



VOLUNTEER PROGRAMME EVALUATION REPORT

Hull UK City of Culture 2017
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Part 1 of 3

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For the full list of appendices please refer to booklets part two and three

EXECUTIVE SUMMARY

“ My favourite event was at the end of the Pride week ... Duckie's Tea party. I was one of the waitresses and it was very well run, it was colourful. It put a smile on so many people's faces and made them feel happy. ”

(Volunteer: Focus Group Respondent)



Executive Summary

1.1. The Hull 2017 Volunteer Programme

The London 2012 Olympic 'Games Makers', England Rugby World Cup's 'The Pack', and the 'Tour Makers' of the Tour de Yorkshire have raised the status of volunteering at mega events within the UK – elevating the volunteer experience, quality of engagement and approach to volunteer management.

The Hull 2017 Volunteer Programme sought to build on these successes, with a vision 'to nurture a sense of belonging and ownership amongst the communities delivering Hull's UK City of Culture year.' It officially launched on the 9 March 2016.

The volunteer programme was an integral part of the planning, delivery and legacy of Hull 2017. As such, volunteers have been at the forefront of almost every incredible moment, event and memory of this momentous project.

The result was the creation of a world-class volunteering community in the city, who are networked and engaged, and who have the necessary skills, knowledge and experience to support the cultural sector and city long into the future.

1.1.1. Aims, Objectives and Purpose

The Hull 2017 Volunteer Programme Evaluation Report provides objective analysis and evaluation of how the project delivered against its aims and objectives (Figure 1); and the extent to which it contributed to Hull 2017's overarching strategic aims and objectives (Figure 2).

1.1.2. Volunteer Engagement

The volunteer programme was designed to be open, inclusive and accessible; and was positioned as part of the wider public engagement strategy of Hull 2017 - bringing together audience development, community outreach, learning and wider participation. Individuals would be taken on a journey - each starting and ending at different points on a 'ladder of engagement' (Figure 3).

A Super Engagement Programme was put in place behind-the-scenes to support volunteers whose life circumstances could risk limiting their ability to engage with the volunteer programme in the way they wished to.

1.1.3. The Volunteer Journey

The volunteer journey set out the stages in engagement, recruitment, selection and opportunity (Figure 4). As individuals travelled through this process it was expected attrition may occur, so managing this was a focus throughout.

An individual was deemed a 'volunteer' once they had completed their core training and had been vetted by Humberside Police.

The volunteer journey was phased over a pilot phase (the Pioneer Volunteers) and four main waves (Waves 1-4), as detailed in Figure 5.

Full details of each stage are given within the main Hull 2017 Volunteer Programme Evaluation Report (Chapter 1), whilst key elements are outlined in Figure 6.

Figure 1: Project-specific Aims and Objectives

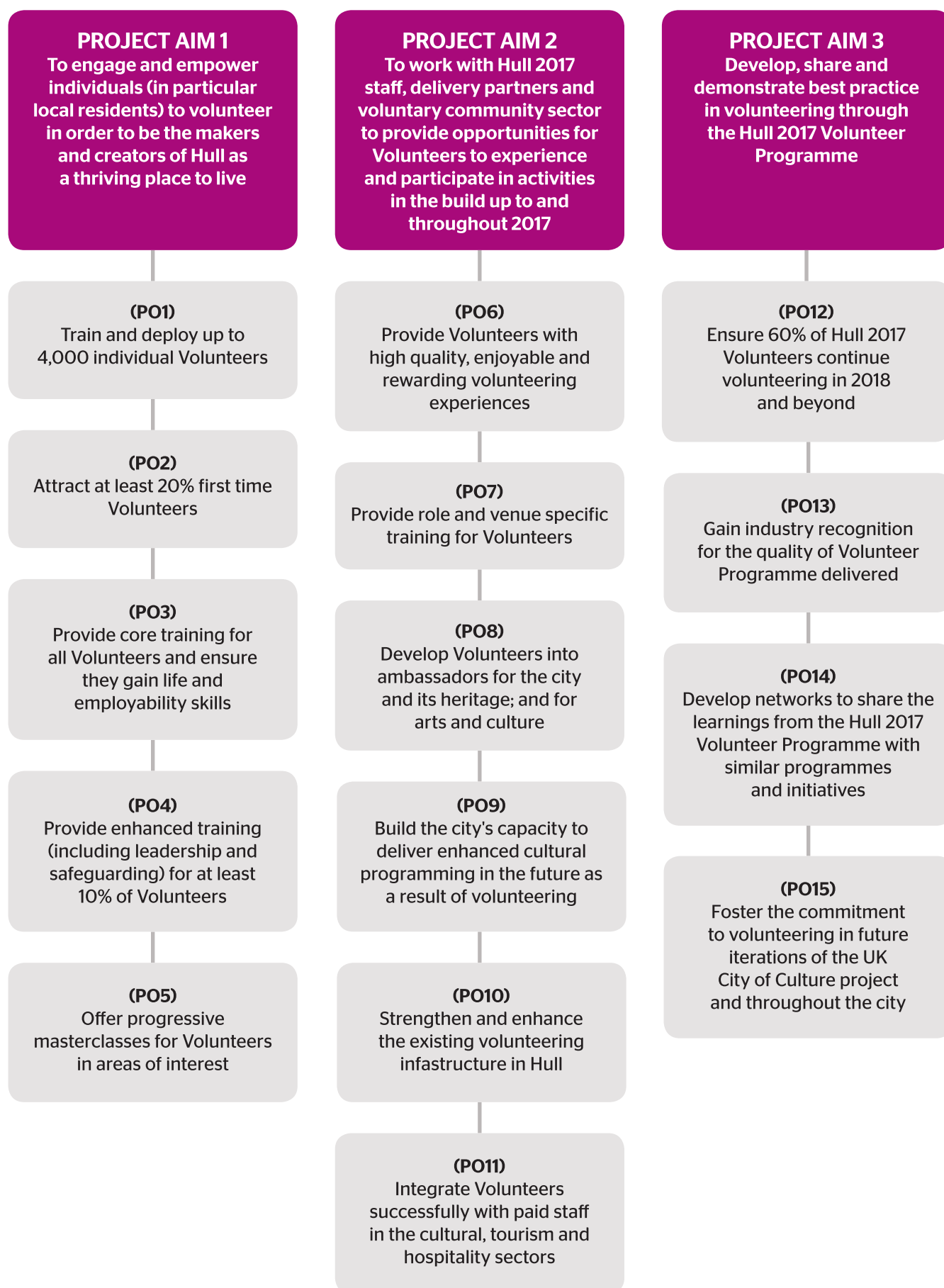


Figure 2: Hull 2017 Overarching Aims and Objectives



Figure 3:
Hull 2017
Ladder of
Engagement



Figure 4: Volunteer Journey

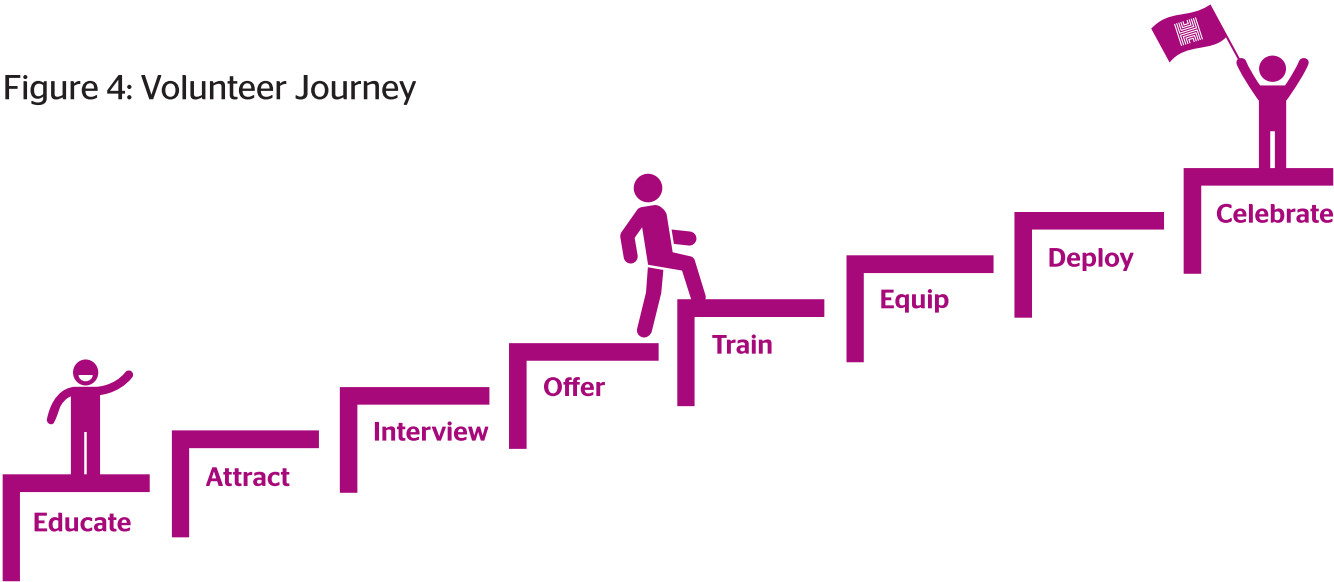
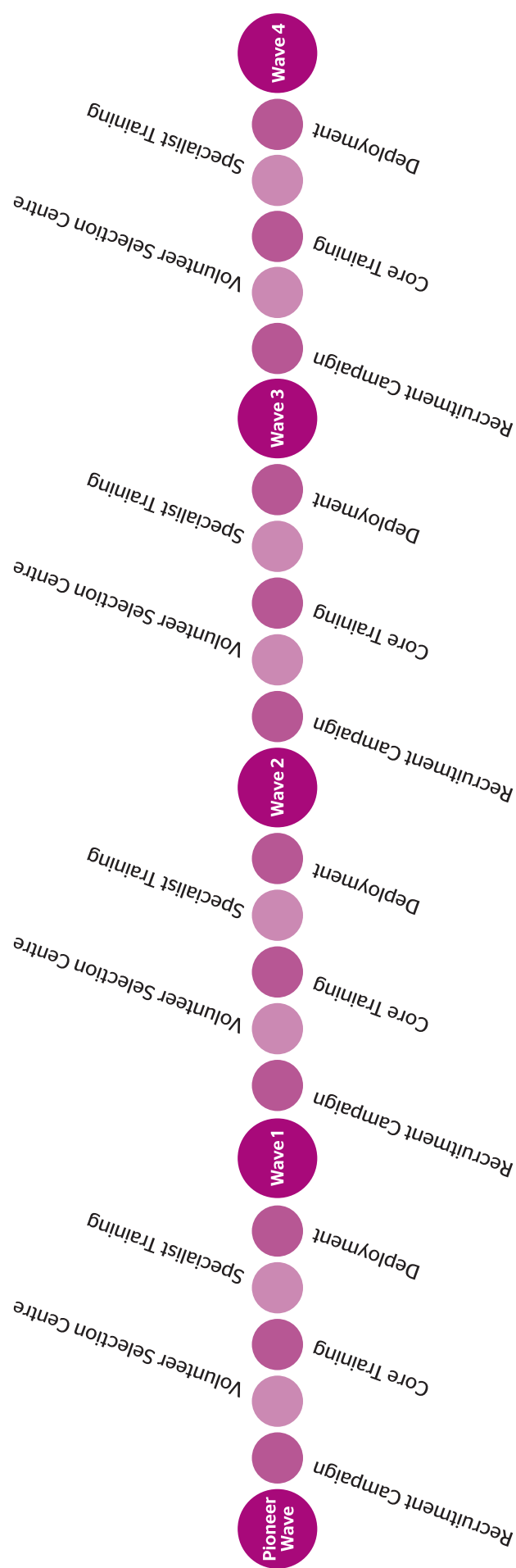


Figure 5: Key Dates for Volunteer Recruitment Waves



	Recruitment Campaign	Volunteer Selection Centres	Core Training	Specialist Training	Deployment From
Pioneer Wave		March 2016	March - April 2016	March - April 2016	1 April 2016
Wave 1	April - May 2016	April - May 2016	June - August 2016	August - September 2016	1 September 2016
Wave 2	July - August 2016	July - August 2016	September - October 2016	November 2016	1 December 2016
Wave 3	November - December 2016	November - December 2017	January - February 2017	March 2017	1 April 2017
Wave 4	April - May 2017	April - May 2017	June - July 2017	August 2017	1 September 2017

Figure 6: Key Elements within the Volunteer Journey



1.1.4. Hull 2017 Volunteer Charter

All volunteers signed up to the 10 core principles of the Hull 2017 Volunteer Charter (Figure 7).

1.1.5. Methodology

The evaluation included desk research to analyse volunteer data from the Volunteer Management System (Better Impact), supplemented by primary data collection with a range of project stakeholders and volunteers at different points in the project lifecycle. This enabled ongoing process evaluation to inform the development of the volunteer programme throughout 2017, as well as measurement of its outputs and outcomes.

Mixed methods were used, including:

- Programme monitoring via Better Impact (ongoing)
- Citywide Residents Survey (annual)
- Hull 2017 Volunteers Surveys
 - Application to Core Training (following each Wave)
 - Masterclass (following each season)
 - Mid-Year and End of Year Outcomes (July/October 2017 and January 2018)
 - Project-specific Participants (ongoing)
- Hull 2017 Volunteer Case Studies (November 2017 - January 2018)
- Hull 2017 Volunteer Focus Groups (January 2018)
- Hull 2017 Staff Survey (November 2017 - January 2018)
- Event Lead Survey and Depth Interviews (January 2018)
- Programme Team - Depth Interviews and Focus Groups (December 2017).

Figure 7: Hull 2017 Volunteer Charter



1.1.6. Purpose of this Report

The insights from this report will be used to inform future project planning and delivery for the Volunteer Programme Team at Hull UK City of Culture 2017 Ltd. (and its legacy company, Absolutely Cultured).

In addition, there are plans to share key findings, conclusions, lessons learned and recommendations with other cultural and voluntary sector organisations (both locally and nationally), so they can benefit from knowledge transfer.

1.2. Key Findings

Sections 1.2.1. to 1.2.14. highlight the key findings from the Hull 2017 Volunteer Programme Evaluation Report. At the end of each section the Project Aims and Objectives (Figure 1) and Hull 2017 Aims and Objectives (Figure 2), to which these findings contribute are highlighted.

Notes on below:

- Higher engager volunteers did 50+ shifts, medium engager volunteers 10-49 shifts and lower engager volunteers 0-9 shifts.
- Mid-point refers to the Mid-Year Survey results and end-point the End of Year Survey results.

1.2.1. A large number of volunteers were recruited, who were broadly representative of the local population but very diverse in regards their background and life experience.

- 2,488 Hull 2017 Volunteers were recruited from initial applications of 4,536
 - 100 Pioneer Volunteers (recruited March 2016)
 - 207 of the 2,488 volunteers became Leader Volunteers¹.
- Volunteer profile:
 - 26% aged 55-64; 18% aged 45-54 or 64-74; 14% aged 16-24
 - 71% female vs. 29% male
 - 88% identified as White British and 3% White Other
 - Volunteers spoke more than 60 different languages between them
 - 49% reside in Hull and 44% East Riding
 - Hull based volunteers represent all wards of Hull
 - 6% said **yes** they considered themselves to have a disability²
 - 44% employed, 27% retired, and 12% students
 - 20% first time volunteers.
- Overall, there was overrepresentation of females, retired people and students; and underrepresentation of those aged 35-54, unable to work and the employed.
- Members of the Volunteer Programme Team observed that the pool of volunteers was more diverse than it appeared on face value, especially in regard to age, disability and long-term limiting illness, and career background.

“We know that we've achieved something where, when you look on a map of people across the city, they're in all the areas that are more challenging to get people engaged, so Orchard Park, Greatfield, Bransholme, Hessle Road, people are, from every area, are volunteering. That, to me, is a real success.”
(Volunteer Programme Team Member)

Project Aim 1 Hull 2017 Aims 2 and 7

¹ The Hull 2017 Leader Volunteers completed eight hours of enhanced training

² It should be noted that the Census question 'Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months?' was not utilized, which would enable direct comparison with population statistics and would likely have resulted in a higher percentage of respondents stating **yes**.

1.2.2. Recruitment of the earlier waves of volunteers relied more heavily on traditional methods of marketing and communications (Hull 2017 website and social media, TV and newspapers), whilst latter waves were more likely to have been made aware through word of mouth, existing Hull 2017 Volunteers sharing their experiences, and through seeing volunteers on shift.

- 36% of volunteers were told by family/friends/colleagues - in person
 - increased from 21% among Wave 1 to 53% among Wave 4.
- 19% of volunteers found out seeing Hull 2017 volunteers at events
 - increased from 5% among Wave 1 to 35% among Wave 4.
- 14% of volunteers were told by a Hull Volunteer (14%)
 - increased from 6% among Wave 1 to 28% among Wave 4.
- 39% of volunteers at mid-point had attended a Hull 2017 event or activity prior to becoming a Hull 2017 volunteer - 81% said that it made volunteering look fun and 68% that it influenced their decision to become a Hull 2017 Volunteer.

“The reason I decided to be a volunteer, was because a friend was doing it, and she was pushing things on Facebook about getting a uniform and doing the training and stuff. And I thought, oh that might be quite interesting.”
(Volunteer: Focus Group Respondent)

**Project Aims 1 and 2
Hull 2017 Aims 2 and 7**

1.2.3. There were numerous motivations to volunteer, many extremely personal, but a fierce pride and passion for Hull was the principal driver to taking part.

The main motivations for people deciding to volunteer were identified as:

- Pride and passion in Hull and ‘their city’
- The opportunity to promote a positive image of the city
- UK City of Culture recognised as a unique opportunity not to be missed
- The opportunity to get to know more about the city
- The opportunity to meet new people and make new friends
- To tackle their sense of isolation
- The opportunity to challenge themselves and go outside their comfort zone
- The chance to rediscover themselves through escaping day-to-day life.

“There was no way that I was going to miss this opportunity of selling Hull to the rest of the world. I'm so proud of the city I live in, and I wanted to try and help the people I live with in Hull to appreciate their own city. I'm just so proud of it, the old girl, really. I love it.”
(Volunteer: Focus Group Respondent)

“I was the type of person who couldn't go anywhere on my own, and I knew that if I did this, I would have to make that step and go out there on my own and meet people and talk to people I never would.”
(Volunteer: Focus Group Respondent)

**Project Aims 1 and 2
Hull 2017 Aims 4 and 7**

1.2.4. Core training provided to Hull 2017 Volunteers was of a high-quality and resulted in the development of essential knowledge and skills that could be used elsewhere.

- 47% of volunteers felt core training prepared them **extremely well** for volunteering and 48% it had prepared them **well** for volunteering.
- At the end of the Welcome to the Family module: 9 in 10 volunteers understood the Hull 2017 Volunteer Charter, reporting and escalating procedures and how to prepare for a volunteer shift; 8 in 10 volunteers had a better knowledge of the different volunteer roles available and knew how to use Better Impact.
- 'Welcome to the Family' workbook rated excellent/good by 90% of volunteers.
- At the end of the Think you Know Hull? module more than 7 in 10 volunteers' knowledge of useful tourist information and city highlights, the history of the city and the arts and cultural offer in Hull had increased a lot (by 4 to 5 out of 5).
- 'Think You Know Hull?' workbook rated excellent/good by 92% of volunteers.
- At the end of the Dive into Culture module at least 6 in 10 volunteers' knowledge of the development of the Hull 2017 programme, the range of different art forms had increased a lot (by 4 or 5 out of 5).
- 'Dive into Culture' workbook rated excellent/good by 83% of volunteers.
- 57% said The Dive into Culture workbook inspired them to visit the places and websites referenced in the workbook, with a further 40% stating that although they had not yet done so, they planned to in future.

