. Whatever I can do for the area, I’d love to”.** (Man, Community Helper, Shaw)

By comparison, those not interested in helping out in their local area are **not as likely to feel a sense of belonging to their local area.**

"I feel a sense of belonging to my local area"



1. Chi-squared statistical test, comparing expected frequencies for each response with actual responses.

P values and sample sizes:

Volunteers + Community helpers: $n = 480$ $P = 6.30585E-08$

Community helper-aspirers: $n = 441$ $p = 0.012537329$

Non-interested: $N = 72$ $P = 2.91931E-06$



3.

That helping out has a **positive relationship** with **sense of belonging**



This means that feeling a sense of belonging is an important motivator for people to want to get involved in helping out locally.

A strong explanation for this is that people's greater sense of belonging is one of the reasons that makes them want to help out, especially among those living in tight knit communities.

Volunteer recruitment strategies need to factor in place when targeting new volunteers. Highlighting that by helping out people will be contributing and supporting their local area.

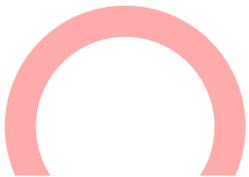
We do acknowledge some communities are more connected than others. However, community helpers can play a positive role in bringing communities together.

"I moved to my village about 10 years ago. It has a nice feel to it because everyone knows everyone. I set up a village choir 1 year ago that now has 45 members. It's become more than a choir, recently we raised £1,500 for the school. We also just help each other out and we're all friends". (Woman, Community Helper, Water Orton)



Who is helping out and
how are they getting involved



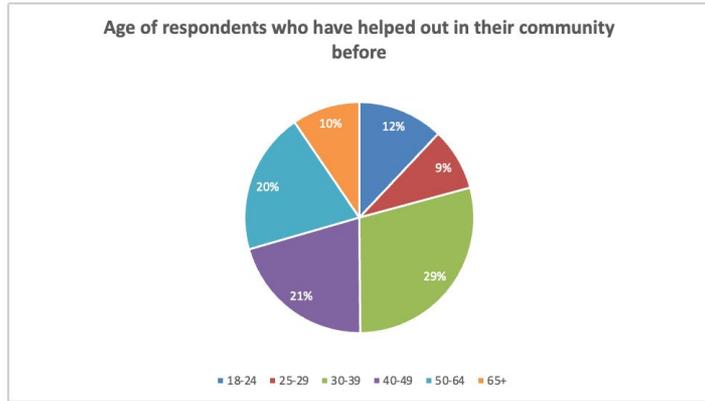


This section will cover these key insights:

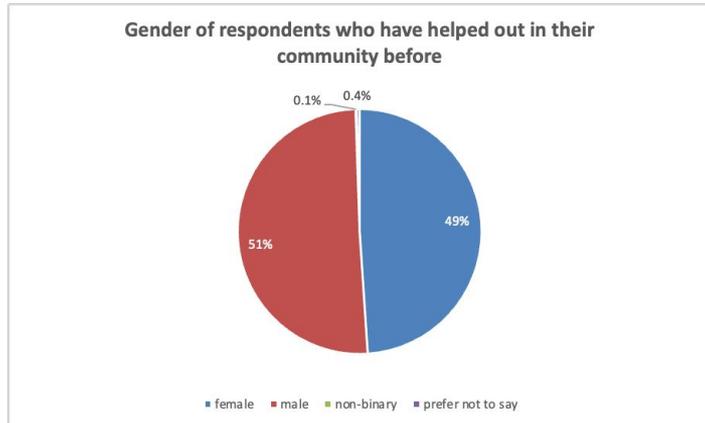
- The **age and gender** of people helping out is **roughly proportionate**
- Many people want to give their time to their local area but in an **informal way**
- Many people want to go and help out at something being held in their **community**
- Helpers are more likely to want to use their time to support **one organisation or cause not multiple organisations**



The age and gender of people helping out is roughly proportionate



There is not an age skew within the groups of people that have helped out before. This means that age might not be a determining factor in whether you help out. Age doesn't determine whether you will help out, it is more aligned to your motivation or reasoning for wanting to help out.



There is also not a gender skew, from our sample all genders are equally likely to have helped out before. So again it might not be a determining factor in whether you will want to help out and instead it may align with your individual motivation to want to help out.



People want to go and help out at something being held in their community

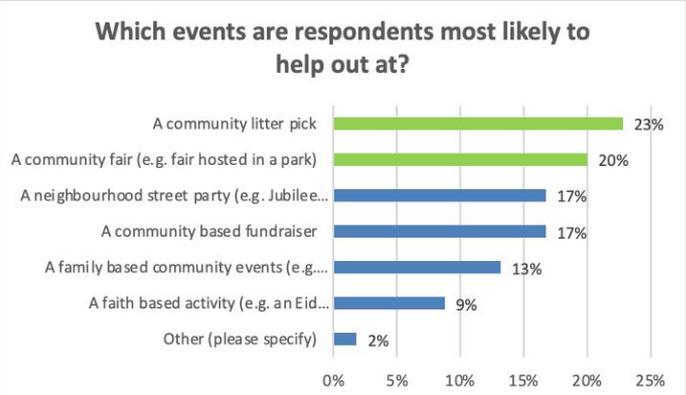
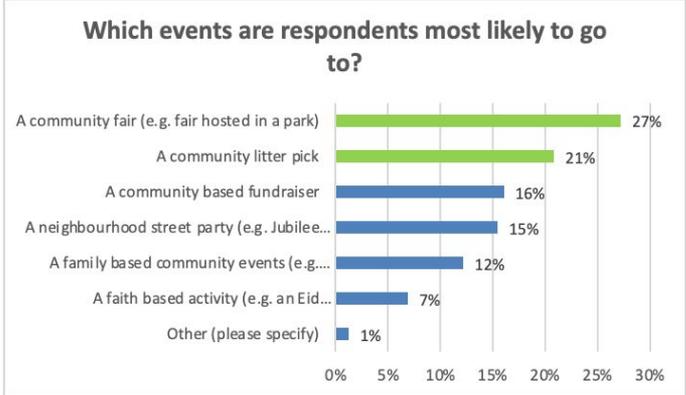
Respondents want to go to and help out at events that are based in their community and are nearby.

“We had an event in the Community Park for the Coronation it was organised by the Church. I loved it, it was good not have to plan something and just turn up and have fun with some friends” (Woman, Community Helper, London)

They are also most likely to go to community fairs where they can get involved in fun activities and meet new people.

Secondly, community litter picks were the most common activity for people to want to help out at, as they provide an opportunity to do something positive in the community and contribute to their place.

Sense of belonging to the community is again a key contributing factor for getting people involved.



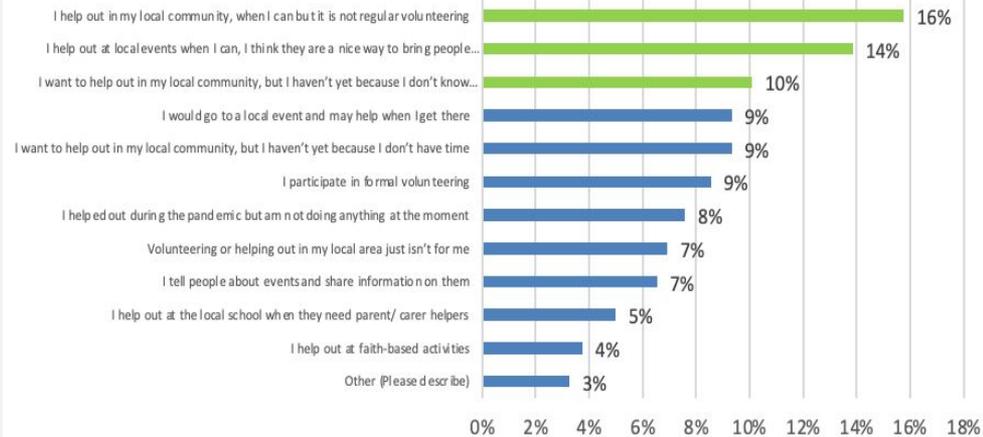
People want to give their time to their local area but in an informal way

The most common ways that respondents help out is **informally and within their local community**.

Few respondents - only 9% - take part in what they would define as 'formal volunteering' for an established organisation or charity.

Again, people want to help out in their community, to bring people together. Many acknowledge barriers though, like not having the time, not knowing what opportunities are out there or it not being a priority.

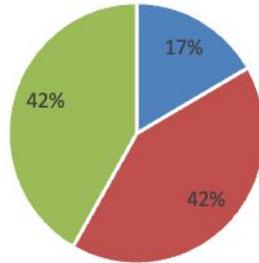
How do respondents help out in their local area?