"I thought the training was a really, really good start to everything. It sort of puts everybody on the same level, which I think is the correct thing to do. But also, it increases your awareness of all of those extra little skills that you need when you're meeting the public ... I think it was time well spent with the training ... with excellent trainers."

(Volunteer: Focus Group Respondent)

**Project Aims 1 and 2
Hull 2017 Aims 4 and 8**

1.2.5. Leader Volunteer training was also praised for being of a high-quality, but it was perceived that very few shift opportunities offered the chance to put these skills to use.

- 8% of volunteers completed the Leader Volunteer Training - 83% of these volunteers felt the training prepared them well/extremely well for the role
- It was recognised by the Volunteer Programme Team and volunteers that Leader Volunteer shift opportunities were too few.

"It's a shame because I think if the Event Leads had seen the value in having them on more projects, then we could have used them all."

(Volunteer Programme Team Member)

"I'd like to utilise the training that we got in terms of lead volunteers because there have been very, very few opportunities for lead volunteers."

(Volunteer: Focus Group Respondent)

**Project Aim 1
Hull 2017 Aim 8**

1.2.6. The programme of Masterclasses offered to Hull 2017 Volunteers added significant value to the volunteer experience – growing and boosting skills and knowledge, enabling volunteers to try something new, and providing them the opportunity to influence their own learning.

- 110 unique masterclasses were delivered over 478 sessions to an attendance of 12,352.
- The average frequency of masterclasses attended by volunteers was 3.6.
- The most popular masterclass was the ‘Knowing Hull Walking Tour’ attended by 60% of volunteers.
- Average scores for the change in level of confidence about the subject of the masterclass, as a result of attending, were generally good, in excess of 4 out of 5.

“Every single volunteer loves the masterclasses ... Lots of the things that we've run have run before in the city but have been undersubscribed. Volunteers have said that they'll sign up to things that they would never have done beforehand, but because they knew there'd be like 10 other volunteers there ... I think to break down those boundaries and allow people to learn in a fun environment, and I just think we've hit the jackpot in the masterclasses.”

(Volunteer Programme Team Member)

“Other times where it was a volunteer themselves who said, “I've got this skill ... or I've got this knowledge, can I give a talk about it? Or can I do a workshop on it?” So, we had a volunteer give a talk about Philip Larkin's life. We had another volunteer who taught people meditation and relaxation techniques.”

(Volunteer Programme Team Member)

Project Aim 1 Hull 2017 Aims 4 and 8

1.2.7. Core training, masterclasses and shift opportunities came together to augment Hull 2017 Volunteers knowledge and understanding of the city's past.

- 46% of volunteers gave a score of 9 or 10 out of 10 for how much they had learnt about the history and heritage of Hull through being a Hull 2017 volunteer (with a mean score of 8.1 out of 10).
- Volunteers reported having a greater level of knowledge and understanding of the city's historical buildings, maritime history, the abolition of slavery, the Civil War, and historical characters of Hull (including its trailblazing women).
- Popular masterclasses linked to Hull's history and heritage were the Arctic Corsair Museum Tour, Knowing Hull Walking Tour, and the Introduction to Hull History Centre and Archives.
- As a result of attending the Introduction to Hull History Centre and Archives masterclass 80% of attendees had increased knowledge of the purpose of the collection held, 77% the purpose of Hull History Centre and Archives, 76% the events at Hull History Centre and Archives, 66% the main events in Hull's history, and 55% of key historical characters.

- As a result of attending the Introduction to Hull History Centre and Archives masterclass 57% of attendees had been inspired to attend exhibitions at Hull History Centre, 45% to undertake research into family and local history, and 43% to attend events at Hull History Centre.

“The first introduction in the masterclasses was the walking tour ... You immediately, whatever you thought you knew, that’s sort of a tenth of what you know by the end of it.”

(Volunteer: Focus Group Respondent)

**Project Aims 1 and 2
Hull 2017 Aims 1, 2, 4 and 8**

1.2.8. Core training, masterclasses and shift opportunities all came together to augment Hull 2017 Volunteers knowledge and understanding of disability, both visible and hidden.

- 79% of volunteers attending the Disability Awareness masterclass reported an increased understanding of the different types of disability, both physical and hidden; 83% how different types of disability impact on individuals’ lives; 68% of the Equalities Act from a personal perspective; 75% of the Equalities Act from a legal perspective; and 61% of the difference between the social and medical model with regard to disability.
- 76% agreed that they felt better able to communicate with individuals with a disability and more confident in talking about disability.
- 41% agreed that they had changed their attitude and behaviour towards disability and/or individuals with a disability.
- Volunteers reported feeling more confident in dealing with people with disabilities (e.g. not being afraid to ask whether a person has a disability that is not visible or obvious), and said they had more understanding and greater awareness of the problems faced by people with disabilities.

“Throughout volunteering you come into contact with a lot of people with a lot of different disabilities. In talking to them, I think you learn a lot about it.”

(Volunteer: Focus Group Respondent)

**Project Aim 1
Hull 2017 Aims 7 and 8**

1.2.9. The wider experience of being a Hull 2017 Volunteer developed a significant number of core professional and personal skills.

- 77% of volunteers felt they gained skills that can be used in other parts of their lives from their overall experience as a Hull 2017 Volunteer.
- More specifically, as a result of being a Hull 2017 Volunteer, 91% of volunteers gained skills in trying new things; 68% in working in a team; 60% in community development; 59% in putting forward their ideas; 54% in getting things done on time; 52% in problem-solving; 50% in decision-making; and 49% in self-management.
- Other skills gained by volunteers were communication skills, interpersonal skills, knowledge of Hull’s history, social awareness, knowledge of what Hull has to offer as a city, artistic and creative skills, customer service skills, tolerance, patience and understanding.
- 38% of volunteers agreed that their leadership skills had improved from being a Hull 2017 Volunteer.

- 40% of volunteers agreed with the statement 'my volunteering experience with Hull 2017's Volunteer Programme has prepared me for the workplace or improved my skills at my current place of work'.

"For me it's been more about the people skills and that sort of side of when you're at work you're in that environment and the skills that we've had to use have been so completely varied and the way that you've had to deal with people has been a lot more dynamic, which then you can translate to go back to work and just thinking right well I've got an awful lot more skills."
(Volunteer: Focus Group Respondent)

Project Aims 1 and 2 Hull 2017 Aim 8

1.2.10. Hull 2017 Volunteers' experience of UK City of Culture year was overwhelmingly positive and increased wellbeing for many.

- 99.5% of volunteers liked or loved UK City of Culture, compared to 74% of residents.
- 94% of volunteers had enjoyed their overall experience as a Hull 2017 volunteer (59% very much) at the mid-point, increasing to 97% (68% very much) at the end-point.
- An average score of 9.1 out of 10 was given for the likelihood they would recommend volunteering with Hull 2017 to family and friends.
- 84% of all volunteers rated the overall opportunities experienced as 4 or 5
 - 95% of higher engagers gave this score (11% more than medium and 21% more than low engagers).
- Ratings for life satisfaction, feeling their life is worthwhile, and happiness were significantly higher among volunteers than residents, whilst ratings for anxiety were significantly lower.
- Volunteers level of life satisfaction increased over time, with 50% giving a rating of 9 or 10 out of 10 at the end-point, compared to 45% at the mid-point.
- Volunteers feeling their life is worthwhile increased over time, with 55% giving a rating of 9 or 10 out of 10 at the end-point, compared with 50% at mid-point.
- 59% of volunteers felt their life satisfaction had increased through volunteering, 52% that the feeling their life was worthwhile increased; 51% that their happiness increased; and 35% that their anxiety reduced.

"There's been times over the last year where I've really habitually have been feeling really crap, very down, and then I've done a volunteer shift on a weekend and it's really given me a boost."
(Volunteer: Focus Group Respondent)

"Actually, being a volunteer has probably saved my sanity ... I know retirement looks a really, really good prospect until it's there. You know after you worked forty odd years and you say, "Oh my God, what am I going to do? Nobody needs me, nobody.""
(Volunteer: Focus Group Respondent)

Project Aim 2 Hull 2017 Aims 4 and 7

1.2.11. The social benefits of being a Hull 2017 Volunteer were some of the most significant, with people forming friendships, gaining a greater sense of belonging to the city and community, and feeling they had a voice.

- Volunteers spoke of having formed friendships through the shared experience of volunteering, with 97% saying they had interacted with people who they would not normally have interacted.
- 92% of volunteers felt like they belonged as a Hull 2017 volunteer at the end-point (up 4% from the mid-point); and 93% felt part of the story as a Hull 2017 volunteer at the end-point (up 4% from the mid-point).
- Volunteers reported gaining a greater knowledge and understanding of those with different life experiences and backgrounds, whilst also discovering the similarities they shared.
- 6 in 10 volunteers felt that being part of Hull 2017 had given them a voice in their community; 8 in 10 volunteers that their views were heard by other Hull 2017 Volunteers; and 7 in 10 volunteers that they were able to challenge the ideas and perspectives of other Volunteers.
- 91% gave a score of 4 or 5 out of 5 for the extent to which they felt that the general public had valued Hull 2017 volunteers and the Volunteer Programme.
- 94% of volunteers felt engaged or very engaged with the community of Hull.

“I feel valued and a part of a very big, friendly and supportive community. Being a part of this will stay with me for life!”
(Volunteer: Volunteer Experience Survey)

“Meeting a lot of different people, of different backgrounds and ages from all across the city, you may have had a perception before of a particular age group, or a particular area of Hull or something. But then you meet someone from that, and you realise they’re just the same as you, and that they’re doing the same thing ... Learning about other people and their lives, and how it’s developed.”
(Volunteer: Focus Group Respondent)

Project Aim 2 Hull 2017 Aims 4 and 7

1.2.12. Hull 2017 Volunteers experienced increased self-esteem and self-confidence and were inspired to make changes in their lives.

- 7 in 10 volunteers an increase in self-esteem and self-confidence as a result of being a Hull 2017 Volunteer.
- Overall confidence amongst Hull 2017 Volunteers to take part in a range of activities increased significantly from the mid-point to end-point
 - Volunteering activities from 61% to 87% (+26%)
 - Arts and cultural activities from 54% to 84% (+30%)
 - Community led activities from 46% to 78% (+32%)
 - Leisure and recreational activities from 41% to 89% (+48%)
 - Sports and physical activities from 24% to 63% (+39%).
- 62% of volunteers reported increased confidence to take part in volunteering, 63% arts and cultural activities, 52% community-led activities, 46% leisure and recreational activities, and 31% sporting and physical activities.
- As a result of being a Hull 2017 Volunteer 92% of volunteers felt that people can take action to improve their community; 45% were taking up / had taken up new social

activities; 37% were getting / had got more involved in their local community / community projects; 16% of were starting / had started a new job, or got a promotion; and 4% of volunteers were setting up / had set up their own charity, social enterprise or business.

“It just made me think you can achieve something no matter what age or ability you are. You think you fit into that system, you put yourself into a box, and you think, well I won’t do x, y and z because I’m scared of such and such, and it teaches you to not be scared, to try something.”
(Volunteer, 7 Alleys Community Cast)

“I’m going to back to college to retrain to be a teaching assistant. And I don’t think I’d have done that because at one point you think you’re just a mum and now I’m not just a mum, being a volunteer for Hull 2017 is, I don’t know what it’s done. But it’s done something. I love it.”
(Volunteer: Focus Group Respondent)

“My self-esteem has grown, I enjoy waking in the morning, feeling more motivated to wake up in the morning.”
(Volunteer: Mid-Year Volunteer Survey)

Project Aim 2 Hull 2017 Aims 4 and 7

1.2.13. Being a Hull 2017 Volunteer was an effective means through which to develop audiences for the city’s cultural sector.

- 88% of volunteers had **attended** more arts and cultural events and activities, and 76% **taken part** in more arts and cultural events and activities than they normally would have because of being a Hull 2017 Volunteer.
- 67% of volunteers had taken more risks in the arts and cultural events and activities that they chose to **attend**, and 58% had taken more risks in the arts and cultural events and activities that they chose to **take part** in because of being a Hull 2017 Volunteer.
- 54% of volunteers had **attended** arts and cultural events and activities for the first time, and 50% **taken part** in arts and cultural events and activities for the first time because of being a Hull 2017 Volunteer.

“I’ve been to my very first concerts this year at the age of 67. I thought that was really good. You know, it’s fun. But the John Grant [North Atlantic Flux] as well, I would never have gone to anything like that.”
(Volunteer: Focus Group Respondent)

“I am interested in lots more things now, and I will plan ahead and look what’s on next month, and I’ll make sure I go to everything that’s available ... I think I’m missing out if I don’t see everything.”
(Volunteer: Focus Group Respondent)

Project Aim 2 Hull 2017 Aim 2

1.2.14. The more time Hull 2017 volunteers committed to volunteering the more they got out of the experience.

- Multiple outcomes experienced by volunteers, as a result of being a Hull 2017 volunteer were felt more keenly by high engager volunteers (50+ shifts), compared with medium engager and low engager volunteers:
 - Overall opportunities experienced (+11%)
 - Learning about the history and heritage of Hull (+15%)
 - Increased frequency to take part in arts and culture (+15%)
 - Increased risks in arts and culture they chose to attend (+13%)
 - Increased risks in arts and culture they chose to take part in (+20%)
 - Attended cultural activities for the first time (+7%)
 - Took part in cultural activities for the first time (+9%)
 - Felt the general public valued The Hull 2017 Volunteers (+6%)
 - Had gained skills that can be used in other parts of their life (+9%).

**“It’s been great, you give 100 percent and you get 150 back. It’s much more enjoyable. I did it to give really but you receive much more and enjoy much more ...
Best thing I ever did.”**

(Volunteer: Focus Group Respondent)

**Project Aim 2
Hull 2017 Aims 2, 4 and 7**

1.2.15. Hull 2017 Volunteers’ pride, confidence to take part in a range of activities, and empowerment surpasses that of residents, with a belief that their role as a Hull 2017 Volunteer allowed them to share their pride and passion for the city with others and bring about positive change.

- 90% of volunteers agreed or strongly agreed they were proud to live in Hull, compared with 75% of Hull residents at the end of 2017, and 95% said they would speak highly of Hull (71% without being asked and 24% if asked), compared with 71% of Hull residents at the end of 2017.
- 98% of volunteers were mostly or very proud of their contribution to the community of Hull, compared with 36% of Hull residents at the end of 2017.
- Confidence to take part in a range of activities:
 - Volunteering activities: 87% for volunteers, 56% for Hull residents
 - Arts and cultural activities: 84% for volunteers, 52% for Hull residents
 - Community led activities: 78% for volunteers, 47% for Hull residents
 - Leisure and recreational activities: 89% for volunteers, 68% for Hull residents
 - Sports and physical activities: 63% for volunteers vs. 52% for Hull residents.
- 88% of volunteers agreed or strongly agreed with the statement ‘I have a stake in society’.
- 97% of volunteers agreed or strongly agreed with the statement ‘As a Hull 2017 Volunteer I was able to make a difference/positively change the lives of local people’, and 65% that ‘As a Hull 2017 Volunteer I was able to make a difference/positively change my city’.
- 98% of Hull 2017 Volunteers said they were proud to wear their uniform.

“My ability to make a change in the community ... I want to make a contribution to help Hull and bring Hull to the world and improve other people's views about Hull and I thought that by being a volunteer I actually realised that, I made people know about how great Hull was.”

(Volunteer: Focus Group Respondent)

**Project Aim 2
Hull 2017 Aims 4 and 7**

- 1.2.16. Hull 2017 Volunteers made a momentous contribution of time to make the UK City of Culture year a success for the city.
- Hull 2017 Volunteers completed more than 84,000 shifts by the end of 2017, which totals 337,000 hours of volunteering (or 38.5 years) and represents an equivalent financial value of £5.4 million.
 - The 337,000 hours contributed by Hull 2017 Volunteers is eight times greater than the suggested number of volunteer hours within the original outline proposal made for the volunteer programme in 2013.
 - The Hull 2017 Volunteer Programme secured a total coverage volume of 1,810 across print, online and broadcast between 1 June 2016 and 7 January 2018, with a total readership of 3.1 billion and estimated AVE (Advertising Value Equivalent) of more than £3.9 billion. Online coverage generated 1,682 click-throughs from online coverage to www.hull2017.co.uk and was shared over 79,000 times on social media.

**Project Aim 2
Hull 2017 Aim 5**

- 1.2.17. Hull 2017 Volunteers brought spades of enthusiasm, positivity and willingness to the year and the events they supported, which positively impacted on the cultural sector, the city and audience experience.
- 95% (n=52) of Hull 2017 staff agreed volunteers made their event(s) more accessible to the public.
 - 80% (n=20) of Event Leads agreed volunteers made their event(s) more accessible to the public.
 - 82% (n=46) of Hull 2017 staff and 88% (n=22) of Event Leads agreed volunteers acted as positive role models.
 - 96% (n=54) of Hull 2017 staff and 84% (n=21) of Event Leads agreed volunteers enhanced the reputation of their event(s) / organisation(s) / Hull 2017.
 - 70% (n=39) of Hull 2017 staff and 64% (n=16) of Event Leads agreed volunteers had a positive effect on their staff / team(s) morale.
 - 98% (n=55) of Hull 2017 staff and 92% (n=23) of Event Leads agreed volunteers acted as advocates for their event(s)/organisation(s) with the wider public.
 - 96% (n=54) of Hull 2017 staff and 84% (n=21) of Event Leads agreed volunteers acted as advocates for their event(s)/organisation(s) in the local community.
 - 96% (n=54) of Hull 2017 staff and 80% (n=20) of Event Leads agreed volunteers helped them to build stronger links with the local community.

- Of the residents who interacted with a volunteer, 9 in 10 agreed that they were:
 - Friendly and welcoming
 - Knowledgeable about Hull
 - Provided useful information about Hull 2017 events
 - Represented the city positively.
- Audience feedback on individual events found:
 - 94% (n=600) felt welcomed by volunteers at Made in Hull
 - 90% (n=2,216) felt welcomed by volunteers at Look Up
 - 97% (n=735) felt welcomed by volunteers at Back to Ours
 - 96% (n=615) felt welcomed by volunteers at Humber Street Gallery.

**“Working with Hull 2017 Volunteers helped make our events one of the most special, magical things we have done.”
(Event Lead: Event Lead Survey)**

**“I can't overstate how brilliant [the Hull 2017 Volunteers] were. With the amount of enthusiasm they came with, their care and knowledge about the city, and pride about the city ... We obviously work in public spaces, so naturally you often get people coming up and asking questions, and they were very open and receptive to those people.”
(Event Lead: Depth Interview)**

**“They boost morale with their positivity and bring a breath of fresh air when it comes to delivering events.”
(Hull 2017 Staff Survey)**

**“I think that their presence softly branded something up as being part of the year, so it didn't need to necessarily have a massive sign saying this is City of Culture, you just knew it was because the volunteers are there. I think they've made places feel safer. I think they've made things feel more fun, like there's been a positivity around them.”
(Volunteer Programme Team Member)**

Project Aim 2

Hull 2017 Aims 1, 2, 3, 4 and 9

1.2.18. The support provided to host organisations by Hull 2017 Volunteers enabled the sector to do things bigger and better than ever before and resulted in skills and knowledge development for the sector.