Helpers want to use their time to support one organisation or cause

If you had 3 hours a month to help out locally which would you prefer to do?

How would respondents most like to split their helping out time?



- Split up your time for more than one different cause/organisation
- Split up your time into three hours across the month for one organisation/cause
- Use all your three hours together for one organisation or cause

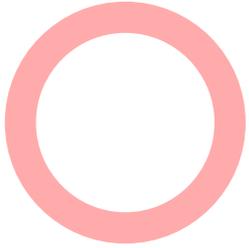
When thinking about helping out people are less interested in splitting up their time for multiple organisations or causes. Suggesting that helpers want to use the time that they do have to connect more deeply and contribute to one thing that they care about.

“I think if you're going to volunteer, it's got to be based on a passion or for a project or event that you care about. So that you feel motivated to spend your time to help in whatever way you can”. (Man, Community Helper Aspirer, Carlisle)



Motivations to get involved in helping out



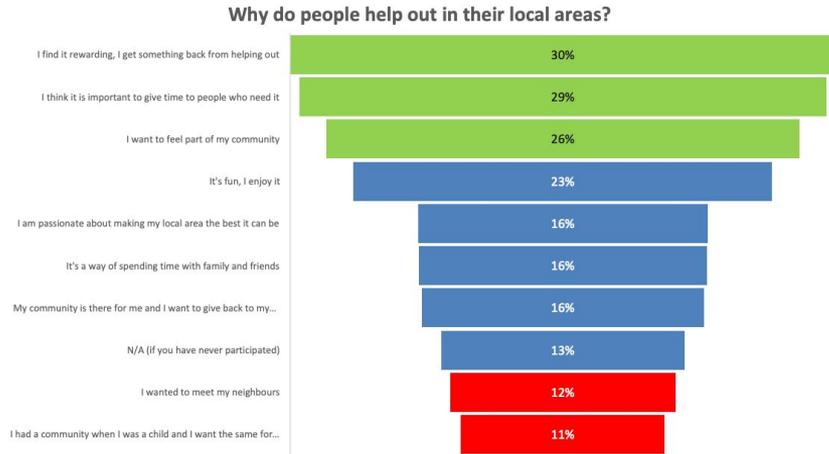


This section will cover these key insights:

- Motivations for helping out aren't always **altruistic**, helpers and formal volunteers also want to benefit
- Helpers and formal volunteers are also motivated to **give back to their community** and those who are in **greater need**



Motivations for helping out aren't always altruistic – helpers also want to benefit



People want to feel like they are being rewarded for giving their time.

They need to feel that they are benefitting as well.

"There has to be a reward for everything that you do. I'm part of a church band and my reward is giving back to God. There always has to be some sense of reward and that doesn't have to be financial." (Man, Formal Volunteer, Wythenshawe)

Helping out is also about **having fun**, helpers want to enjoy what they're doing and they are more likely to take part if they're going to have fun doing it.

So, when we think about helping out it has to benefit those participating in it as well as those receiving help.

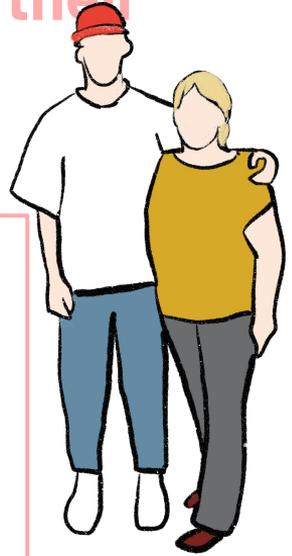


Helpers are also motivated by wanting to give back to their community

People are also motivated to help out because they want to **feel part of their community and ultimately feel a sense of belonging.**

Part of this is about wanting to give back to their community and the people that live within it.

“Helping out is about being more connected to your community. I want to feel that sense of belonging and to feel that I’m part of something bigger than myself”.
(Woman, Community Helper, London)



Reciprocity and wanting to give back are also motivating people to help out

People are **wanting to give back to others** who are in greater need and may need additional support.

Reciprocity is also driving people's desire to help. For example, if people have benefited from a service they may want to give back because of the good support that they received.