- 84% (n=47) of Hull 2017 staff and 80% (n=20) of Event Leads agreed volunteers enabled them to deliver projects on a larger scale than could have been achieved without them.
- 75% (n=42) of Hull 2017 staff and 84% (n=21) of Event Leads agreed volunteers enabled them to deliver more ambitious projects than they could have without them.
- 75% (n=42) of Hull 2017 staff and 84% (n=21) of Event Leads agreed volunteers enabled them to do things they otherwise would not have had time to do.
- 72% (n=35) of Hull 2017 staff and 63% (n=18) of Event Leads agreed volunteers enabled them to deliver higher quality projects than they could have without them.
- 98% (n=55) of Hull 2017 staff and 96% (n=24) of Event Leads agreed volunteers were able to offer a more personalised experience to the public.

“A big target for us was to make sure that we were getting the opportunities and getting the sector to understand what volunteers could be capable of. We didn't want people to be lazy and say, ‘Oh we'll stick them on the front desk,’ or, ‘We'll get them handing leaflets out.’ They can be so much more ... It's easy to forget sometimes the skills and life experiences that they all hold within them.”

(Volunteer Programme Team Member)

“They brought an enthusiasm. They brought fresh eyes. They brought with them quite a lot of innovation really ... They brought a real personal touch to the festival because they were able to give our customers and our businesses the time that maybe we as staff members didn't necessarily have.”

(Event Lead: Depth Interview)

Project Aim 2

Hull 2017 Aims 1, 2, 3, 4 and 9

1.2.19. The level of attrition amongst Hull 2017 Volunteers was lower than predicted and volunteers participated more frequently and for a longer period of time than predicted.

- A total of eight to 0 shifts per volunteer was predicted.
- During the application stage, 27% of prospective volunteers expected to do one to three shifts per month, 32% one shift per week, and 33% two to three shifts per week.
- In reality, in 2017 alone, 59% of volunteers did 10 or more shifts, 40% did 25 or more shifts, 21% did 50 or more shifts, and 11% did 75 or more shifts.
- The target of 4,000 volunteers was revised down to a more appropriate figure of 2,000 to 3,000.

“It's a unique experience. It's not just for a month, it's for longer than a year ... I started volunteering September 2016 and I thought, ‘I don't know how long I'm going to be able to last doing this.’ But I'm still here and still wanting to come in and do more.”

(Volunteer: Focus Group Respondent)

Project Aims 2 and 3

Hull 2017 Aims 2 and 7

1.2.20. Many of the barriers to participation faced by volunteers and prospective volunteers were beyond the control of the Volunteer Programme Team, though there were examples of organisational barriers.

- At the mid-point 14% of volunteers said they had not experienced any barriers to volunteering - this fell to 9% at the end-point (implying an increase in barriers to engagement and/or that volunteers recruited in the later waves faced more barriers to engagement than those recruited in the earlier waves).
- Lack of time generally and not being available when opportunities of interest have arisen were two prevalent barriers to participation among volunteers.
- Work, family and study commitments limited the frequency and times of day that volunteers were able to participate.

- Principal organisational barriers that the Volunteer Programme Team had a level of control over were:
 - The time of day that shift opportunities were often posted
 - The speed at which shift opportunities booked up
 - Certain shift opportunities not being visible to them on Better Impact
 - An imbalance (perceived or real), of ‘sexy’ shifts going to certain volunteers
 - Predominance of administration and communication taking place online.

“I would have to make a decision on how much of a negative impact it was going to have on the family, how much I was going to have to rearrange to be able to do it. And what stood in the way adding more stress to what I was doing, even though I wanted to do the shift. So yeah, there’s been a lot of choices to have to be made to that.”

(Volunteer: Focus Group Respondent)

“I’m not into the internet and all the requests for things came over the internet, so I had to get me son to do it for me, but sometimes he was working away ... so I missed out on quite a bit by not having direct internet access.”

(Eric Dawson, Hull 2017 Volunteer)

Project Aim 2 Hull 2017 Aim 2

1.2.21. The vast majority of Hull 2017 Volunteers are committed to the legacy of Hull 2017 and volunteering more generally.

- 97% of volunteers agreed or strongly agreed with the decision to keep the company set up to deliver Hull 2017 as a permanent organisation in the city.
- 92% of volunteers agreed or strongly agreed with the decision to continue with the citywide Volunteer Programme established for Hull 2017 in future years.
- 84% of volunteers were likely or very likely to continue volunteering in 2018 and beyond for Hull 2017 or its legacy company.
- 83% volunteers were likely to continue to volunteer in 2018 and beyond on some other project or activity.
- 78% of volunteers were still volunteering for Hull 2017 in January 2018.
- 55% of volunteers were continuing with other existing volunteering opportunities they were involved with outside of Hull 2017.

“It’s not the end, it’s only just the beginning.”
(Volunteer: Focus Group Respondent)

Project Aim 3 Hull 2017 Aims 8 and 10

1.2.22. Industry endorsement has confirmed the quality and value of the Hull 2017 Volunteer Programme

- The Hull 2017 Volunteer Programme was officially recognised when it acquired the 'Investors in Volunteering' quality kitemark
- The Head of Volunteering was awarded Business Manager of the Year 2017 at the nationally recognised Professional Clothing Awards
- Hull 2017 Volunteers won the REMARKABLE East Yorkshire Passion Award at the 2018 REYTA's (Remarkable East Yorkshire Tourism Awards)

"We've taken the essence of the two main types of volunteering ... massive scale volunteer opportunities like the Olympics, where it's high quality, amazing uniforms, brilliant training, high profile, and then there's grassroots volunteering where you are passionate about what you do, and there's a small group of you, and you're like a family, and everybody knows everybody. I feel like we've taken the best from both types of volunteering and made this entirely unique scenario ...

**They feel really empowered."
(Volunteer Programme Team Member)**

"I think the one thing the team have consistently done throughout the year is they listen to our ideas. They've been very, very good at that. Whether they thought they were any good or not, they listened and then you saw some things happen as a result of that ... They are lovely personalities."

(Hull 2017 Volunteer: Case Study Respondent)

Project Aim 3 Hull 2017 Aim 9

1.3. Key Learnings

The following section outlines the key learnings highlighted throughout the Hull 2017 Volunteer Programme Evaluation Report.

1.3.1. Variety, self-selection and the once-in-a-lifetime opportunity are three unique selling points (USPs) for long-running cultural mega events, whilst the civic and social benefits of participating are key messages.

The variety of opportunities offered was singled out as one reason why the Hull 2017 Volunteer Programme was so highly regarded. Due to the sheer variety and number of events on offer, and its longevity, it also set the Hull 2017 Volunteer Programme apart from other mega cultural events, such as the Olympic Games.

Equally important to volunteers was the flexibility of the programme, being able to pick and choose shift opportunities around other demands on their life rather than having to commit to the same day and time every week.

**"Having done the Olympics and the Commonwealth Games, you get your set shifts and that's it. It was a lovely experience, don't get me wrong, but it was over a very short period of time and it was very, very, "This is your package, no matter what."
Whereas this, the variety is incredible, and the opportunities are so varied."**

(Volunteer: Focus Group Respondent)

"It can suit my time of when I need to be with my family ... So it does, it enables you to mould something."

(Volunteer: Focus Group Respondent)

1.3.2. Engaging volunteers in face-to-face community engagement, armed with tangible examples of the opportunities that will be available to people can have a significant impact on volunteer recruitment.

Project 22 demonstrated the power of going into harder-to-reach communities and neighbourhoods across the city, to begin a conversation with people on their own turf. Having tangible examples of the type of projects that individuals could attend or get involved with as a volunteer aided these conversations, whilst the chance to directly communicate with an existing volunteer enabled them to hear what it involved 'straight from the horse's mouth'. The result was the biggest spike in applications to be a Hull 2017 Volunteer experienced across all four waves of recruitment.

Equally, using volunteers to undertake the Volunteer Selection centre 'interviews' reduced the formality of the situation and enabled prospective volunteers to ask questions of their peers.

"Tying in with the first season launch on 22nd of September ... lots and lots of different, quite creative and innovative ways of reaching people, having volunteers sat on the bus kind of talking to people as their traveling on the bus, or get into football match and wave your flags around, through to being on streets and making art happen kind of out and about when people are shopping ... We saw a real spike in applications happen then."

(Volunteer Programme Team Member)

"One of the most positive aspects is that audiences identify with volunteers and are drawn to them. They are familiar and trusted. This has proved really helpful when working in areas of lower engagement where people are more sceptical of Hull 2017's activities and has helped reduce barriers to engagement."

(Hull 2017 Staff Survey)

1.3.3. Hull 2017 Volunteers are invaluable to engaging people and enhancing audience experience.

Hull 2017 Volunteers reported an increased confidence to help people and give advice. This confidence in helping people was recognised by audiences, peer assessors, artists Events Leads and production teams across projects, who spoke of volunteers' enthusiasm, positivity and knowledge. Their smile and approach created a warm and friendly visitor welcome, whilst their knowledge allowed them to direct audiences and engage in a dialogue about the artwork or the city. In turn this enabled audiences to get a much deeper level of engagement. They also played a key role in increasing the accessibility of events and venues.

"I just thought [the volunteers] were so good and they were so informative, you know, they were just great ... They're so enthusiastic and so positive."

(Audience Member: Made in Hull)

"We've had some brilliant feedback from people who've never been to Hull before, who've come in and had a wonderful welcome, and they've been given extra recommendations of where to go or kind of been shown the way, guided to where they needed to get to. The fact that it's been kind of the cherry on top or the sparkle that's added to people's experience of local events and visiting the city, I think is great."

(Volunteer Programme Team Member)

1.3.4. “Clothes mean nothing until someone lives in them” – the uniform and the Hull 2017 Volunteers who donned them became one of the most significant elements of the city’s visual identity.

The scandalous blue uniform became synonymous with Hull 2017. It is bright, distinctive, recognisable and eye catching, and worn with pride by the volunteers. Due to their enthusiasm and positivity, the excellent training they received and their ability to smile, the values associated with this visual identity became **quality, welcome, safe, helpful, supportive** and a **smile!**

In turn, both the uniform and the volunteers became a source of civic pride for the city and its residents.

“I think a recognised sense of branding, which was really important. In everyone that they were involved with, I think people saw that uniform and thought, “Well there's something going on there. It's City Culture.””
(Event Lead: Depth Interview)

“Volunteers can change perceptions through conversations ... It's as if the person is having a conversation with the city, because the volunteers are representing the city.”
(Volunteer: Focus Group Respondent)

“The number of people that just come up and they even just, “Aw, thank you very much. You've done a wonderful job.” You know, it's nothing to do with the exhibition or wherever you are. They just walk past and say, “You're doing a wonderful job, thank you very much.””
(Volunteer: Focus Group Respondent)

1.3.5. The celebration events were a key to ensuring volunteers felt valued and special, creating a sense of community through coming together en masse. That’s not to say that the small gestures of thanks along the way were not equally valued.

Volunteer reminiscence about the two celebration events in the summer and winter of 2017 demonstrated the impact that these moments of recognition had. For many they were a significant memory in their volunteering journey and many made efforts to attend with friends they had made through the programme.

Equally powerful, however, were the personally signed cards, emails and postcards that came post-event or at special times of year.

It suggests that both the large and small gestures played a role in limiting attrition.

“Doing all the photographs ... They've kept drip-feeding these little thank you's along the line ... I remember thinking, “Whoever came up with the idea of just giving us tea and cake in City Hall midway, they played a blinder.” You know, everybody likes a cup of tea and a bit of cake. They could have done buffets and really wasted a lot of money, but they just did it on a nice, simple way. And that was just wonderful and it was a thank you again.”
(Volunteer: Focus Group Respondent)

“I thought that scroll that the Council gave us was brilliant as well, because that was so unexpected. It was like an official recognition, and something that you keep on your wall at home, and it's just for you, it's not a big trumpet from the rooftops it's for you personally.”
(Volunteer: Focus Group Respondent)

- 1.3.6. For a number of volunteers, the life-changing potential of a volunteer programme like that of Hull 2017 can present risks and create a challenge for staff.

Members of the Volunteer Programme Team observed that there were several volunteers for whom the opportunity and experience of being part of the programme became significantly important and central to their happiness. As a result, this put additional pressure on staff who often struggled about where they should draw the line in terms of the level and type of support offered.

Some volunteers also reflected on how important a part volunteering had come to play in their day-to-day life, expressing concern for how they would adapt once the year was over.

Planning for and managing the transition period post UK City of Culture year therefore becomes an additional and important part of the volunteer journey. Celebration is all well and good, but what next?

“I think we underestimated the level of HR we'd need to do and the support that we'd need to give people emotionally, and maybe how quickly people come to rely on the volunteer program as a source of a lot of their interest, and excitement, and life.”
(Volunteer Programme Team Member)

“One of my fears, or not fears, but one of my realisations is obviously from this year onwards, things will be different, so I'm just trying to mentally prepare myself for whatever that difference is going to be.”
(Volunteers: Case Study Respondent)

“Keeping clear communications with the volunteers is definitely, definitely a must, and keeping the momentum up as much as possible.”
(Volunteer Programme Team Member)

- 1.3.7. Dissatisfaction among volunteers arises when they feel underutilised or are not having a fair crack at the whip.

Volunteers are giving their time because they wish to be useful and make a difference. Their sense of whether they are being enabled to do this is heavily connected to the type of roles they are offered and tasks they are given, the extent to which they are kept busy whilst on shift and feeling like they have had a fair chance to sign up to all opportunities available.

“I've had some shifts that have been very, very quiet and I think the number of volunteers needed has been miscalculated. Then you can find yourself hanging around like a spare part.”
(Volunteer: Focus Group Respondent)

“A lot of the sexy shifts were hogged.”
(Volunteer: Volunteer Focus Group Respondent)

- 1.3.8. Event Lead training is a key part of a successful host-volunteer relationship, whilst the opportunity for them to have pre-meets ahead of shift opportunities could ensure volunteers are better utilised.

Where staff working alongside volunteers had not attended the Event Lead training, the efficiency and effectiveness of the working relationship suffered. It is therefore important that all people working with volunteers, not just Event Leads, be trained or fully briefed on the requirements expected by the volunteer programme.

There was also a suggestion that a review of the request to deployment phase take place, to determine how host organisations can be better informed to plan for receiving volunteers. This included the chance to meet interested volunteers pre-live delivery, to enable them to gain an increased understanding of the skills and experience of volunteers. In turn this may help to ensure that volunteers feel better utilised and host organisations benefit from the new ideas and fresh approach that volunteers can bring.

“What I'd actually really like to do in future is have the volunteers in at the very early planning stages so that they can really feed in the programme selection and make it very much sort of community as opposed to just being something we put on the people.”

(Event Lead: Depth Interview)

“Getting people from different backgrounds, so you know, teachers or there was a solicitor at one of the events. And sort of the whole pool of volunteers that brought to the festival brought a completely different attitude towards our practices and the way that we did things. Actually, they were able to say, ‘Well, why are you doing it like that? Why don't you try this?’ And it would be a way that we'd never thought of. You know, so in that sense they brought a lot of diversity and a lot of different ways of doing things.”

(Event Lead: Depth Interview)

- 1.3.9. Strong leadership, the right team, a supportive working environment, a clear goal and an openness to risk-taking and innovation are key elements of a volunteer programme of such scale.

The strong leadership within the Volunteer Programme Team fostered an excellent working environment, where staff felt empowered to go beyond their comfort zone and influence decision-making.

There was one clear goal for them to work towards – to ensure that volunteers had the best experience possible. With a strategic approach to recruitment, which secured a team with a strong work ethic and no ‘egos’, they successfully delivered on this goal, despite the immense pressure they were under.

“We're always protecting that human side of volunteering, which are the people that are involved and trying to prevent them becoming a commodity.”

(Volunteer Programme Team Member)

“I just feel like a completely different person. I put a lot of that down to my Managers, by just having the confidence in me. My previous boss was pretty rotten to me and I think I had totally lost all confidence in myself ... I've been given the opportunity to manage people which I've always wanted to do, and I feel like I've done that really well. I've learnt to be incredibly diplomatic, because I'm dealing with different people from different walks of life and backgrounds ... The senior management who have impacted me, have allowed me to do that and that's been so refreshing that support.”

(Volunteer Programme Team Member)

- 1.3.10. Numerical targets are both a blessing and a curse, but where they exist there needs to be the ability to revise them in light of new information.

The one numerical target that the Volunteer Programme had to hit – recruiting 4,000 volunteers – was based on the limited information available in 2013. As the programme entered live delivery, the appetite of the Hull 2017 Volunteers for shift opportunities meant that such a target was not only unnecessary, but potentially detrimental to the programme. The ability to decide not to continue recruitment to hit this target meant that volunteer concerns over shift allocations could be addressed.

The overall lack of numerical targets was seen to have both positives and negatives within the team. In one way it provided them with the freedom to be creative and take

risks, because when something did not work the target would not be missed. However, it also meant that there was no ability to say that the target had been met and so it was ok to stop. In turn, what this meant, was there was no time for ongoing reflection.

“Probably the biggest weakness, that there was no point where we could say, ‘Do you know what? We’ve done that, we’ve done it this week. Shall we go to the pub? Should we reflect? Should we take stock?’ It’s just been relentless because in a way it’s been one event, one gig after another ... No real opportunity to monitor and evaluate in that sense.”

(Volunteer Programme Team Member)

1.3.11. Time to develop and test the different systems is key and should not be underestimated.

Not one single stage in the volunteer journey is straightforward. It all required a significant amount of planning, consultation and development and as such the length of time to get the processes in place should not be underestimated.

Time should be factored in to consult from the bottom up, to establish the vision, aims and objectives of a volunteer programme; whilst the more technical and practical aspects (especially when doing something at a scale and longevity not seen before) also need time to be developed and tested, and tested again.

Having the Pioneer Volunteer phase was invaluable to the learning of the Volunteer Programme Team, as was the support of the NCVO.

“The Better Impact system is the best out there, we know that, but we know that the company, Better Impact tell us on a regular basis that we are stretching it as much as anyone has ever stretched it, because of the amount that we use it. We have to backfill with a lot of staff time because it needs that human touch and we want to make sure we get distributions right as well.”

(Volunteer Programme Team Member)

“One of the first things was getting a uniform supplier in as soon as possible and making sure that they would understand the type of gear that we’d need; you’ll have four seasons in one day, needs to last for two years, it’s got to be iconic ... It takes the best part of eleven months from finalising an order to actually getting your hands on it and being able to distribute it.”

(Volunteer Programme Team Member)

1.3.12. Fun, informal, friendly and supportive were the elements that made the Hull 2017 Volunteer Programme so appealing and accessible.

The warm and friendly welcome that personified the Volunteer Programme Team transferred across into the Hull 2017 Volunteers and was a key ingredient in the success of the programme. Equally important was the emphasis put on application forms being a fact-finding exercise (rather than a selection tool); and Volunteer Selection Centres a chance to meet existing volunteers and have a chat. The invitation to stay as long as you wished and have a cup of tea or coffee reinforced that this was an informal ‘get to know you’ process, rather than an interview.

Incorporating innovative and creative approaches, such as a pub quiz and pop up gallery in the core training, continued this theme. It ensured that people could enjoy the experience whilst learning and it worked effectively for a range of learners.

The extra behind-the-scenes support structures also meant that where any of the approaches did not work for individuals, a personal contact existed within the team who could ensure they were not excluded from taking part.

“Another strength was offering a follow up telephone interview for people who couldn't necessarily attend the selection centre ... And we also have the backup option of second interview for people who needed face to face due to security background checks that were done. So, we were fairly robust in supporting people who couldn't get to the selection centres.”

(Volunteer Programme Team Member)

- 1.3.13. There is momentum behind the Volunteer Programme diversifying into areas beyond arts and culture, with a desire to focus on community engagement activity.