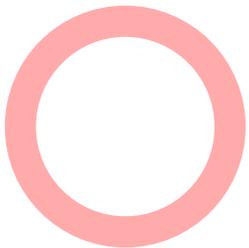


"I received a Cancer diagnosis and I am now in remission. When I was in Hospital somebody said to me that when you're better you'll be able to support other people who have been through something similar. That's what I do now and it makes me feel great."(Woman, formal volunteer, London)



Barriers to getting involved in helping out





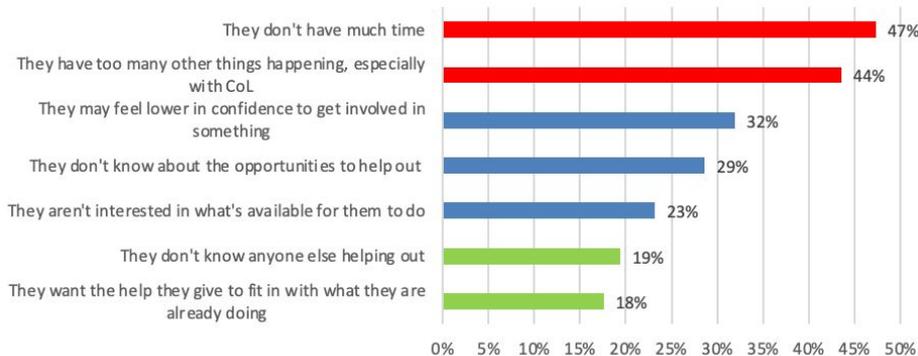
This section will cover these key insights

- **Time is the biggest barrier** that prevents people from helping out
- **Lacking confidence** and not **knowing what opportunities** are available are also a huge barrier
- **Lack of clarity on the roles** that helpers will play can also prevent people from helping out



Time is the biggest barrier that prevents people from helping out

What do people think the biggest barriers to helping out locally are?



“Time is the ultimate gift, once you give it, you can’t give it back” (Man, Formal Volunteer, Wales)

Time is a huge barrier, especially if people have many other conflicting priorities. The CoL crisis has made helping out difficult particularly for some who will struggle to give their time without receiving financial compensation.

“I work quite long shifts, and on my days off I don’t want to go out and organise an event.” (Man, Community Helper Aspirer, Branston)

With time being scarce people don’t want to make huge commitments and it needs to be able to fit with their schedule and other life priorities.



Lacking confidence and not knowing what opportunities are available are also a huge barrier

For others it can be daunting to start helping out, especially if they have never done it before

For those who have never helped out before they may need more of a helping hand or to find a friend or someone else to go with to build up confidence.

With these barriers there is a lot of crossover with the barriers that formal volunteers are likely to face.

"It can be a bit daunting, going to a new place, and starting something new can be frightening. Covid especially has made people quite anxious to start something new, so a lot needs to be done to make people feel welcome." (Woman, Community Helper, Caerphilly)



Not being aware of opportunities to help out can also prevent people from getting involved



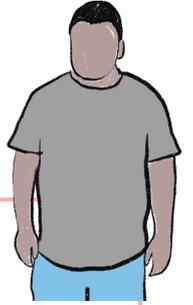
For others it can be difficult to know where to look for these opportunities as there are numerous different platforms that advertise opportunities.

It can be especially difficult if they are not plugged into **communications channels** like Facebook or Whatsapp groups that regularly share opportunities to help out.

“A massive barrier is people not being informed of these opportunities. In my Church we have a great platform to disseminate information on opportunities for people to help out, but a lot of people aren’t aware of that.”(Man, Community Helper, Birmingham)



Helpers can find it challenging if they don't know what their role is



To get involved in helping out in their community, those participating need to be clear on what they can offer so they can **contribute in a meaningful way.**

Participants need to know what skills they can offer to an event and to know what specific role they will be playing.

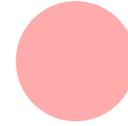
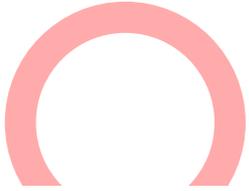
If people feel that their time is not being valued or used effectively they may be discouraged from participating again.