As well as there being a high level of agreement for the Hull 2017 Volunteer Programme to continue in the long-term, volunteers also had some strong ideas about the direction it should take. Engaging directly with Hull's communities in their own neighbourhoods and spaces was a clear priority, whilst targeting children and young people was also seen to be important by many.

“When I went into the schools to talk to the students, why can't we do the same to the universities and sick homes?”

(Volunteer: Focus Group Respondent)

- 1.3.14. The title UK City of Culture often comes with a budget that is not sustainable in the long-term.

It has been stated that UK City of Culture is a once-in-a-lifetime opportunity for a city. With this in mind it also means that the activity experienced within year is not sustainable in the long-term. It is always supposed to be a catalyst to change rather than the new norm. As such, any volunteer programme set up to support such an event, needs to ensure that expectations are managed should it continue to have a life beyond the year itself. This is particularly true in the case of managing volunteer expectations.

Particular concerns for the Hull 2017 Volunteer Programme link to the sustainability of the current core training and masterclass programmes. Despite a strong sense that these should continue, being highly valued by volunteers, it is recognised that the time and resources needed for both are significant.

“The only negative is how much work [core training] is. So now if we're to continue into the future, how do we continue to resource something as highly valued, and it's so well rounded and full but it needs a team of people to deliver, so it is resource heavy. I guess that's the only negative, if it is sustainable or not.”

(Volunteer Programme Team Member)

“I don't know how sustainable [the Masterclass programme] is moving forward ... Because we've been in a healthy budget situation, I don't know how much it potentially has raised the expectations of volunteers. So many of them have enjoyed the masterclasses.”

(Volunteer Programme Team Member)

1.4. Conclusion

Overall, the Hull 2017 Volunteer Programme achieved all its project aims and objectives and delivered on its vision 'to nurture a sense of belonging and ownership amongst the communities delivering Hull's UK City of Culture year.' It officially launched on the 9 March 2016. It also made a significant contribution towards the broader aims and objectives of Hull 2017.

The evidence presented throughout this report demonstrates how this is down to the skill and commitment of the Volunteer Programme Team at Hull 2017; the cultural, visitor and community sectors within the city and in neighbouring East Riding who embraced the opportunity to utilise volunteers; and last but not least, the unrivalled enthusiasm and positivity of the Hull 2017 Volunteers who continue to be a 'jewel in the crown' of Kingston upon Hull.

1.5. Recommendations

The experience of the Hull 2017 Volunteer Programme highlights several recommendations for volunteering programmes in Hull or elsewhere (both timebound and ongoing).

1.5.1. Volunteer Programme Development and Sustainability

- Set a small number of SMART targets with associated KPIs (Key Performance Indicators), which are based on comprehensive information and evidence.
- Provide time, space and opportunities for reflection, to enable the team to review KPIs, and adapt and respond to learnings as they arise.
- Work with partners to identify processes that will enable them to make better use of volunteer skillsets.
- Ensure that everything delivered is of high-quality and properly resourced.
- Consider a booking fee / fine system for added value elements that incur a cost to the programme, to mitigate against the risk of no-shows.
- Create a supportive atmosphere that encourages innovation, creativity and social interaction across all stages of the volunteer journey.
- When targeting specific socio-demographics, identify existing volunteers who would be effective peer-to-peer recruiters.
- Collect ongoing evidence to demonstrate the value of non-essential parts of the programme to assist in fundraising activity that could support their continuation.
- Ensure that training programmes enable and empower volunteers to learn more about their place and its past.
- Utilise the NCVO 'Investing in Volunteers' guidance on good practice to assist the design of any volunteer programme, so it can be the best it can be.
- Where originally timebound, volunteer programmes that decide to continue beyond the event they were set up to support, need to have a clear idea of what it wishes to be in the longer-term and have the funding in place for a transition period whilst the necessary strategic plans can be put in place.

1.5.2. Community Engagement

- Ensure that significant time and resource is made available for community engagement activity so that it is targeted, robust and ongoing - existing volunteers should be central to this area of work.
- Identify who your target communities are and go to them, rather than expecting them to come to you, especially those who are in harder-to-reach groups.
- Build on the immense volunteer pride and passion for their city through further enabling and empowering volunteers to work directly with Hull's communities.

1.5.3. Volunteer Engagement

- Treat volunteers as individuals and not a resource at all times.
- Value, appreciate and celebrate the contributions made by volunteers to generate buy-in, mitigate the risk of attrition, secure them as ambassadors for the programme and host organisations they support, and empower them to share their stories and experiences.
- Build and secure a variety of roles and opportunities into the programme and offer as much flexibility as possible in terms of the days and times, and frequency with which volunteers can sign up to shift opportunities.
- Where shift opportunities offered are based on areas of interest stated at the application stage, enable volunteers to update their preferences in response to any changes in attitude they may have on their journey.
- Keep communications with volunteer ongoing and open and never be 'too busy' to respond to their concerns and queries.
- Manage volunteer expectations to ensure that any changes in future provision or offer are fully explained and understood.
- Provision of ongoing opportunities for volunteers to augment and share existing skills, as well as learn new skills, will aid volunteer retention.

1.5.4. Accessibility

- Accessibility audits of venues should be requested or undertaken when planning events or providing host organisation information to ensure that all opportunities are as inclusive as possible.
- The processes used throughout a volunteer journey should be assessed for their accessibility and where potential barriers to participation exist, accessible alternatives offered.

1.5.5. Marketing and Communications

- Ensure that relationships with the marketing and communications team are positive and effective.
- Maximise all opportunities linked to marketing and communications, gaining a comprehensive understanding of each platform and communication channel available and how this can be utilised by the volunteer programme.
- Develop key messaging for recruitment which focuses on the following aspects of the volunteering experience - representing and being an ambassador for the city; the chance to meet people and make new friends; the 'once-in-a-lifetime' nature of the opportunity; and the chance to challenge yourself.

- Incentivise and arm volunteers with the information they need to recruit prospective volunteers - tangible examples of the roles and opportunities available through shifts and added value 'extras' will be key elements of this.
- Identify and plan in stories and key moments for the volunteer programme that can be utilised to secure media and editorial coverage.
- Remind host organisations that volunteers are also potential audience members, so not only should they be treated as such, but opportunities to promote and engage them with the organisations' 'product' should be maximised.
- Where applicable, establish transition arrangements for volunteers where a programme is coming to an end or will be significantly down-sized, to ensure those volunteers who feel more dependent on the programme feel supported.
- Diversifying audiences and engaging those who are the most hard-to-reach requires more than marketing and communications. Targeted outreach and engagement activity will be necessary to make real changes in this area.

1.5.6. Partnerships

- Ensure that all partners respect and follow the rules and regulations attached to utilising volunteers attached to the programme, by supporting them with training, resources and ongoing support and advice.
- Build flexibility in to the request process for arts and culture events to ensure that more unusual requests can be accommodated.
- Where possible, enable host organisations to preview their listing before it goes live, and to have access to updates on how many people are signing up to their opportunities to aid their planning and decision-making.
- Continue to build on the partnerships established with Hull's voluntary community sector to identify ways that organisations within it can better work together and offer joined up opportunities for their volunteers.

1.5.7. Sector Development

- Long-running volunteer programmes attached to mega events, especially ones of such ambition and scale, have the potential to generate significant sector knowledge.
- Identify opportunities for knowledge transfer, including presentations, seminars and masterclasses. This will have the added value of building both awareness of the programme, its volunteers and the team involved in its delivery.

1. BACKGROUND TO HULL 2017 VOLUNTEER PROGRAMME

“ One volunteer was telling us how she viewed her grandmother in a different light since they had both started volunteering, seeing her as a person with her own interests rather than in a purely care-giving role. ”

(Event Lead)



1. Background to Hull 2017 Volunteer Programme

1.1. Introducing Hull 2017 Volunteer Programme

The Hull 2017 Volunteer Programme was an integral part of Hull's year as UK City of Culture in 2017. Across the planning, delivery and legacy; volunteers have been at the forefront of almost every incredible moment, event and memory of this momentous project.

This chapter seeks to present the vision, aims and objectives for the programme; outline the main elements of the programme's delivery; introduce the volunteers and partners involved in the programme; and outline the approach taken to monitoring and evaluation.

1.1.1. The Vision for the Hull 2017 Volunteer Programme

Set against a backdrop of the London 2012 Olympic 'Games Makers', England Rugby World Cup's 'The Pack', and the 'Tour Makers' of the Tour de Yorkshire (inaugurated at the Grand Départ of the Tour de France 2014); volunteering at mega events has gained a new status level within the UK. All these major projects have elevated the volunteer experience, the quality of engagement and the approach to volunteer management to a new standard.

Hull's programme set out to build on this base to deliver on the promises set out in the bid document developed in 2013.

The vision for the Hull 2017 Volunteer Programme was that through volunteering it would nurture a sense of belonging and ownership amongst the communities delivering Hull's UK City of Culture year.

In doing so, it would set out to support individuals to be the makers and creators of a thriving place to live; realised through a series of incredible cultural experiences.

The programme itself would create a world-class volunteering community in the city, who were networked and engaged, and who had developed the necessary skills, knowledge and experience to support the cultural sector and city in 2017 and beyond. In short, the volunteer programme would be resilient and sustainable - a true legacy of Hull UK City of Culture.

1.1.2. Aims and Objectives of Hull 2017 Volunteer Programme

The Hull 2017 Volunteer Programme had three main aims and a range of supporting objectives. These were developed as part of a feasibility study commissioned in 2015 and further enhanced on the appointment of a programme delivery team.

- **Aim 1: To engage and empower individuals (in particular local residents) to volunteer in order to be the makers and creators of Hull as a thriving place to live**
 - **Objective 1:** Train and deploy up to 4,000 individual volunteers.
 - **Objective 2:** Attract at least 20% first time volunteers.
 - **Objective 3:** Provide core training for all volunteers and ensure they gain life and employability skills.

- **Objective 4:** Provide enhanced training (including leadership and safeguarding) for at least 10% of volunteers.
- **Objective 5:** Offer progressive masterclasses for volunteers in areas of interest.
- **Aim 2: To work with Hull 2017 staff, delivery partners and the voluntary community sector to provide opportunities for volunteers to experience and participate in activities in the build up to and throughout 2017**
 - **Objective 6:** Provide volunteers with high quality, enjoyable and rewarding volunteering experiences.
 - **Objective 7:** Provide role and venue specific training for volunteers.
 - **Objective 8:** Develop volunteers into ambassadors for the city and its heritage; and for arts and culture.
 - **Objective 9:** Build the city's capacity to deliver enhanced cultural programming in the future as a result of volunteering.
 - **Objective 10:** Strengthen and enhance the existing volunteering infrastructure in Hull.
 - **Objective 11:** Integrate volunteers successfully with paid staff in the cultural, tourism and hospitality sectors.
- **Aim 3: To develop, share and demonstrate best practice in volunteering through the Hull 2017 Volunteer Programme**
 - **Objective 12:** Ensure 60% of Hull 2017 volunteers continue volunteering in 2018 and beyond.
 - **Objective 13:** Gain industry recognition for the quality of volunteer programme delivered.
 - **Objective 14:** Develop networks to share the learnings from the Hull 2017 Volunteer Programme with similar programmes and initiatives.
 - **Objective 15:** Foster the commitment to volunteering in future iterations of the UK City of Culture project and throughout the city.

In addition to these programme specific aims and objectives, the Hull 2017 Volunteer Programme also contributes to many of the following aims and objectives from Hull 2017's overarching Monitoring and Evaluation Framework:

- **Aim 1: To produce a high-quality, exemplary programme of arts, culture and heritage, helping to position the UK City of Culture as a quadrennial national event**
 - **Objective 1:** Deliver a 365-day programme that is 'of the city' yet outward looking, and which includes 60 commissions.
 - **Objective 2:** Improve understanding and appreciation of Hull's heritage.
- **Aim 2: To develop (new and existing) audiences for Hull and East Riding's cultural offer locally, regionally, nationally and internationally**
 - **Objective 3:** Increase total audiences for Hull's arts, culture and heritage offer.
 - **Objective 4:** Increase engagement and participation in arts and heritage amongst Hull residents.
 - **Objective 5:** Increase the diversity of audiences for Hull's arts and heritage offer.

- **Aim 3: To develop the capacity and capabilities of the cultural sector**
 - **Objective 6:** Develop the city's cultural infrastructure through capacity building and collaborative work undertaken by/with Hull 2017 and its partners.
- **Aim 4: To improve perceptions of Hull as a place to live, work, study and visit**
 - **Objective 7:** Enhance the profile of Hull's arts, culture and heritage offer through positive media coverage and marketing activity.
 - **Objective 8:** Increase the number of Hull residents who are proud to live in Hull and would speak positively about the city to others.
 - **Objective 9:** Improve external attitudes towards Hull.
- **Aim 5: To strengthen Hull and East Riding's economy, with a focus on tourism and the cultural sector**
 - **Objective 10:** Increase visitor numbers to Hull.
 - **Objective 11:** Deliver economic benefits for the city and city region.
- **Aim 6: To increase public and private sector investment and regeneration in Hull (through both cultural and wider investment)**
 - **Objective 12:** Support new investment and regeneration in the city.
- **Aim 7: To improve wellbeing of residents through engagement and participation**
 - **Objective 13:** Increase levels of confidence and community cohesion among local audiences and participants.
 - **Objective 14:** Increase levels of happiness and engagement, through arts and culture.
 - **Objective 15:** Engage individuals from Hull and beyond to volunteer.
- **Aim 8: To raise the aspirations, abilities and knowledge of residents through increased participation and learning**
 - **Objective 16:** Through all Hull-based education institutions, provide young people of school-age with the opportunity to engage with arts, culture and creativity.
 - **Objective 17:** Deliver training, development and participation opportunities for residents through arts and culture initiatives.
- **Aim 9: To demonstrate exemplary programme delivery and partnerships, establishing Hull 2017 as a blueprint for successful delivery**
 - **Objective 18:** Demonstrate Hull as best practice of how to successfully deliver UK City of Culture.
 - **Objective 19:** Develop strong partnerships, where partners are satisfied with their experience.
 - **Objective 20:** Establish a suitable delivery model and approach for the UK City of Culture project.

1.2. Volunteer Programme Team

To deliver the vision for the Hull 2017 Volunteer Programme, a Volunteer Programme Team was brought together to implement and manage the day-to-day operations of the programme. Over the 2016-2017 period this included the following individuals:

- Phil Batty - Director of Public Engagement and Legacy
- Shaun Crummey - Head of Volunteering
- Harriet Johnson - Volunteer Programme Manager
- Sarah Rule - Volunteer Programme Manager
- Nicole Steele - Volunteer Programme Training Manager
- Abi Bell - Engagement Coordinator
- Anna Route - Volunteer Programme Deployment Officer
- Colin Renshaw - Volunteer Programme Officer
- Lucy Jones - Logistics Officer (P/T)
- Sarah Harris - Engagement Officer (P/T)
- Sue Nicholson - Volunteer Programme Coordinator
- Sam Kitchen - Volunteer Programme Team Administrator
- Alan Thorogood - Volunteer Programme Deployment Analyst (P/T)
- Victoria Whitfield - Volunteer Programme Deployment Analyst (P/T)
- Gisèle Bone - Volunteer Programme Deployment Coordinator
- Jenn Czaplá - Volunteer Programme Deployment Assistant

1.3. Volunteer Engagement

It was envisaged that engagement would be central to the delivery and success of Hull 2017, where individuals would be taken on a journey. Each individual would start and end at different points on a 'ladder of engagement' (see Figure 1). The aim was to move people up the ladder to first become a Hull 2017 Volunteer, from where they would ascend further as a result of their volunteer experience.

It was acknowledged from the outset that some individuals may only move up one rung of the ladder and for others it would be a longer journey. This therefore positioned the volunteer programme as part of the wider public engagement strategy of Hull 2017 - bringing together audience development, community outreach, learning and wider participation.

Ultimately the volunteer programme was designed to be open, inclusive and accessible; attracting individuals from all backgrounds and abilities. There was, however, a focus on Hull residents to ensure the programme represented the many communities and neighbourhoods of the city.

Figure 1:
Hull 2017
Ladder of
Engagement



Empowering: leads others and proactively engages others in Hull 2017 and the Volunteer Programme; creates and delivers own events; trains others; continues to volunteer in 2018 and beyond; engages with arts and culture in 2018 and beyond.

Owning: ongoing collaborative actions with major investment of time, money and / or social capital; Hull 2017 and volunteering become a passion; Lead Volunteer training; Volunteers for high frequency of shifts; active participation in events.

Contributing: takes multi-step actions and makes a significant contribution of time, money and / or social capital; attends training; Volunteers for shifts; attends events; creates and share content about personal experiences of Hull 2017.

Endorsing: takes single steps with low risk investment; attends community roadshow; submits an application to volunteer; buys a ticket for an event; share readymade content.

Following: agrees to receive information from Hull 2017; provides contact details or subscribes to direct communications; reads and watches Hull 2017 communications.

Observing: interested in Hull 2017; aware of Hull 2017; aware of opportunity to volunteer; learning more, visiting website and social media; attending events.

Introducing: no interest or awareness of Hull 2017 or the Hull 2017 Volunteer Programme; not engaged with any Hull 2017 communications; barriers to engagement include access, public transport, cost, risk-averse nature and belief arts and culture is "not for the likes of me".

1.3.1. Super Engagement Programme

The Super Engagement Programme was a confidential piece of work that was initiated behind-the-scenes. It prioritised ensuring that every volunteer could engage with the programme through an even playing field.

Set up from the start of the programme, the initial application and interviews enabled the team to establish if a prospective volunteer had any specific life circumstances that could risk limiting their ability to engage with everything they wished to as a Hull 2017 Volunteer. For those where this risk did exist, the Super Engagement work was the team's proactive front-foot response to this.

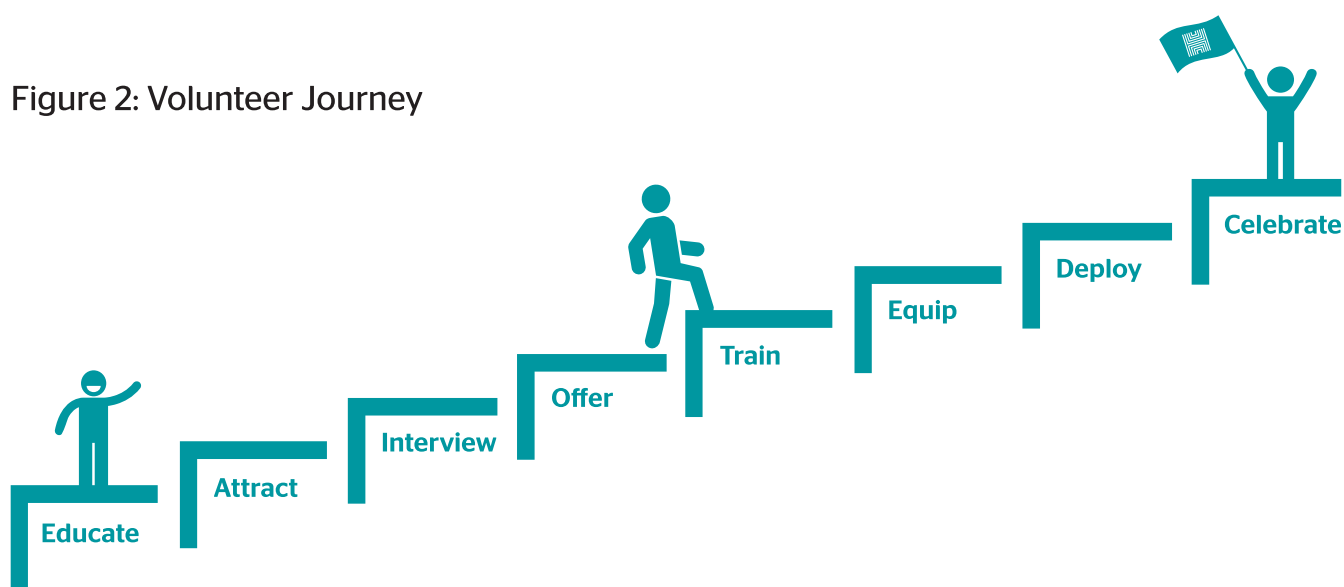
Examples of volunteer circumstances that fell under the Super Engagement Programme are listed below, with example solutions:

- Limited sight / guide dog support - provision of briefing notes in braille or digitised and pre-event
- Severe dietary requirements - correct sustenance provided, labelled by name and content
- Mental health or learning needs - specific shift design for volunteer on autism spectrum
- Physical needs - paraplegic volunteer uniform designed in direct consultation between volunteer and seamstress in order that they get the same 'uniform collection' experience as everyone.