"I'm helping out at the Coronation street party. I am really good at cooking but they've already arranged that, so I'm not really sure what my role will be. I'll happily muck in with whatever but it'd be good to know." (Man, Shaw, Community Helper)



Communications opportunities





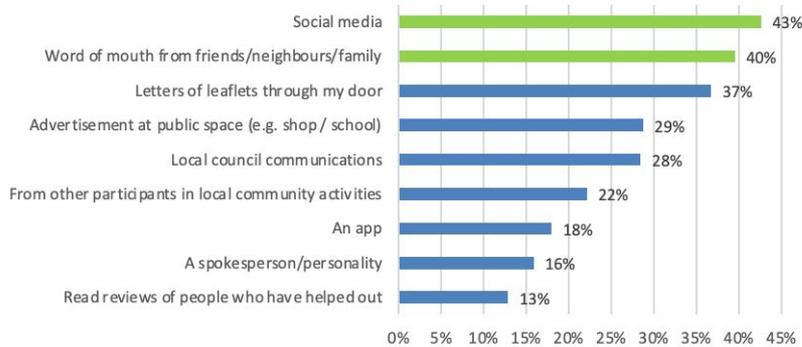
This section will cover these key insights

- **Social media is the most valuable tool** to share opportunities to help out
- **Word of mouth** is also a valuable tool to share opportunities, especially for those that live in tight knit communities
- Outreach into communities via **leaflets and posters** are also highly impactful communications techniques



Social media is the most powerful tool to share opportunities

What is the best way for respondents to hear about opportunities to help in their local communities?



Social media is vital for finding out about opportunities.

Especially neighbourhood communications groups on Whatsapp or Facebook.

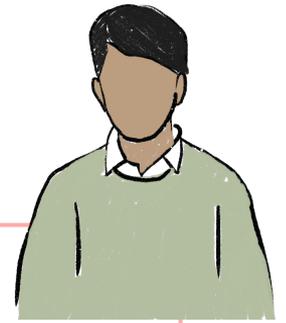
“We have a neighbourhood Whatsapp group, we’re all pretty active on it. That’s where we plan stuff like our Coronation street party, and also share other opportunities”. (Man, Community Helper, West Bromwich)

Many emphasised that social media is essential, to get the **younger generation involved**, who are likely to be active on these platforms.

One 18-24 yr old remarked, *“I find out about a lot of events through Instagram, through what my friends are posting or from some organisations that I follow”*. (Man, Community Helper Aspirers, Wales)

So when it comes to **advertising opportunities** using social media is a powerful tool to maximise reach.

Word of mouth is a valuable communication tool



Many reflected on the power of word of mouth.

Stating that they are likely to hear about opportunities through friends, family or neighbours.

They are also likely to hear about recommendations for opportunities that people **have already taken part in**. Reflecting that if a friend, family or neighbour has enjoyed something then they are likely to as well.

This was especially common for those who felt that their community was particularly tight knit.

*"I find out about events going because everyone in my community is always chatting. So if one person hears about something they're likely to share it throughout the neighbourhood, word of mouth is really powerful".
(Man, Community Helper Aspirer, Cardiff)*



Outreach into the community as a powerful comms tool



Tools like leaflets or flyers were noted as something that organisers should be using more often to **reach out to people**, instead of relying on people to search for opportunities.

These leaflets or flyers can be **posted through people's doors** to reach out to lots of people throughout a community.

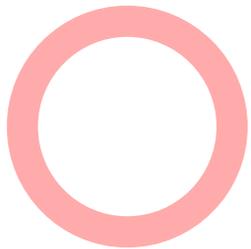
As well as hanging them up **in everyday community spaces** like Supermarkets, Post Offices, Parks etc to reach out to a diverse cohort of people.

"Organisers could focus more on circulating invites to events, the best place for that would be through leaflets or flyers, so that I don't have to search anything up".
(Woman, Community Helper Aspirer)



Spotlight on national moments



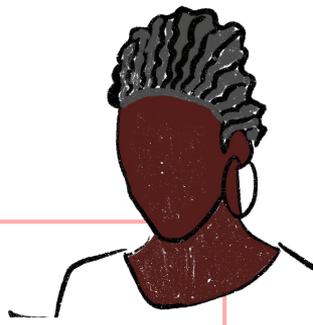


This section will cover these key insights

- Why we're interested in **national moments** as a catalyst for helping out
- Why national moments are a **key focal point** to bring communities together and instigate opportunities for people to help out at



Why we're interested in national moments



National moments are an interesting lens to discover how people are helping out in communities.

They are often heavily reliant on volunteers to be successful, whether that be formal or informal volunteers.

They are also usually place based, hosted in one location or tied to our experiences as a community or nation.

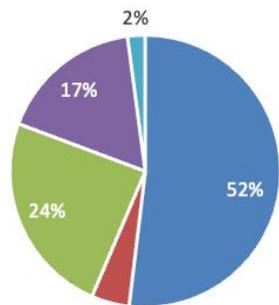
They can also be a catalyst for people to get involved in helping out, especially for a short period of time. As they usually only happen once in a while and so it appeals to those not wanting to make huge time commitments.

National moments are a part of history. Moments like the Jubilee, the Coronation or even Eurovision are a rare occasion. They may happen just once in my lifetime. So, they'll be a great thing to reflect back on and know you were a part of. (Woman, Community Helper, London)



National Moments as a focal point for helping out

"Big National moments are an important focal point to encourage people to get involved in things happening locally and helping out"



■ Agree ■ Disagree ■ Neither agree nor disagree ■ Strongly Agree ■ Strongly Disagree

The majority of people do feel that big national moments are a good focal point to get people involved in helping out.

However, for most it's not about the national moment, it's about using it as an excuse to get people together and to create a platform for people to help out.

It's also an environment to meet new people in the area, contributing to a sense of belonging to the community.

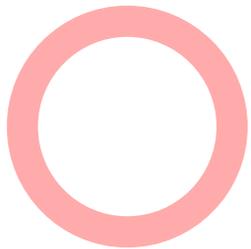
They also are also a forcing factor to encourage people to organise an event or an activity for people to help out at.

"We are organising a Coronation event because people in the community have asked for it. For us it's about doing something for the people that live here not because it's a national moment". (Woman, Community Helper, Caerphilly)



Spotlight on national moments -
The King's Coronation and the
Big Help Out





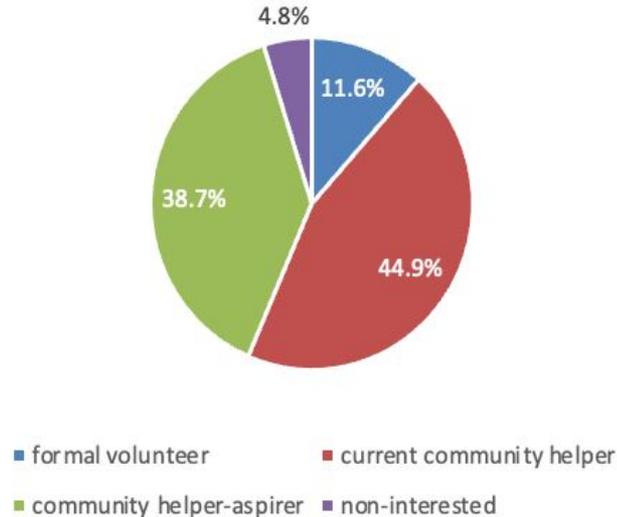
This section will cover these key insights

- Community helpers **made up the bulk of the Coronation and BHO helpforce and what that means for volunteer recruitment**
- **How people got involved** in the Coronation and the BHO



Community helpers made up over 80% of the Coronation helpforce

Who made up the coronation-helper-workforce?



Community helpers and aspirers made up the majority of the Coronation helpforce.

This shows that, if event organisers focus on recruiting these types of helpers, they will likely find it easier to fill their quotas.

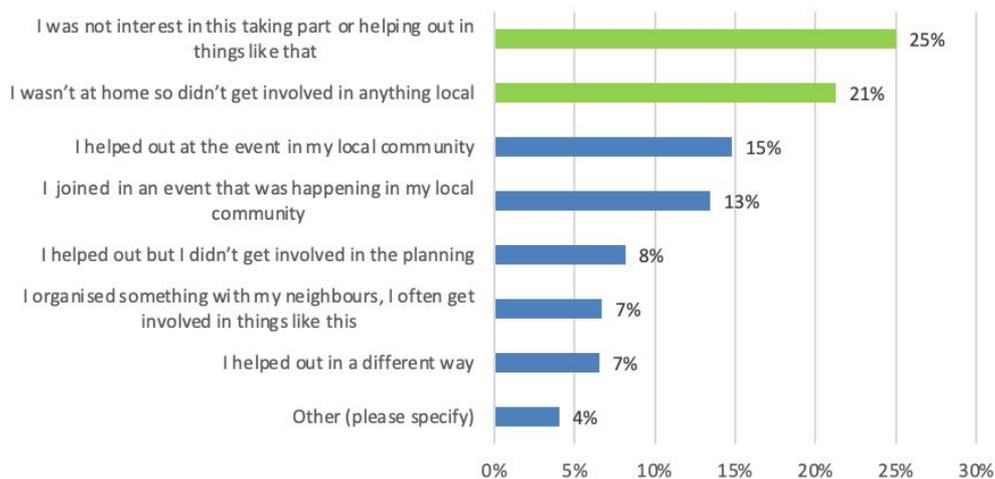
It also shows that community helpers are likely to want to help out at national moments like the King's Coronation.