Anyone with additional needs was given a named individual and contact details within the Volunteer Programme Team to help humanise the relationship with the programme, give direct access, and ensure that the team were in touch and able to respond to volunteers who have more unpredictable circumstances. It also enabled a familiarity with volunteers and requirements to be embedded within the team.

1.4. The Volunteer Journey

The volunteer journey set out the stages in engagement, recruitment, selection and opportunity in the form of a journey (see Figure 2). As individuals travelled through this process it was expected that attrition may occur.



An individual was deemed a 'volunteer' once they had completed their core training and had been vetted by Humberside Police. At this point they would be issued with their uniform and accreditation.

Managing attrition was a key focus across all eight stages of the volunteer journey.

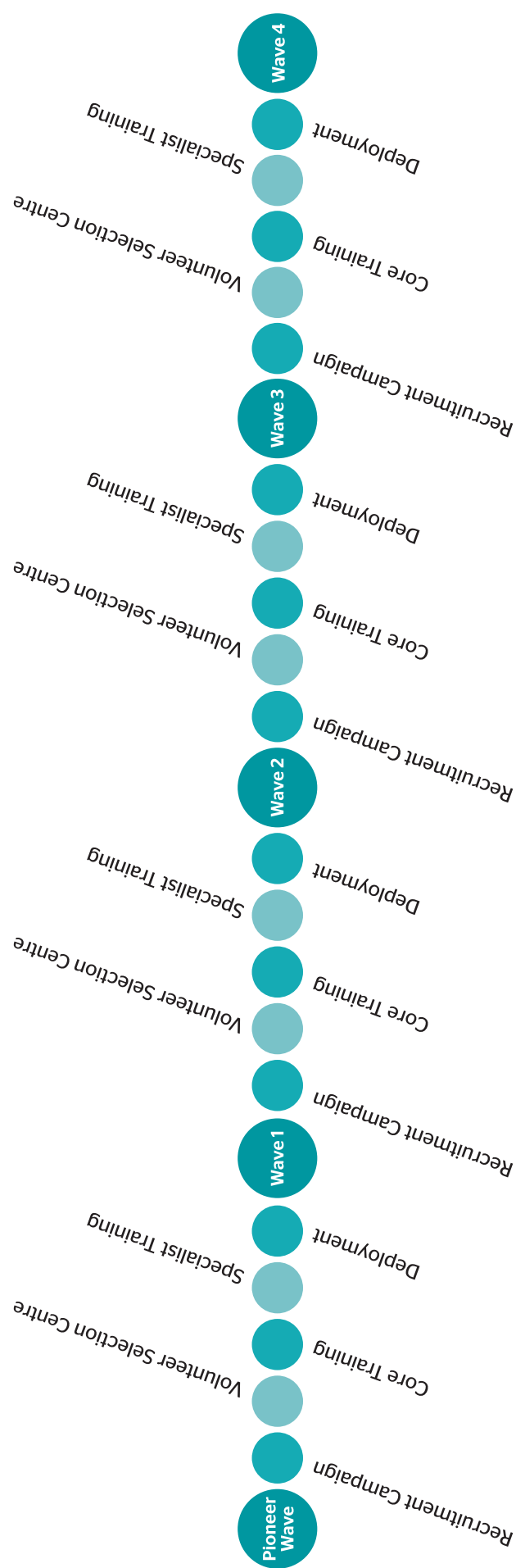
To manage deployment, maintain interest, and allow for a ripple-effect of earlier recruits promoting the scheme, the volunteer journey was phased over a pilot phase (the Pioneer Volunteers) and four main waves (Waves 1-4). Key dates for activity linked to each of these waves is provided in Figure 3.

1.4.1. Educate and Attract

To challenge the common misconceptions held by people towards volunteering and arts and culture, the principle of 'education' informed the marketing and attraction campaign for the volunteer programme. The intention was to set expectations, so individuals knew what sort of commitment they would be making if they chose to make an application.

The message used to attract potential volunteers was designed to reflect the wider Hull 2017 brand proposition of 'More to the story' and communicate that the people of Hull had just as big a part to play in the UK City of Culture year as the events themselves. It sought to create something unique for Hull and embodied the city's personality of creativity, freedom and untapped creative potential (see Appendix 1).

Figure 3: Key Dates for Volunteer Recruitment Waves



	Recruitment Campaign	Volunteer Selection Centres	Core Training	Specialist Training	Deployment From
Pioneer Wave		March 2016	March - April 2016	March - April 2016	1 April 2016
Wave 1	April - May 2016	April - May 2016	June - August 2016	August - September 2016	1 September 2016
Wave 2	July - August 2016	July - August 2016	September - October 2016	November 2016	1 December 2016
Wave 3	November - December 2016	November - December 2017	January - February 2017	March 2017	1 April 2017
Wave 4	April - May 2017	April - May 2017	June - July 2017	August 2017	1 September 2017

1.4.2. Applications

The application form was completed primarily online utilising Formstack (see Appendix 3 for the application form template). Individual profiles were then created for each applicant on the Volunteer Management Software - Better Impact, utilising data from Formstack.

Applications were then filtered and screened by the volunteering team, against a pre-agreed set of criteria and with the considerations of workforce planning at the forefront of decision-making.

Following this, potential volunteers were invited to interview at the Volunteer Selection Centres.

1.4.3. Interview and Offer

Interviews took place at Volunteer Selection Centres (VSCs) located across the city (Table 1). Interviews were carried out by Hull 2017 staff and Hull 2017 volunteers.

Table 1: Volunteer Selection Centres

Wave	Venues	Ward
Pioneer Volunteer	<ul style="list-style-type: none">• Mercure Royal Hotel	<ul style="list-style-type: none">• Central
Wave 1	<ul style="list-style-type: none">• Freedom Centre• University of Hull• Hull Arena	<ul style="list-style-type: none">• Southcoates• University• St Andrew's & Docklands
Wave 2	<ul style="list-style-type: none">• Freedom Centre• YPI Sports Centre	<ul style="list-style-type: none">• Southcoates• Bricknell
Wave 3	<ul style="list-style-type: none">• Freedom Centre• KCOM Offices	<ul style="list-style-type: none">• Southcoates• Central
Wave 4	<ul style="list-style-type: none">• KCOM Offices	<ul style="list-style-type: none">• Central

The VSCs sought to:

- Provide applicants with a positive experience of Hull 2017
- Ensure applicants were enthused and excited by Hull 2017
- Provide applicants with an informative and memorable experience
- Provide applicants with an understanding of the different roles available
- Provide applicants with an understanding of the difference they would make
- Provide applicants with an opportunity to ask questions

Figure 4: Pioneer Volunteer Recruitment Campaign

Pioneer Volunteer Recruitment (February - March 2016)

From the point that Hull was announced as the winner of UK City of Culture in November 2015, a group of people put forward their names as potential volunteers for Hull 2017. This was an excellent starting point for the team.

This group were invited to attend an informal interview, carried out by Hull 2017 staff, in March 2016 to become Pioneer Volunteers. As well as recruiting the first group of Hull 2017 volunteers, these interviews also allowed the team to test out the application and interview processes and procedures, Volunteer Selection Centre set up, branding and event dressing.

100 individuals were recruited as Pioneer Volunteers. These individuals helped to launch the main recruitment drive for the volunteer programme and supported the community and volunteer engagement early in 2016.

Figure 5: Wave 1 Recruitment Campaign

Wave 1 Roadshows (Spring 2016)

From 3 April to 22 May the Volunteer Team led a roadshow to nine locations across the city and into neighbouring East Riding – Freedom Centre; Anlaby Park; North Point Shopping Centre; Orchard Centre; University of Hull; East Park; The Octagon; Beverley; and Pearson Park.

These community engagement activities were used to recruit volunteers, whilst also raising awareness about Hull 2017. Large scale “in your face” activity, in the guise of a giant inflatable cube with a 15-foot wish tree at its centre, was combined with smaller scale conversational and participatory opportunities. The intent behind the roadshows was to offer all residents the chance to say, ‘No, I don’t want to volunteer’, rather than feel that they had never been asked.

The roadshow was successful in supporting the recruitment drive, as well as allowing staff and Pioneer Volunteers to support individuals to complete the application form. This reduced potential barriers to engagement by providing people the opportunity to meet an existing volunteer and learn more about what the role involved; free access to the internet where people may not have access at home; and support for those who lacked the confidence to complete online application forms or were unable to do so.

Figure 6: Wave 3 Recruitment Campaign

Project 22 (22 September 2016)

To coincide with the Season 1 Programme Launch, the Volunteer Team delivered Project 22 – a series of mini programme launch events; conversations on buses crossing the length of the city; leaflet drops in the areas of the city with the least engagement; drop-ins at existing events; pop-ups in shopping centres across the city; and 160 volunteers placing a flag on each seat in the KCOM stadium and carrying out a half time tour of the pitch.

These engagement activities were undertaken to raise awareness of the Hull 2017 Season 1 programme launch in Hull’s most disenfranchised communities. It was also a further opportunity to promote the volunteer programme to residents, now that the Season 1 programme could provide tangible examples of the type of events they could get involved with.

For the volunteering team and existing volunteers, the VSCs:

- Provided an opportunity to gain greater insight and understanding of the individual applicants
- Enabled an initial assessment of the applicants' capability to ensure volunteers were matched to suitable opportunities
- Provided an opportunity to showcase the behaviours required by volunteers
- Enabled the applicants' commitment to the programme to be verified.

1.4.4. Train and Equip

Following the VSCs those who wished to continue on and become a volunteer were invited to attend Core Training, which was mandatory for all volunteers, whilst a core group were also invited to attend Specialist Training (i.e. Leader Volunteer Training and Event Safety).

Further details of the training are provided in Chapter 2 (Section 2.6) and full versions of the module course books are provided in Appendices 4a to 4c.

Once training had been completed, volunteers were subject to vetting by Humberside Police (for Lead Volunteers a DBS Check was also undertaken). Volunteers were then invited to the Uniform Distribution Centres to collect their Hull 2017 Volunteer uniform and the Hull 2017 Volunteer Handbook.

1.4.5. Hull 2017 Volunteer Uniform

After completing the core training modules, volunteers were provided with a uniform consisting of the following items:

- Polo shirt x 2
- Trousers x 2
- Shorts
- Inner fleece jacket
- Outer weatherproof jacket
- Rucksack
- Cap
- Water bottle (provided by Yorkshire Water).

The uniform was supplied by Arco through a partnership agreement as part of their sponsorship of Hull 2017. The logistics and planning that went in to designing, sourcing, making, delivering and distributing a bespoke wardrobe of uniform items represented a tremendously complex workload with significant lead-in times prior to and throughout 2017, resulting in the Head of Volunteering being awarded the National Professional Clothing Business Manager of the Year Award.

During 2017, Volunteers were given two further opportunities in May and November to replenish their existing allocation.

1.4.6. Hull 2017 Volunteer Handbook

Commitment from volunteers was encapsulated in a suite of guidelines brought together in a pocket-sized Volunteer Handbook. This was produced to act as a reference guide to support volunteers throughout their time in the programme and help them get the most out of the experience (see Appendix 5).

The content of the handbook was shaped around the ten core principles that make up the Volunteer Charter (Figure 7), which included sections on:

- Diversity, inclusion and access
- How to prepare for a shift
- Health and safety checklists
- The Better Impact software
- Safeguarding and confidentiality
- Sustenance packs and shift patterns
- Social media guidelines
- Grievance procedure and public complaints.

Figure 7: Volunteer Charter

Our policies and procedures tell everyone what's expected of them - but our Volunteer Charter is a pretty handy overview. All Volunteers are expected to be:

Respectful

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

Mindful

Be aware of your surroundings and the safety and wellbeing of you, and those around you

Focused

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

Prepared

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

Discreet

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

Appropriate

Language or behaviour of an appropriate nature is never acceptable

Professional

In your uniform, you're the face of Hull 2017 - please present yourself in a professional manner at all times

Enthusiastic

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

Celebratory

This is how the story starts - enjoy Hull's moment in the spotlight

The handbook also contained additional information such as medical advice for the public, including the locations of walk in centres and minor injuries units. There was also a foldout map of Hull city centre highlighting key tourist locations.

The handbook was supplied to all volunteers that completed the core training modules.

1.4.7. Deploy

All volunteer shifts were uploaded to the Better Impact software after receiving full information from volunteer hosts / event leads.

When requesting volunteer support, event leads were asked to list the ideal interests, experience and attributes of those who were to sign up to the shift. Volunteer Programme staff were then able to use the Better Impact system to offer the opportunity to those best suited for the role, using the information gathered from volunteers in the application and interview process. For example, invigilation shifts at the Ferens Art Gallery were first offered to those who expressed an interest in visual arts and meet and greet roles.

Volunteers could see what shifts were available to them by logging into their personal Better Impact profile. Volunteers were then free to sign up to the opportunities that they were available for or that interested them. To ensure a fair distribution of shifts across the programme, volunteers were limited to sign up to one shift per day.

When the date of the event approached, a register was generated based on the information stored on Better Impact. Registers were sent to event leads a few days before the date of the shift and included information such as volunteer emergency contact details as well as any health or dietary requirements.

1.4.8. Celebrate

In recognition of the commitment of Hull 2017's volunteers, several approaches were taken to celebrate their involvement and achievement. These celebrations also sought to:

- Build on the sense of network and family within the volunteer programme
- Welcome new volunteers, who joined in the latter waves of recruitment
- Showcase the scale of the programme and demonstrate to volunteers they were part of something that is greater than the sum of its parts
- Build relationships between the Programme Team and volunteers, e.g. the former wearing 'I Love Volunteers' aprons, whilst serving tea and cake.
- Update volunteers on the upcoming artistic programme, giving them a sense of priority and exclusivity by sharing unannounced content with them first
- Say a large and loud thank you!

1.4.8.1. Celebration Events

Two celebration events took place in iconic and aspirational locations in Hull:

- A summer event held across four sessions on 6 and 7 July in Hull's City Hall.
- An end of year event hosted at the Guildhall, was delivered across six sessions in December 2017, to ensure that everyone could participate in a 'Winter Wonderland' end to the year.

Both events were fully catered, with members of the Programme Team and wider staff at Hull 2017 on hand to serve and converse with volunteers. Entertainment was also programmed.

During the end of year celebration, the Leader of Hull City Council, Cllr Stephen Brady, presented a formal city thank you to volunteers and each individual volunteer was presented with a scroll containing a corporate common seal of the city provided by Hull's Lord Mayor, Cllr John Hewitt.

1.4.8.2. Celebration Projects

Two artistic projects were also commissioned – Big Picture and Grains of Scandalous Blue – to celebrate and represent the programme's volunteers. Exhibitions of the resulting work took place at Humber Street Gallery from 20 January to 25 February 2018.

Key to both commissions was a focus on recognising volunteers and their efforts in a creative way, to reflect that the programme was set up to 'service and support the artistic programme'. In effect, the volunteers became part of the art.

Big Picture by Leo Francis, in collaboration with Chris Fenton, focussed on:

- Celebrating the individual characters and collective personality of the volunteer programme through a variety of mass-participation images, including:
 - A sunrise takeover of Humber Bridge, where over 800 volunteers came on shift in uniform for a 3am start, one cold but fantastic November morning
 - A mad-cap dip with inflatables in Princes Quay dock in December
 - Lurking with lanterns in the woods of Little Switzerland, in the Humber Bridge Country Park.
- Recognising the individuals within the programme through a changing display of volunteers photographed alongside the possessions they felt told their story.

Grains of Scandalous Blue by Julia Vogl created two installations:

- Gallery 2's walls and floors were painted in pantones of bespoke colours¹ from the volunteer programme brand, to symbolise emotions and statistics linked to the volunteer programme.
- Gallery 3 featured coloured sand housed in hundreds of glass jars, each representing the views and opinions of an individual volunteer, which were collected during creative consultations with volunteers. The exhibition was commonly referred to as 'verging on religious'.

For both installations, Julia drew on hard data from the volunteer programme database, Better Impact, and soft data collected from volunteers during Julia's residency. This data was then visualised in a way that sought to celebrate the variety, richness and diversity that the volunteers brought to the initiative and the city.

Appendix 6 contains example images from these exhibitions.

¹ Paints were made and provided by sponsors, Crown Paints.

1.5. Introducing the Hull 2017 Volunteers

Volunteers came from a variety of backgrounds, ages, and life stages. The profile of volunteers (see section 1.5.1 below) was broadly representative of the general population of Hull, with the exception of an:

- Overrepresentation of females amongst volunteers
- Underrepresentation of people aged 35-54 amongst volunteers
- Possible underrepresentation of people with disabilities² amongst volunteers
- Underrepresentation of people employed full or part time amongst volunteers
- Overrepresentation of people who are retired amongst volunteers
- Underrepresentation of people unable to work amongst volunteers.

There were three main categories of volunteer:

- Pioneer Volunteers - 100 individuals recruited in advance of the main programme to support with the promotion, community engagement and the recruitment / set up of the initial wave of the main programme, a profile of which is provided in the following section.
- Hull 2017 Volunteers - the 2,488 individuals who were recruited for the main programme, a profile of which is provided in the following section. This included Pioneer Volunteers who remained with the programme once Wave 1 commenced.
- Lead Volunteers - 207 individuals drawn from the main programme who successfully completed eight hours of enhanced training. These volunteers had to pass a Disclosure and Barring Service check in addition to the core police vetting undertaken for the main programme. This meant they could take on additional responsibilities such as those relating to safeguarding as well as coordinating groups of volunteers whilst on shift.

1.5.1. Profile of Volunteers

In total 2,488 volunteers were recruited across the year: 559 volunteers for Wave 1 (which includes all Pioneer Volunteers); 525 for Wave 2; 1,113 for Wave 3; and 291 for Wave 4.

The tables below show the profiles of both the Pioneer Volunteers and the main programme volunteers by age, gender, disability, area, ethnicity, employment, volunteering experience.

² The application form did not utilise the Census question to determine if people had a long-term health problem or disability and as such the results are not directly comparable.

Table 2: Volunteer Profile by Age

Age	Pioneer Volunteers (Base: 100)		All Hull 2017 Volunteers (Base: 2,488)		Hull Population 2017
	N	%	N	%	%
16-17 years	1	1%	48	2%	15%
18-24 years	3	3%	295	12%	
25-34 years	5	5%	293	12%	16%
35-44 years	7	7%	255	10%	12%
45-54 years	14	14%	458	18%	13%
55-64 years	43	43%	650	26%	11%
65-74 years	24	24%	434	18%	9%
75+ years	3	3%	55	2%	7%

Table 3: Volunteer Profile by Gender

Gender	Pioneer Volunteers (Base: 100)		All Hull 2017 Volunteers (Base: 2,488)		Hull Population 2017
	N	%	N	%	%
Male	36	36%	728	29%	50%
Female	64	64%	1,758	71%	50%
Transgender	0	0%	2	<0%	-

Table 4: Volunteer Profile by Disability

Disability	Pioneer Volunteers* (Base: 100)		All Hull 2017 Volunteers* (Base: 2,488)		Hull Population 2011**
	N	%	N	%	%
Yes	5	5%	133	6%	20%
No	91	91%	2,267	91%	80%
Prefer not to say	4	4%	88	3%	-

* Based on the question 'Do you consider yourself to have a disability?'

**Based on Census question 'Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months.'

Table 5: Volunteer Profile by Area

Area	Pioneer Volunteers (Base: 100)		All Hull 2017 Volunteers (Base: 2,488)	
	N	%	N	%
Hull	64	64%	1,213	49%
East Riding	33	33%	1,084	44%
Other	3	3%	191	8%

Table 6: Volunteer Profile by Ethnicity

Ethnic Background	Pioneer Volunteers (Base: 100)		All Hull 2017 Volunteers (Base: 2,488)		Hull Population 2011
	N	%	N	%	%
White British	87	87%	2,190	88%	90%
White Irish	2	2%	17	1%	0%
White Other	1	1%	69	3%	4%
Mixed/Multiple Ethnic	0	0%	16	1%	1%
Asian/Asian British	0	0%	50	2%	3%
Black/Black British	1	1%	24	1%	1%
Other Ethnic background	2	2%	8	0%	1%
Prefer not to say	7	7%	114	4%	-

Table 7: Volunteer Profile by Employment Status

Employment status	Pioneer Volunteers (Base: 100)		All Hull 2017 Volunteers (Base: 2,488)		Hull Population 2017
	N	%	%	%	%
Employed	32	32%	1,103	44%	67%
Self-employed	8	8%	120	5%	6%
Unemployed	5	5%	73	3%	5%
Looking after family/home	4	4%	68	3%	6%
Unable to work	1	1%	30	1%	6%
Retired	36	36%	670	27%	2%
Student	2	2%	289	12%	6%
Prefer not to say	12	12%	135	5%	-

Table 8: Volunteer Profile by Volunteering Experience

Volunteering experience	Pioneer Volunteers (Base: 100)		All Hull 2017 Volunteers (Base: 2,488)	
	N	%	N	%
Previous experience	81	81%	1,997	80%
No previous experience	19	19%	491	20%

1.5.2. Volunteer Skills and Areas of Interest

There were five core areas of volunteering that formed the Hull 2017 programme:

- Welcome and Host
- Front of House
- Onstage
- Back of House
- Production and Backstage.

As part of the application and selection process, volunteers were asked to identify which areas (and supporting roles) they would be most interested in volunteering (identifying a top 3), and which they currently had skills within or would like to develop further skills. This is summarised in Table 9.

1.6. Key Stakeholders

To deliver the vision for the Hull 2017 Volunteer Programme a number of key stakeholders were identified at the outset. Throughout its development; they shaped the programme at a strategic and operational level.

These included:

- Hull 2017 Volunteers - in addition to providing their time as volunteers via shift opportunities, Hull 2017 volunteers also attended multiple workshops and meetings to input their thoughts and ideas about the delivery, processes and legacy of the programme, as well as providing ongoing feedback through less formal channels.
- Hull 2017 Internal Teams - in particular the programme and delivery team who oversaw the development of the cultural programme, which required large numbers of volunteers throughout the year and in the build-up.
- Hull City Council - as the Host City, instigator of the bid and primary stakeholder for the project.
- Spirit of 2012 Trust - as a principal funder of the volunteering initiative, contributing directly to improve health and wellbeing, challenge perceptions of disability and increase community cohesion.
- University of Hull - as another principal funder of Hull 2017 who identified the volunteer programme as a strategic priority of their investment and as an opportunity to reconnect with the local population and increase participation amongst students.
- Other Volunteer Programme Specific Funders - other major and city partners whose funding / in-kind contribution was all or in part restricted for use on the delivery of the volunteer programme. This included the Big Lottery Fund, Garfield Weston, Humberside Police, NHS Hull CCG (Clinical Commissioning Group) and Arco.
- Cultural Partners - producing work as part of Hull 2017, some of which had pre-existing volunteer initiatives that required blending with Hull 2017's programme.
- Visit Hull and East Yorkshire (VHEY) - as the destination management organisation with responsibility for tourism, who led on the 'Big Welcome Programme' which offered training for paid staff in the tourism and hospitality sector.
- Hull's Voluntary and Community Sector Partners - including organisations already delivering volunteer programmes within the city or with expertise / experience in volunteer management.
- Arts Council England (ACE) - who, although not directly funding the volunteer programme, set out to see advocacy and participation in the arts as a core outcome of the programme's engagement with local individuals.
- Representatives of Department for Digital, Culture, Media & Sport (DCMS) - who assessed Hull's original bid in 2013 and would be looking to see the delivery of the identified step changes through volunteering.

1.7. Methodology to Monitoring & Evaluation (M&E)

The following sections outline the approach taken to monitoring and evaluation (M&E) for the Hull 2017 Volunteer Programme.

1.7.1. Programme Monitoring

The Hull 2017 Volunteer Programme was monitored primarily through the use of a volunteer management system called Better Impact. This held and recorded all data on Hull 2017 volunteers (and prospective applicants) as well as data on training and shift deployment.

1.7.2. Programme Evaluation

The evaluation of the programme was delivered through an ongoing programme of research and consultation with all volunteers; as well as organisations and staff who worked with or managed the volunteers on shift as part of the programme.

Due to the complex delivery of the programme, volunteers from different waves were surveyed at key points throughout the year (see Table 10) to ensure that the volunteer journey was evaluated from beginning to end.

This was supported by additional qualitative research and project-specific research, carried out on an ad hoc basis over the lifetime of the project (see Tables 11 and 12).

Report Structure Data from an annual Citywide Residents Surveys provided additional and comparative information relating to the local population of Hull.

Templates and analysis linked to the individual research and consultations are provided in Appendices 7 to 22 however, a summary is provided within the table below.

The M&E for Hull 2017 Volunteer Programme has two main areas of exploration:

- Process Evaluation; and
- Outcomes Evaluation.

1.7.3. Chapters

Chapters 2 to 5 focus on the impact of the Hull 2017 Volunteering Programme and are broken down as follows:

- Chapter 2: Impact on Volunteers (Individual);
- Chapter 3: Impact on Sector (Organisations);
- Chapter 4: Impact on the City (Society).

Chapter 5 of this report focuses on the Process Evaluation, presenting learnings across a range of aspects of the Hull 2017 Volunteer Programme, including:

- Programme Management
- Stages of the volunteer journey
- Effectiveness of partnerships
- Reflections on the profile of volunteers
- Barriers to engagement and participation
- Hull 2017 Volunteer Programme as a model of best practice
- The future of the Hull 2017 Volunteer Programme.

The final chapter of the report pulls out the key conclusions and recommendations from the preceding chapters, referencing performance against the aims and objectives listed in Section 1.1.2 above.

Table 9: Volunteer Areas of Interest and Skills

Area	Role	Yes	Skilled	Wishes to gain skills	In top three	TOTAL
Welcome and Host	Disability Support	666	82	2	112	862
	Meet and Greet	1,143	16	10	904	2,073
	Spectator Experience	1,495	13	7	302	1,817
	Tour Guides	1,135	16	5	492	1,648
	Translators / Interpreters	158	27	5	52	242
Front of House	Visitor Information	1,592	11	4	320	1,927
	Audience Engagement	1,218	9	3	204	1,434
	Consultation / Evaluation	1,102	11	2	56	1,171
	Event Support	1,491	82	15	344	1,932
	Guest Liaison	1,358	12	2	361	1,733
Onstage	Marshalls	1,453	27	3	242	1,725
	Ushers	1,628	5	7	179	1,819
	Mass Movement Cast	962	10	6	139	1,117
	Participation Team	865	6	3	117	991
	Performer	450	44	8	104	606
Back of House	Accreditation	812	2	2	46	862
	Administration	511	244	6	132	893
	Artist Liaison	1,034	19	5	217	1,275
	Digital	522	123	19	102	766
	Press	591	23	25	96	735
Production and Backstage	Marketing	642	56	25	87	810
	Training Education and Skills	704	319	14	220	1,257
	Volunteer Management	876	53	9	127	1,065
	Production and Technical	602	31	39	25	697
	Rehearsal Management	488	74	103	53	718
	Runner	669	15	48	148	880
	Sound and Lighting	250	37	50	37	374
	Stage Management	500	41	36	140	717

NB: The table above is based on total applications (based on completed interview stage) and not the final number of Hull 2017 Volunteers (who completed all training and were accredited).

Table 10: Continuous Research and Consultation

Research focus	Respondent groups	Research Method & Frequency	Sample Size	Fieldwork dates
Citywide Residents Survey	Hull residents East Riding residents	Assisted Self Completion - 4 surveys: 2015 Survey 2016 Survey End of Season One Survey 2017 2017 Survey	Total - 11,385 2,820 2,742 3,072 2,751	11/2015 - 12/2015 11/2016 - 12/2016 05/2017 11/2017 - 12/2017
Survey of Volunteers - Application to Core Training	Volunteers	Online - 6 surveys, 4 waves: Wave 1 - Signing up and Getting Ready Wave 2 - Signing Up and Selection Centre Wave 2 - Getting Ready Wave 3 - Signing Up and Getting Ready Wave 4 - Signing Up and Selection Centres Wave 4 - Getting Ready	Total - 1,791 334 321 241 578 147 170	16/08/2016 - 31/08/2016 29/09/2016 - 12/10/2016 05/12/2016 - 21/12/2016 19/04/2017 - 28/04/2017 16/06/2017 - 30/06/2017 15/08/2017 - 30/08/2017
Volunteer Masterclasses, Seasons 1-4	Lead Volunteers All Volunteers	Online - 4 surveys, 4 waves: Season 1 Season 2 Season 3 Season 4	Total - 1,509 326 415 276 361	10/05/2017 - 25/05/2017 30/06/2017 - 20/07/2017 06/10/2017 - 25/10/2017 17/12/2017 - 03/01/2018
Mid-Year Survey	All Volunteers	CAT1 - 1 survey, 2 waves: Pioneer Wave to Wave 3 Wave 4	Total - 500 334 166	07/07/2017 - 13/07/2017 02/10/2017 - 18/10/2017
End of Year Survey	All Volunteers	CAT1 - 1 survey: All waves	Total - 385	10/01/2018 - 22/01/2018
Volunteer Participants Surveys	Lead Volunteers General Volunteers	Online - 10 surveys, 7 projects: LOGG - 7 Alleys and Longhill Burn Depart LGBT50 HCAL - Ferens and Hull Maritime Museum One Day Maybe Take Flight Flood - Parts 2, 3 and 4	Total - 567 62 13 299 21 58 47 67	12/05/2017 - 21/05/2017 22/05/2017 - 14/06/2017 31/07/2017 - 21/08/2017 31/07/2017 - 06/08/2017 02/10/2017 - 24/10/2017 02/10/2017 - 13/10/2017 April and November 2017

Table 11: Ad hoc Quantitative Research and Consultation

Research focus	Respondent groups	Research Method & Type	Sample Size	Fieldwork dates
Pioneer Volunteer Survey	Pioneer Volunteers	Online survey	75	21/03/2016 - 16/05/2016
Volunteer Lead Training Feedback	Leader Volunteers	Online survey	66	23/12/2016 - 18/01/2017
Audience Research Masterclass	General Volunteers	Online survey	20	23/02/2017 - 04/03/2017
Arco Survey	General Volunteers	Online survey	438	13/03/2017 & 01/05/2017
Dress Rehearsal Survey	General Volunteers	Online survey	915	13/03/2017 - 27/03/2017 & 01/05/2017
Turner Prize Masterclass	General Volunteers	Online survey	480	26/06/2017 - 06/08/2017
Internal Staff Feedback	Hull 2017 Staff	Online survey	52	20/11/2017 - 15/01/2018
Event Lead Feedback	Event Lead	Online survey	32	09/01/2018 - 24/01/2018

Table 12: Ad hoc Qualitative Research and Consultation

Research focus	Respondent groups	Research Method & Type	Total no. of respondents	Fieldwork dates
Programme Team Interviews	Hull 2017 Staff from Volunteer Team	Depth interviews Focus group x 1	3	12/2017
Event Lead Feedback	Event Lead	Depth interview	5	12/2017
Volunteer Case Studies	General Volunteers	Depth interview	5	12/2017 - 01/2018
Volunteer Focus Groups	General Volunteers	Depth interview	25	11/2017 - 01/2018
		Focus group x 4	30	01/2018

2. IMPACT ON VOLUNTEERS

“ I feel like Hull has been like a sleeping giant that's been tickled to wake it up. It's always been going on. A lot of culture, a lot of events. My mum used to say, "Hull people turn out if there's something worth seeing." And if you look back to that first week in January 2017, to get so many people out of their houses in the coldest month of the year, was just awe-inspiring. ”

(Volunteer: Focus Group Respondent)



2. Impact on Volunteers

2.1. Introduction

This chapter will focus on the journey and experiences of the Hull 2017 Volunteers, exploring the extent to which the Hull 2017 Volunteer Programme delivered against the following aim and its accompanying objectives:

Aim 1: To engage and empower individuals (in particular local residents) to volunteer in order to be the makers and creators of Hull as a thriving place to live

The chapter utilises detailed feedback gathered from volunteers through the surveys and qualitative research detailed within Section 1.7 of Chapter 1.

Volunteer Fact Files are presented throughout this report, providing a summary of each of the volunteer case studies, whilst full versions are provided in Appendix 7.

It begins by looking at how individuals got involved in the Hull 2017 Volunteer Programme and their motivations for doing so; their commitment to volunteering; and their expectations for the experience.

It then moves on to the outcomes that individuals experienced as a result of being a Hull 2017 Volunteer, with a focus on:

- **Overall experience:** including positive and negative aspects of the programme;
- **Arts and Culture:** how volunteers' knowledge, attitude and behaviour changed regarding arts and culture;
- **Place-making:** how volunteers feel they and the volunteer programme as a whole were able to impact on place-making;
- **Society and Wellbeing:** how volunteers' sense of belonging, social isolation, confidence, skills and knowledge, pride and wellbeing were affected by being a volunteer; and
- **Partnerships and Development:** volunteers' intention to continue volunteering beyond 2017, their reflections on the way the Hull 2017 Volunteer Programme was delivered and thoughts about future priorities for the legacy of 2017.

Other feedback provided by the Hull 2017 Volunteers links feeds into the Process Evaluation, which is reported on in Chapter 5.

2.2. Hull 2017 Volunteer Programme in Numbers

The Hull 2017 Volunteer Programme officially launched on the 9 March 2016 and ran throughout 2017 into early 2018, before transition to its current legacy arrangements.

As detailed in Chapter 1 of this report:

- 2,488 volunteers were trained and equipped
- 491 volunteers (20%) were first-time volunteers
- 207 volunteers (8%) completed Leader Volunteer training

- Volunteers represented a mixture of:

- Age
- Gender
- Ethnic Background
- Employment Status
- Disability Status
- Area of residence.

Cultural Transformations: The Impacts of Hull UK City of Culture 2017, Preliminary Outcomes Evaluation published in March 2018 by the Culture, Place and Policy Institute at the University of Hull provides further insight into who the 2,488 volunteers are. Together they:

- Speak more than 60 different languages between them
- Represent all wards of the city (among volunteers' resident in Hull)
- Completed more than 84,000 shifts, which:
 - Totals 337,000 hours of volunteering (or 38.5 years)
 - Totals £5.4 million in equivalent financial value.

Hull 2017 volunteers were deployed to support all events and activities from across the Hull 2017 Artistic Programme (whether produced by Hull 2017 or external organisations). This included:

- More than 2,800 events, cultural activities, installations and exhibitions;
- 300+ venues and spaces; and
- 465 new commissions.

Given the approach to integrate the Hull 2017 Volunteer Programme across the Hull 2017 project, the initiative makes a significant contribution to the wider aims and objectives of the Hull 2017 project. Sections 2.5 to 2.8 provide further detail.

2.3. Getting Involved with the Hull 2017 Volunteer Programme

2.3.1. Finding Out About Volunteering

The Hull 2017 Volunteer Programme's recruitment activities were designed to attract a diverse range of individuals to apply to become a Hull 2017 Volunteer.

The 2,488 individuals who eventually became Hull 2017 Volunteers resulted from a total of 4,536 initial applications. Volunteers were asked how they found out about the Hull 2017 Volunteer Programme prior to becoming involved¹:

- One in three (36%) were told by family/friends/colleagues - in person
- One in four (25%) found out via Hull 2017's website
- One in five (19%) found out seeing Hull 2017 volunteers helping at events
- One in five (18%) were told by family/friends/colleagues - via social media.

A further 14% were told about it via a Hull Volunteer (14%).

¹ Full findings can be found in Appendix 8, whilst the Wave 3 survey template is provided in Appendix 9 as an example of the Application to Core Training Survey.

It is clear that word-of-mouth, the visibility and distinctiveness of the volunteer uniform, and the enthusiastic and proactive approach taken by volunteers to engage with the community all played a vital role in maintaining awareness and interest levels in the programme.

Findings from the qualitative research with volunteers support these findings and provide additional insight into how friends and family were a significant influence on individuals choosing to apply. Whether choosing to volunteer together, or being influenced by their volunteer friends' experiences attending, participating in or volunteering at events or activities.

“The reason I decided to be a volunteer, was because a friend was doing it, and she was pushing things on Facebook about getting a uniform and doing the training and stuff. And I thought, oh that might be quite interesting.”
(Volunteer: Focus Group Respondent)

“I started with a friend. We both decided straight away that we would like to be volunteers.”
(Volunteer: Focus Group Respondent)

“I said I was going to do it from day one. And I signed up, and then my mum was poorly. And I thought, don't be selfish, this would look wonderful on people's CVs, you just retired, you don't need a CV any longer. Back off. So, I backed off, and then my husband said, “You regret not doing that blue painting [Sea of Hull], don't regret not signing up for the volunteering.” So I did.”
(Volunteer: Focus Group Respondent)

Equally, the Pioneer Volunteers were singled out for the ambassadorial role they played whilst undertaking community engagement activity.

“I kind of got involved by chance, really. I live in Beverley and I just happened to go into Beverley one day and I was really nosey. I just wanted to know what was going on. And I spoke to a Pioneer and when I went home I thought, do I want to do this or do I not? And I thought if I don't do it, I will regret it.”
(Volunteer: Focus Group Respondent)

“Pioneer [Volunteers] persuaded me that it would be a very good idea and I regretted not joining earlier. I had a wonderful year.”
(Volunteer: Focus Group Respondent)

2.3.2. Motivation to get involved

Interviews conducted with volunteers for case studies² and through focus groups³ found that pride and passion in Hull and ‘their city’ was the key driver to feeling inspired to become a volunteer. This was equally true of residents who had moved to Hull from elsewhere, as it was for those who had spent their whole lives in the city.

Members of the Volunteer Programme Team picked up on this passion for the city from their interactions with the volunteers and felt that it was one of the things that made the Hull 2017 Volunteer Programme unique.

“The people who put themselves forward wanted this to happen so much and they want to make a difference so much that I don't know if anyone would ever recreate something exactly the same.”
(Volunteer Programme Team Member)

² Volunteer Fact Files based on the case study research are distributed throughout the report, whilst full case studies are provided in Appendix 7.

³ The Volunteer Focus Group Discussion Guide is provided in Appendix 10.