Though, there is still huge value in recruiting formal volunteers who can play a more managerial role, community helpers can make up the bulk of the helpforce recruited.



Although, many people were still not interested or able to help out at the Coronation

Respondents' coronation experiences and attitudes



The majority of respondents either were not interested in helping out or they were not at home at the time of the Coronation to do anything.

We do have to acknowledge that there are limitations to these national moments, they are not likely to appeal to everyone.

However, there is still a high proportion of people that either helped out at or joined an event in their community - so that local element remains key to those participating.

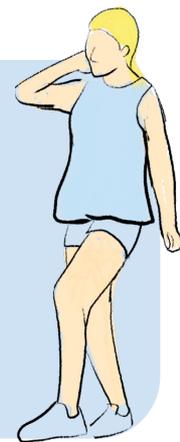


Let's hear what some people helped out at for the Coronation

I found out a few days before the coronation through the Church Whatsapp group that they were holding a community park event. It was such a great day especially because I didn't have to plan anything. Except for bringing the food and setting up the tables. I felt like I was really part of something, everyone was so happy, so it's something I'll remember for a long time.
(Woman, Formal Volunteer, London)



I organised a Coronation event for our Choir that was open to everyone in the Community. The best moment was when everyone sang Sweet Caroline, it felt better than the national anthem. It was a really happy day. (Woman, Water Orton, Community Helper)



We had a street party for the Coronation and I got involved with whatever I could do. I was putting up stalls, helping out with the Kids games, at one point I was even handing out cake. I'd do it all again of course, it was made worth it by seeing all the kids smiling. (Man, Community Helper, Shaw)

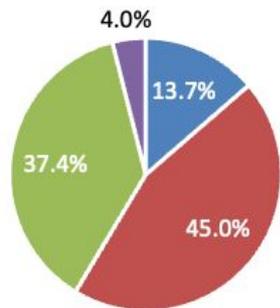


I help out at the Community Hall and we put on an event for the Coronation. The event was amazing, we raised funds for the hall, made people aware of what we're offering, but importantly people across the community had the chance to come together. The youngest person there was 1 and oldest was 97.
(Woman, Community Helper, Caerphilly)



Community helpers made up over 80% of the Big Help Out helpforce

Who made up The Big Help Out helper-workforce?



- formal volunteer
- community helper-aspirer
- current community helper
- non-interested

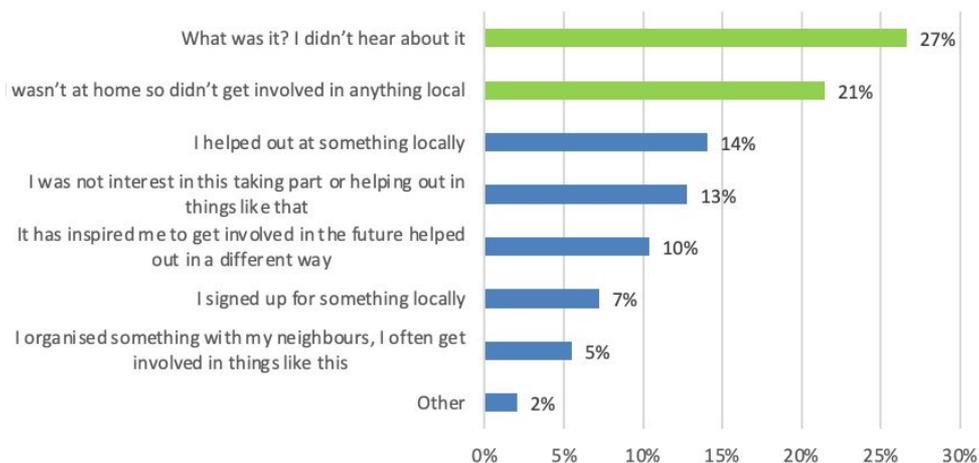
Like with the Coronation, community helpers and helper-aspirers made up the bulk of all people who helped out.