Volunteers shared the common viewpoint that being part of the programme was an opportunity to showcase Hull and communicate to others a positive image of the city. It was also evident they saw it as their opportunity to be part of the success story of 2017 and give back to Hull.

“I joined because I was born in Hull, born and bred in Hull. And then I just thought I need something to give back to Hull.”
(Volunteer: Focus Group Respondent)

“We’re originally not from Hull, well I hated all the bad press and I wanted a chance to stand up and, sort of, because I’m very proud to be a new, to live in Hull.”
(Volunteer: Focus Group Respondent)

“The reason I wanted to go for it was because I wanted to change the perception of Hull. Obviously for years it’s had the label of being a crap town. I wanted to change that, help to change that perception, be a part of the story that the people that did that.”
(Volunteer: Focus Group Respondent)

“I just really wanted to be a part of it, be involved and help make it happen because I believed in the city, I believed in it growing and developing to a City of Culture and wanting to support that.”
(Volunteer: Focus Group Respondent)

“There was no way that I was going to miss this opportunity of selling Hull to the rest of the world. I’m so proud of the city I live in, and I wanted to try and help the people I live with in Hull to appreciate their own city. I’m just so proud of it, the old girl, really. I love it.”
(Volunteer: Focus Group Respondent)

“I’m not from Hull, I’ve always believed in Hull and it’s nice to share my beliefs with people. My positivity about the city. It gave me a great career, a fantastic career. And it’s my payback time.”
(Volunteer: Focus Group Respondent)

“I wanted to give something back to the community that has welcomed me.”
(Volunteer: Focus Group Respondent)

Equally, being UK City of Culture was recognised as a one-off event for the city and as such was viewed as a unique opportunity not to be missed by many volunteers.

“I felt it was gonna be pretty unique.”
(Volunteer: Focus Group Respondent)

“I always wanted to be a part of it, and I thought it was a once in a lifetime opportunity, too.”
(Volunteer: Focus Group Respondent)

For those who were new residents to the city, returning to the city after living elsewhere, or suffering another major life change, volunteering for UK City of Culture was seen as an opportunity to get to know more about the city, meet new people and make friends.

“Having moved to the city in July 2016, I figured it was a fantastic way of getting to know the place, getting to know people in a city where I didn’t really know that many people initially.”
(Volunteer: Focus Group Respondent)

“I did it because I had a marriage breakdown and I wanted to get out and do things and meet people.”

(Volunteer: Focus Group Respondent)

“I took my retirement but still wanted to be active, still wanted to be purposeful, still wanted to learn ... I concentrated so much on my career that I lost culture somewhere along the line.”

(Volunteer: Focus Group Respondent)

There were many individuals who felt that being involved as a volunteer would challenge them, take them out of their comfort zone, help their personal development and in some cases tackle their sense of isolation.

“I was the type of person who couldn't go anywhere on my own, and I knew that if I did this, I would have to make that step and go out there on my own and meet people and talk to people I never would.”

(Volunteer: Focus Group Respondent)

“I wanted to expand my comfort zone because I was always quite shy and reserved. I wanted to ... so a bit, getting the confidence to be able to talk to people ... It pushes you out, you're getting out of the house.”

(Volunteer: Focus Group Respondent)

“I was hoping to meet people because I've been suffering from social phobia and I've been trying to get myself out so that I can fight against it, I was at the time I was actually working full time and volunteering for HIP gallery and thinking it wasn't getting me out even though, I was actually trying so somebody from there, two friends from there told me they were going to volunteer for City of Culture.”

(Volunteer: Focus Group Respondent)

“I think the real main reason I got involved was because my job was quite mundane and I'm quite a people person, and I live on my own, cos the kids have left. I used to go to all the events that was on in Hull on my own, and you can't really enjoy yourself because you can't stand there laughing and joking on your own because you look weird. So, I thought to myself, if I become a volunteer I can actually get involved and meet people.”

(Volunteer: Focus Group Respondent)

“It's a way for leaving isolation. I was in Wave 4. I had a thousand proper interactions with and spoke to over a thousand people.”

(Volunteer: Focus Group Respondent)

There were also a number of people who saw volunteering as a way to concentrate on themselves and perhaps rediscover who they were. This often linked to caring responsibilities, or a lack of fulfilment in their day-to-day work.

“I used to care for my dad, and we lost him unfortunately the Christmas before last, and I didn't want that time to be absolved by the kids and the routine, I wanted to do something for me and something that would make a difference.”

(Volunteer: Focus Group Respondent)

“I think you want to find out who you are ... I was a nurse, I wanted to be me. Something that I have done, something that nobody could tell me what to do. I could make it my own.”

(Volunteer: Focus Group Respondent)

“I have care and responsibilities at home so, to me, this gives me a chance to use the skills that I've got to be me.”

(Volunteer: Focus Group Respondent)

“It’s like you just go to work and you know what you’ve got inside you, but you just go home after work and sit and watch telly and think, “Christ is this it?” If you become a volunteer, your inner self comes out and you go back to yourself that you used to be before.”

(Volunteer: Focus Group Respondent)

“I’ve got four kids, two adopted ones in a terrible state, they’re in and out of court and things, and I’ve got three octogenarians who are dying of dementia and I try to support those, and you just become a non-person, but in that blue jacket you then become something. My youngest daughter said they’ve had enough this year. I’m not where I’m supposed to be, and the meals aren’t on the table and the house isn’t tidy, and the dogs haven’t been walked and I just thought well that tells you something, doesn’t it? You’re taken for granted.”

(Volunteer: Focus Group Respondent)

There were also some instances of individuals having signed up to the Hull 2017 Volunteer Programme because their employer was a partner of the year (Hull 2017 had various partnerships levels – Principal Partner, Major Partner, City Partner and Business Club).

“We got the opportunity through our company and business partner. They offered the opportunity for volunteers. I didn’t know about the programme before then, so as soon as that opportunity came up, then yeah, I was on top of it. Again, by that time the programme was up and running and it was gathering steam and everything and I just wanted to be part of it.”

(Volunteer: Focus Group Respondent)

“I signed up on Wave 3, signed up through work.”

(Volunteer: Focus Group Respondent)

For one of the youngsters who volunteers for Hull 2017, the opportunity to enhance their CV was also highlighted as a key motivation.

“I was just about to graduate. I was in my final year at uni, so any extra experience you can get through volunteering or anything else, is always really useful. The main thing was getting that experience on my CV.”

(Volunteer: Focus Group Respondent)

With a 365-day cultural programme, it is plain that Hull 2017’s artistic opportunities influenced some individuals to volunteer during the latter recruitment waves. Over two-thirds of volunteers completing the mid-year survey⁴ (39%) stated that they had attended a Hull 2017 event or activity prior to becoming a Hull 2017 volunteer. Of those:

- 81% said that it made volunteering look fun; and
- 68% said it influenced their decision to become a Hull 2017 Volunteer.

Feedback gathered through the focus groups supports these findings.

“Made in Hull did it for me. I was, if I’m honest, I was yeah great we’ve won it, but then I got a bit cynical about where the money was going to go ... I thought “What are we going to do with this?” ... I think I was not 100 percent convinced but saw Made in Hull and thought I want to be part of this.”

(Volunteer: Focus Group Respondent)

A number of volunteers also reported in focus groups that they been inspired by seeing volunteers at the London 2012 Olympics and had been waiting for a similar opportunity.

⁴See Appendix 11 for the full report on the Mid-Year Volunteer Survey and Appendix 12 for a template of the survey.

“A few years back I'd watched a documentary about the volunteers in the opening ceremony of the Olympics, and they were all raving about how amazing an experience it was, and I was really inspired by that.”
(Volunteer: Focus Group Respondent)

“I wanted to be a volunteer after going to the Olympics and seeing their volunteers ... And I thought, if anything like this ever comes to Hull, I'm going to be a volunteer.”
(Volunteer: Focus Group Respondent)

Feedback provided by members of the Volunteer Programme Team suggests that the Hull 2017 Volunteers had a similar effect on motivating others to join.

“We obviously did see throughout the year more and more people seeing these blue uniforms and seeing these people do all this amazing stuff, and then that's when they thought, "Hang on. Actually, I wanna do this."”
(Volunteer Programme Team Member)

2.3.3. Getting Further Information

In terms of finding out more information about the Hull 2017 Volunteer Programme prior to becoming a volunteer, verbal communication was identified as the most effective channel - information provided by Pioneer Volunteers and Hull 2017 staff was given the highest rating, with nearly three quarters of the volunteers taking part in the surveys saying it was good or excellent (71% and 68% respectively).

The downloadable information booklets were rated the least favourably, though still around half (49%) rated them as good or excellent.

2.3.4. Commitment to Getting Involved

The online surveys undertaken with Hull 2017 Volunteers to gather feedback on the application and Volunteer Selection Centre stages of the journey, identified a high level of motivation and commitment from the outset by applicants.

Low levels of attrition were experienced after a volunteer had completed their interview, as shown in Table 13 which sets out the percentage of volunteers receiving an offer, then making an appointment and then attending a session in both the initial selection process and the core training.

Table 13: Offer to Attend vs. Attendance

Base: 1,971	Offer to attend	Booked appointment	Attended sessions /training
Volunteer Selection Process	98%	94%	92%
Core Training	99%	98%	97%

The most significant challenge in relation to Volunteers' commitment to getting involved came in the form of shift allocation once training was completed.

Hull 2017 Volunteers and the Volunteer Programme Team commented that the method of shift allocation through the Better Impact system resulted in the perception that some volunteers felt the allocation process was unfair. This is explored in more detail in Section 5.6.2 of Chapter 5.

When Hull 2017 volunteers were asked what their preferred number of shifts would be:

- Around a quarter (27%) stated one to three per month;
- Around a third (32%) stated about one a week; and
- A further third (33%) stated two to three shifts per week.

The desire amongst volunteers to do many more shifts than was anticipated and the low level of attrition, along with wider feedback from volunteers about shift opportunities was one of the main influencing factors in the decision to revise the overall number of volunteers down from the 4,000 stated in the 2013 bid document, to a more appropriate figure of 2,000 to 3,000.

The original 4,000 draft prediction was based on the assumption that each volunteer would fulfil a total of eight to 10 shifts in their lifetime as a Hull 2017 volunteer. The reality was that in 2017 alone:

- 59% of volunteers did 10 or more shifts
- 40% did 25 or more shifts
- 21% did 50 or more shifts
- 11% did 75 or more shifts.

Had the volunteer programme continued to recruit more volunteers to hit the 2013 indicative 4,000 target it was understood that competition for the available shifts could increase to such a level that the quality of experience for existing volunteers could have been negatively affected, and finite resources would need to have been focussed on recruiting those less likely to engage.

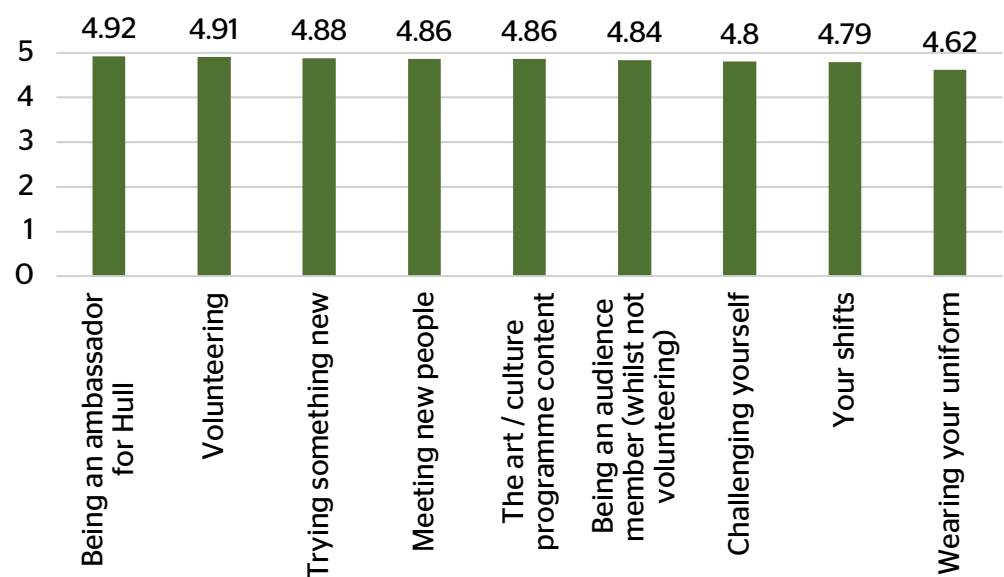
2.3.5. Anticipation About Becoming a Hull 2017 Volunteer

Prior to participating in the Hull 2017 Volunteer Programme a sample of 915 volunteers were asked about what they were looking forward to and their expectations about various aspects of the volunteer experience.

Figure 8 shows the mean scores for how much volunteers were looking forward to the various aspects of participating. It demonstrates that volunteers were in fact looking forward to all aspects of the programme, with no single category scoring less than 4.6 out of 5.

Many of these areas of anticipation were reinforced in qualitative research findings via the Hull 2017 Volunteer focus groups (previously shared within Section 2.3.2 on Motivations for Volunteering).

Figure 8: Anticipation Linked to Being a Hull 2017 Volunteer



Base: 915

2.4. Overall Volunteer Experience

Almost all (99.5%) of volunteers stated that they had liked or loved the UK City of Culture year overall⁵, compared to 74% of Hull residents in the Citywide Residents Survey 2017; 94% at the mid-point and 97% at the end point had enjoyed their overall experience as a Hull 2017 volunteer (59% and 68% very much, respectively); and 84% rated the overall opportunities experienced as a volunteer as 4 or 5 stars out of 5 - the mean score being 4.23 out of 5.

It also appeared that the more time individuals put into their volunteering, the more likely they were to rate the overall opportunities experienced as 4 or 5 stars out of 5:

- 96% of high engagers (50+ shifts) gave a score of 4 or 5
- 85% of medium engagers (10-48 shifts) gave a score of 4 or 5
- 75% of low engagers (0-9 shifts) gave a score of 4 or 5.

Within the focus group research, the variety of opportunities offered was singled out as one reason why the Hull 2017 Volunteer Programme was so highly regarded, and something that those who had volunteered at other mega events felt was unique to their City of Culture experience.

“Having done the Olympics and the Commonwealth Games, you get your set shifts and that’s it. It was a lovely experience, don’t get me wrong, but it was over a very short period of time and it was very, very, “This is your package, no matter what.” Whereas this, the variety is incredible, and the opportunities are so varied.”
(Volunteer: Focus Group Respondent)

⁵ See Appendix 13 for the full report on the End of Year Volunteer Survey and Appendix 14 for a template of the survey.

“There was a lot of different things that you could do with this. Instead of being just in one place doing it, you were all over the place doing different things.”
(Volunteer: Focus Group Respondent)

Beyond the cultural experiences alone, it is clear that Hull 2017 Volunteers benefitted significantly from the actual experience of being a part of the Hull 2017 Volunteer Programme.

These benefits are explored within Sections 2.5 to 2.8, under the headings of four of the five impact areas for Hull 2017:

- Arts and Culture
- Place Making
- Society and Wellbeing
- Partnerships and Development.

Economy has not been included as feedback from volunteers did not link to the aims and objectives of this impact area. Despite this, within the other sections, volunteers speak about the increased skills and knowledge they gained; the way the experience made them reassess their career prospects and/or led to them secure a new job; and how they witnessed a clear increase in visitors to the city centre during their shift opportunities. These all have economic implications.

2.4.1. Positives and Negatives of the Hull 2017 Volunteer Programme

As part of the volunteer evaluation volunteers were asked what their most and least favourite experiences as a Hull 2017 Volunteer had been. The most common responses are summarised in Table 14.

The focus group research undertaken with volunteers highlighted some additional aspects of the Hull 2017 Programme that were positive, but fall outside of the benefits addressed in Sections 2.5 to 2.8:

- The ability to pick and choose shift opportunities around other demands
“It can suit my time of when I need to be with my family ... So it does, it enables you to mould something.”
(Volunteer: Focus Group Respondent)
- **“Because of the way it’s set up, in that you can pick what you want a holiday [from work] for, it was alright.”**
(Volunteer: Focus Group Respondent)

Table 14: Volunteers Most and Least Favourite Experiences

Most favourite
<ul style="list-style-type: none"> • Meeting the other volunteers • Meeting, greeting and talking to audiences (both local and visitors) • Specific events, e.g. Made in Hull, Blade, Flood, LOGG, LGBT50 events • Masterclasses, especially the walking tour with Paul Schofield • Working at the Pod at Hull Paragon Interchange
Least favourite
<ul style="list-style-type: none"> • Shifts where there is too much standing around and not enough to do • Shifts where too many volunteers are present (links to above) • Number of shifts offered being too few • Masterclasses where it started late, was badly organised, or equipment failed • Weather, particularly cold and rainy days • The roles undertaken, particularly leafleting

- The scale at which the volunteer programme was being delivered and what this meant in terms of the impact it would have

“Because it's to benefit the whole city ... If you're doing something within a small community, you're volunteering for that small group. Whereas this was huge, you're doing it for 250,000 people ... Being given that opportunity to make a difference to your city and make a difference to more people's lives.”

(Volunteer: Focus Group Respondent)

“It's a unique experience. It's not just for a month, it's for longer than a year ... I started volunteering September 2016 and I thought, 'I don't know how long I'm going to be able to last doing this.' But I'm still here and still wanting to come in and do more.”

(Volunteer: Focus Group Respondent)

Negative aspects included some of the barriers to engagement detailed in Section 5.9 of Chapter 5, and other observations linked to process:

- Individual situations affecting the shift opportunities volunteers were able to go for, e.g. some opportunities to be community cast/chorus members required individuals to be available for all rehearsals and performances

“I wanted to do some performance stuff, but if I could do the training, I couldn't commit to the shifts.”

(Volunteer: Focus Group Respondent)

- Few shift opportunities allowing volunteers to use their existing skills to the benefit of the programme

“It's few and far between isn't it, if you're somewhere where you're under-utilised or your skills could have been used more, but then that's outweighed by the better ones.”

(Volunteer: Focus Group Respondent)

“I'm not sure that people's existing skills were necessarily used to the extent they could have been.”

(Volunteer: Focus Group Respondent)

- Stress linked to time management of multiple shifts

“As much as it's relieved stress, it has also created stress in my time-management I guess.”

(Volunteer: Focus Group Respondent)

- Quiet shifts

“I've had some shifts that have been very, very quiet and I think the number of volunteers needed has been miscalculated. Then you can find yourself hanging around like a spare part.”

(Volunteer: Focus Group Respondent)

- Feelings of guilt about leaving family at home

“One of the negative things for me has to be guilt. I spend a lot of time walking out on my husband saying, 'I'm going now, I'll see you later. Can you run me to town? I'll catch the bus home.'”

(Volunteer: Focus Group Respondent)

Volunteer Fact File: Volunteer A

Name: Volunteer A
Age: 65 years old
Joined programme: March 2016
Number of shifts: 204
Employment status: Retired



Motivation to Volunteer

Volunteer A retired specifically to be a Hull 2017 volunteer from a desire to help change negative perceptions of Hull and show people the city they know and love.

“I really wanted to be involved because of the bad reputation that the city had, unfairly, I might add. I actually retired early from work to do the training to become a City of Culture volunteer. Purely and simply, I wanted to change people's perceptions of the city.”

Volunteer Experience

Their overall experience as a Hull 2017 volunteer was a positive one, with the core training praised for how it both brought everyone together.

“I thought the way it was all organised, initially to break the ice, with what was a bunch of strangers and to bring everybody on board, it was really well organised. Yeah, I've got nothing but praise for the way it was done.”