Yet, a smaller proportion of all community helpers and helper aspirers took part, compared to the proportion of all formal volunteers who took part.



Although, the majority of respondents hadn't heard of the Big Help Out

Respondents' Big Help Out experiences and attitudes



As the majority of people hadn't heard of the initiative this suggests that more can be done to advertise it, especially tailoring it to those who are currently or aspiring to help out.

One current formal volunteer reflected, "I didn't hear about the Big Help Out until I saw it on the news. I think it is a fantastic idea, but I didn't know how to get involved. If it happens again I would love to get involved." (Woman, Formal Volunteer, London)



Conclusions and Recommendations



This section will cover our 4 key recommendations for volunteering organisations

1.

Focus on what motivates people to help out in their communities

2.

Ensure that those aspiring to help out are prioritised

3.

Be flexible, accommodate those who don't want to commit

4.

Make use of formal volunteers skills and experience



What can organisations that rely on volunteers learn from this?

Community helpers are a highly valuable asset. Given that they are far more of them than there are formal volunteers.

They have played a vital role in a historic national moment like the Coronation and the Big Help Out that was hugely reliant on volunteers.



Given this, what can volunteering organisations take from these learnings centred around a national moment like the Coronation to adopt within their own strategies.



Focus on what motivates people to help out in their communities

In order to motivate more Community Helpers volunteering organisations should focus on:

1. **Root people's motivations into the development and delivery of opportunities.** Ensure that you're always listening to what participants want to get out of these opportunities
2. When advertising opportunities highlight **these key motivations.** Share the clear benefits that participants will receive, as well as how their time will be used valuably.
3. Always remember that participants **want to have fun** and their motivations aren't always altruistic, so ensure that their perspective is at the forefront.



Ensure that those aspiring to help out are prioritised

There are a large number of people that are wanting to help out in their community but they haven't done so yet, so it's important to find out why and take action on that:

1. **Consult with community helper aspirers** on what they need to be put in place to help out in their community.
2. **Focus on what barriers community helper aspirers may face**, which could be time, confidence or other priorities so you can frame your volunteering offer to suit their needs.
3. **Focus on what can be learnt from the experiences of current community helpers** and what enabled them to begin helping out within their community.



Be flexible, accommodate those who don't want to commit

People want to give their time, but they don't want to make huge commitments, so volunteering orgs should seek to:

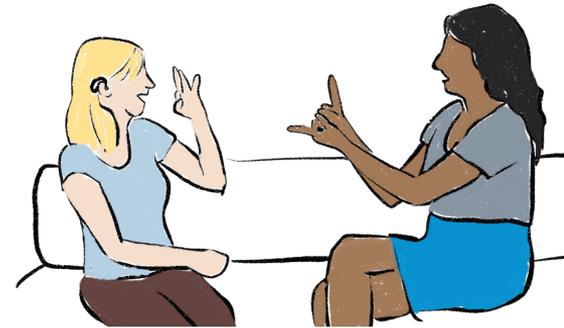
1. **Set up timetables and structures that allow people to fit helping out into their schedules.** I.e. they don't have to help out on the same day every week or commit to initiative or organisation for a set amount of time.
2. **You can over recruit community helpers** so that your event is well supported by those who are motivated to help out in an ad hoc way.
3. From the outset ensure that community helpers are **clear on their roles** and what they are offering so they don't feel that their time is being wasted.
4. You don't have to factor in giving community helpers **more responsibility, skills or experience** as they are likely to not want to work their way up the volunteer ladder.



Make use of formal volunteers skills and experience

There is massive value in community helpers, **but there is also huge value in formal volunteers from a managerial perspective.** So, volunteering organisations should cater to both community helpers and formal volunteers into their management structures by:

1. **Develop a two tier structure** when it comes to your volunteer helpforce. With formal volunteers taking on the more managerial roles and community helpers providing a support function.
2. Focus your recruitment strategy on a **smaller number of formal volunteers and a larger number of community helpers.** So that you have less people take on large commitments and a balanced helpforce.
3. **Dedicate your recruitment of formal volunteers to those who want to work their way up the volunteer ladder.** Those who are able to take on more time, responsibility and want to build up their skillset to support your organisation or event.



Thank you

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