They also felt thoroughly supported by both the Hull 2017 team and host organisations with who they did shifts.

“I've found there's always been someone there if I've needed any ... If I felt out of my depth, there's always been someone there to turn to.”

For Volunteer A, their motivation for volunteering had therefore been both fulfilled and exceeded.

“The pessimism and the negativity ceased overnight when the year of culture actually started in January... People are saying they're going to return. I know of at least three families who have chosen to live here, move here because of various reasons, obviously cheaper properties, but they like the place so much they want to actually move from where they are and live here.”

Key Moments

The opening event, *Made in Hull*, was a stand out moment for Volunteer A, which they credited with having had an immediately positive effect on perceptions towards Hull and the ongoing buy-in that the city experienced as the year went on.

“I think on the first of January when the *We Are Hull* [Zsolt Balogh] light show was on, it was like flicking a switch in the city. The city got its mojo back overnight. There was a different atmosphere and that has carried on throughout the year.”

Beyond this moment, they found it hard to pin down one personal memory that stood out. Those referenced had a deep emotional resonance.

“Another one I had was being part of a welcoming party for thirty Icelandic Cod War veterans who came to the city... They were the enemy to us in Hull ... That was a fantastic experience and I'd love at some time to meet up with them again, they were lovely people.”

“There are so many memorable things that I've done that I would never have gotten the opportunity to do.”

Key Personal Outcomes

Volunteer A shared how they had benefitted from a great number of personal outcomes as a result of their experience as a Hull 2017 volunteer:

- New friendships with fellow volunteers
“I do make a point of keeping in touch with some people ... There are probably three or four [volunteers] who I would regard as personal friends now.”
- Meeting a diverse group of people, they would never otherwise have met
“It’s a very diverse mix of people who have joined the volunteering, from professional people, school teachers and head teachers down to shop workers ... I wouldn’t probably have met the professional people on such a level, but I’ve found it interesting meeting so many people and listening to their life stories.”
- Skills development, specifically how to assist people with different disabilities and communicating with people from a diverse range of backgrounds and experiences
“Nearly fifty years in the building trade and you’re dealing with men all day long. Of course, you’re dealing with females in your family and children, but I feel as though I’ve developed skills speaking to children and strangers ... people from abroad, from different religious backgrounds, ethnicity.”
- Understanding of a wider range of disabilities, including dementia
“I have worked with people with disabilities as colleagues. I’ve also met and welcomed people with different disabilities as members of the public ... Yesterday, I did a course on dementia, which opened my eyes there to some issues, which I wouldn’t have normally known about.”
- Positive attitude and behaviour shift towards arts and culture
 - Engagement with a greater diversity of arts and culture
 - Increased knowledge and understanding of arts and culture
“I worked at a university and they have art galleries and they have displays of things, so I was aware of art and culture and music and all things that go with it ... I wasn’t particularly an expert on it, but I’ve got different views on it now. I’ve been offered the chance to attend operas and ballets and poetry sessions, which I wouldn’t normally have done and that has caused me to have a different perspective of art and culture.”
- Growth in pride and passion for the city, despite existing positivity in this regard
“I have loved every personal interaction that I’ve had with visitors, local people and visitors from the UK and around the world and I can honestly say, it’s been 100% receptive.”
- Greater sense of belonging to the city and its community
“We were doing the welcome pod and it was a freezing cold day and a little old lady just walked up and gave us a box of chocolates and then just walked away again. She didn’t say a word, it was just her way of saying thanks for what you’re doing. That was the first really emotional experience I had.”
- Pride in their contribution to the Hull UK City of Culture 2017 story
“Modesty forbids me, but I think I’ve done as much as I can to fulfil what I wanted to do ... I’m proud of what I’ve achieved.”
- Commitment to volunteer beyond 2017.
“I am actually carrying on volunteering in another capacity, which has come my way through City of Culture.”

2.5. Arts and Culture Impacts

Hull 2017 Volunteers were not only an integral part of the city's year as UK City of Culture, supporting the delivery of thousands of events, they were also a key target audience for the Artistic Programme. As a result, both the Hull 2017 Volunteer Programme and the year itself gave many individuals the opportunity to experience arts and culture more frequently, or some for the first time.

This successful development of both new and existing audiences for arts and culture generally, and in Hull specifically, is reflected in three key outcomes linked to arts and culture amongst volunteers:

- Increased knowledge of Hull and its past;
- Increased knowledge and understanding of arts and culture; and
- A positive shift in attitude and behaviour towards arts and culture.

2.5.1. Increased Knowledge of Hull and its Past

Volunteers were asked how much they had learnt about Hull's history and heritage through being a Hull 2017 Volunteer in the end of year survey:

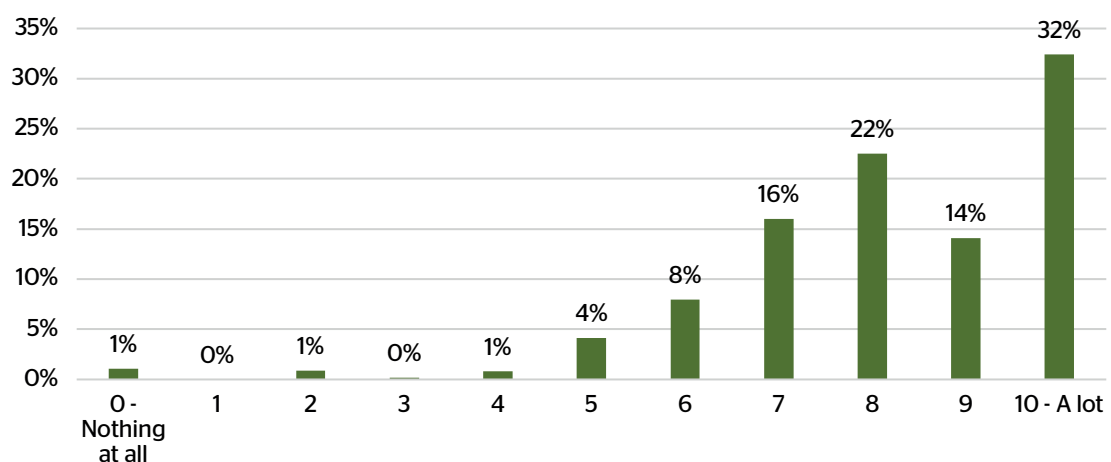
- 46% of respondents gave a score of 9 or 10 out of 10
- Only 1% of respondents gave a score of 0 or 1 out of 10
- The mean was 8.17 out of 10.

Interestingly, those who completed fifty or more shift opportunities were the most likely to say they had learnt 'a lot' about Hull's history and heritage:

- 60% of high engagers gave a score of 9 or 10 out of 10
- 45% of medium engagers gave a score of 9 or 10 out of 10
- 41% of low engagers gave a score of 9 or 10 out of 10.

Figure 9: Learning Outcomes - History and Heritage

How much have you learnt about the history and heritage of Hull through being a Hull 2017 Volunteer?



Base: 385

The masterclasses⁶ that produced the greatest average score in regard to how the skills or knowledge gained included:

- Arctic Corsair Museum Tour (4.5 out of 5)
- Knowing Hull Walking Tour (4.5 out of 5)
- Introduction to Hull History Centre and Archives (4.5 out of 5).

All masterclass evaluation respondents were asked a series of open questions to collect further information on their experience of attending the masterclass session⁷. One was 'Thinking about all the Masterclasses that you have attended so far, what is/are the most interesting thing(s) that you have learnt?'. Among the topics mentioned most frequently were:

- History of Hull and its built environment, including specific buildings and sites
- Hull's maritime history and links with the fishing industry
- Taking the chance to see 'inside' sites and buildings not normally accessible (e.g. bridge of a ferry, and the sites covered in the Knowing Hull walking tour)
- Specific characters and personalities linked to the city, such as Philip Larkin, William Wilberforce, Amy Johnson, Sir John Hotham.

Both the focus group and case study research backed up these findings, with many volunteers crediting the Knowing Hull Walking Tour for increasing their knowledge of the city and its past.

"The first introduction in the masterclasses was the walking tour ... You immediately, whatever you thought you knew, that's sort of a tenth of what you know by the end of it."

(Volunteer: Focus Group Respondent)

Equally, different events and shift opportunities augmented volunteer knowledge of many aspects of the city's past, including its built heritage, the Headscarf Revolutionaries, the Cod Wars, Sir John Hotham and the Civil War, William Wilberforce and the abolition of slavery, local folklore, and famous musicians and trailblazing women from the city.

"Well I'd never heard of the 7 Alleys. And it promoted you to read beforehand and talk to people who knew the story. I thought it was fascinating."

(Volunteer, 7 Alleys Community Cast: Focus Group Respondent)

"I've kind of grown up with what Hull's about from the barging point of view and the docks. I've always had that history behind me, and all of the interesting history of the city ... I thought I had enough knowledge to come in and just kind of pass that on. But thinking I have knowledge is one thing. I've actually learnt a lot. I didn't realise there's a lot more to the city than I knew."

(Volunteer: Focus Group Respondent)

"I learned a lot I didn't know 'cos obviously they were saying, these streets were named after rivers, and I was like, what? Cos I've lived here for years and even I didn't know that. I was like, I never knew that!"

(Volunteer: Focus Group Respondent)

⁶ See Appendix 15 for a full list of masterclasses.

⁷ Appendix 16 for the full report on the Masterclasses Survey and Appendix 17 for a template of the Masterclasses survey.

As part of the masterclass evaluation activity, volunteers were also asked specifically about the outcomes of attending the 'Introduction to Hull History Centre and Archives' masterclass. This section of questions was asked only of volunteers who took part in the Seasons 1,2 and 4 surveys, 255 respondents in total. Findings showed that:

- Just over half (51%) of volunteers had visited the Hull History Centre at any time prior to attending the training, varying from 50% in Season 1 to 44% in Season 2, to a high of 60% in Season 4.
- Overall over three quarters of volunteers attending the Introduction to Hull History Centre and Archives' masterclass training strongly agreed that:
 - It increased my knowledge of the purpose of the collections held by the Hull History Centre (80%)
 - It increased my knowledge of the purpose of the Hull History Centre (77%)
 - It increased my knowledge of the events and activities offered at the Hull History Centre (76%)
- Just under two thirds (62%) of volunteers attending the training felt it had increased their knowledge of main events in Hull's history
- Over half (55%) felt that it had increased their knowledge of key people/characters in Hull's history.

2.5.2. Increased Knowledge of Art and Culture

Hull 2017 Volunteers who took part in the Turner Prize 2017 Masterclass felt that they had learned from the training, with 9 out of 10 (89%) indicating they learned about the history of the Turner Prize and 7 out of 10 (70%) having learned about contemporary visual art.

Of the 490 Hull 2017 Volunteers participating in the masterclass, only 12% had previously attended a Turner Prize Exhibition, whilst 98% intended to visit the Turner Prize 2017 in Hull as a result of attending the session.

Beyond the Turner Prize Masterclass, focus group research and open-ended responses within the mid-year and end of year surveys, when exploring the different skills and knowledge that people had gained and developed, highlighted that several volunteers felt the training and shift opportunities had led to an increased knowledge of arts and culture.

**“Understanding of art and different artists and different genres of music.”
(Volunteer: Mid-Year Survey)**

**“I know the city much better, I know much more than I did about art and theatre.
So, it's been a fantastic year for me.”
(Volunteer: Focus Group Respondent)**

**“I think that's one of the things that we are perhaps all discovering in the course
of this year, is that art and culture is really incredibly subjective ... There are no
right or wrong answers. It's your interpretation, what you think of it.”
(Volunteer: Focus Group Respondent)**

**“It's things, as well though, like the Hall for Hull in Trinity square. People just
wandering endlessly amongst the columns. And you would go across to them
and say, "Come stand over here, you'll see something." And they say "Oh, if you
haven't told me, I would never have seen it." I myself wouldn't have understood
any of it without the training I had.”
(Volunteer: Focus Group Respondent)**

Volunteers who had the opportunity to participate as community cast members said they had gained an appreciation of what it takes to deliver arts and cultural events, and many said they had significantly developed their understanding of production skills and approaches.

“From that experience I've grown to have patience for acting and want to do more and want to set my actual foot on the acting field.”
(Volunteer, Flood Community Cast: Focus Group Respondent)

“It was interesting to see during the rehearsals because they were rehearsing different bits at different times, so it was disjointed. It felt disjointed to start with and then all of a sudden it all just sort of came together.”
(Volunteer, 7 Alleys Community Cast: Focus Group Respondent)

“I didn’t expect that we were going to do as much as we did and be involved as we did. I thought I might just be holding a lamp or showing people in, but we did not stop, from getting there to leaving. You just passed your torch and got onto something else.”
(Volunteer, 7 Alleys Community Cast: Focus Group Respondent)

2.5.3. Shift in Attitude and Behaviour Towards Arts and Culture

As a result of being a Hull 2017 volunteer, there was evidence that there had been a significant impact on volunteers’ attitudes and behaviours towards arts and culture.

The mid-year and end of year surveys showed this had been particularly true of the frequency with which people have attended or taken part in arts and culture, though risk-taking had also increased significantly (see Table 15).

Table 15: Shift in Attitudes and Behaviour to Arts and Culture

As a result of being a Hull 2017 Volunteer have you been inspired to do any of the following?	Mid-Year Survey	End of Year Survey
I have attended more arts and cultural events and activities than I normally would	88%	88%
I have taken part in more arts and cultural events and activities than I normally would	70%	76%
I have taken more risks in the arts and cultural events and activities that I choose to attend	60%	67%
I have taken more risks in the arts and cultural events and activities that I choose to take part in	55%	58%
I have attended arts and cultural events and activities for the first time	51%	54%
I have taken part in arts and cultural events and activities for the first time	45%	50%

There was also a correlation between the number of shift opportunities completed by volunteers and changes in behaviour towards arts and culture at both mid-year and end of year stage. At end of year:

- 'I have taken part in more arts and cultural events/activities than I normally would' - 89% for high engagers, versus 71% for medium engagers and 74% for low engagers;
- 'I have taken more risks in the arts and cultural events/activities that I choose to attend' - 78% for high engagers, versus 65% for medium engagers and 62% for low engagers;
- 'I have taken more risks in the arts and cultural events/activities that I choose to take part in' - 75% for high engagers, versus 53% for medium engagers and 55% for low engagers;
- Attended arts and cultural events/activities for the first time - 64% for high engagers, versus 47% for medium engagers and 57% for low engagers;
- Taken part in arts and cultural events/activities for the first time - 61% for high engagers, versus 42% for medium engagers and 52% for low engagers.

The focus groups also found that prior to 2017, most volunteers would not have seen or participated in half the cultural events and activities that they did during City of Culture year. It seems their Hull 2017 Volunteer experience has ignited a passion for culture.

Many spoke of how they had pushed their boundaries, learnt new things and extended the diversity of arts and culture they engaged with. The City of Culture status had also provided a catalyst to risk-taking.

"I've been to the theatre more this year than I ever have. But different types of things, so not just the big shows, but trying to see small shows and different types of things. Just through the volunteering programme, knowing that things are happening, because there's been quite a lot of communication with us about what's been coming up."

(Volunteer: Focus Group Respondent)

"I think my horizons have been widened because of different areas of volunteering that we've been involved in. I mean, would I have ever looked at robot arms at outdoor art exhibition? The more I saw them, the more I thought, "Yep, I would." But before that I don't think I would have."

(Volunteer: Focus Group Respondent)

"I am interested in lots more things now, and I will plan ahead and look what's on next month, and I'll make sure I go to everything that's available ... I think I'm missing out if I don't see everything."

(Volunteer: Focus Group Respondent)

"It's certainly broadened my choices about the arts and culture that I choose to see. You know, I've seen things that I would not have gone to see. I mean, I do quite a lot of stuff, but it's just taking a risk, isn't it? And actually, because it's been priced quite reasonably, you can afford to take that risk and you might find something that you do like."

(Volunteer: Focus Group Respondent)

"I did just a meet and greet at Riverside and I saw a play and I felt emotionally as though I'd been peeled. It was Ross and Rachel at Contains Strong Language ... It was a fantastic, just an experience. Wow! I would never have got that opportunity and it's not something I'd have done."

(Volunteer: Focus Group Respondent)

“I’ve been to my very first concerts this year at the age of 67. I thought that was really good. You know, it’s fun. But the John Grant [North Atlantic Flux] as well, I would never have gone to anything like that.”
(Volunteer: Focus Group Respondent)

“Yeah, I’ve got the attitude towards arts and culture. Although, I do go to arts and culture, it does open my eyes to even more, more stuff.”
(Volunteer: Focus Group Respondent)

“Being willing to go to new things, see new things. Whether that’s, I don’t know, theatre, I’ve been to the theatre more this year than I ever have. But different types of things, so not just the big shows, but trying to see small shows and different types of things.”
(Volunteer: Focus Group Respondent)

Specific feedback from volunteers attending the masterclass for the Turner Prize 2017 (490 in total) also demonstrated increased confidence in relation to the following:

- Talking about the Turner Prize 2017 with family and friends (82% increased confidence)
- Viewing contemporary art (70% increased confidence)
- Talking about contemporary art with family and friends (65% increased confidence).

2.6. Place Making

As detailed in Section 2.3.2, many volunteers’ motivation for applying to the Hull 2017 Volunteer Programme came from a desire to improve perceptions of Hull as a place to live, work, study and visit. This was also reflected in the end of year survey findings:

- 90% of volunteers agreed or strongly agreed they were proud to live in Hull;
- 95% of volunteers said they would speak highly of Hull
 - 71% without being asked and
 - 24% if asked.

This was significantly higher than the answers provided by Hull residents to the same questions in the Hull 2017 Citywide Residents Survey:

- 75% (-15%) agreed or strongly agreed they were proud to live in Hull
- 71% (-24%) said they would speak highly of Hull.

Comments provided within both the focus group and case study research indicated that volunteers felt the year had been highly successful in realising these aspirations.

“I’ve spent my entire life defending Hull because people automatically stick the boot in, but in my head I don’t know why I’m defending it. Well I do know why I’m defending it, but I don’t know what it’s got to offer. And now I’m really finding what it’s got to offer ... I actually had friends up from London last weekend and they were gobsmacked.”
(Volunteer: Focus Group Respondent)

“My ability to make a change in the community ... I want to make a contribution to help Hull and bring Hull to the world and improve other people’s views about Hull and I thought that by being a volunteer I actually realised that, I made people know about how great Hull was.”
(Volunteer: Focus Group Respondent)

Volunteer Fact File: Volunteer B

Name: Volunteer B
Age: 53 years old
Joined programme: March 2016
Number of shifts: 39
Employment status: Employed (part time)



Motivation to Volunteer

Volunteer B is proactive in their approach to life and saw volunteering for Hull 2017 as a once in a lifetime opportunity that they could not miss, as well as a chance to meet new people.

"I like taking up opportunities ... I like meeting new people, trying new things. I think I've always volunteered throughout my life ... and obviously this was a once in a lifetime opportunity and not something that you could put off till another year."

Volunteer Experience

Volunteer B was unable to undertake as many shift opportunities as they would have liked, due to the disruptive nature of their disability during 2017, which they also felt had limited their ability to make new friends (i.e. not being able to do sufficient shifts to see the same volunteers regularly). Despite this, their overall experience as a Hull 2017 volunteer had been very positive.

"Having been well for years and years and years, I've had a lot of health problems this year ... I will have been off sick for five months out of the year, so that's meant I haven't done anywhere near as much volunteering as I would have liked to do."

They said they enjoyed the training, felt valued by the Hull 2017 team and had been provided the opportunity to expand their cultural horizons, step outside their comfort zone, and talk to a wide range of visitors to the city. The IT skills they acquired were a point of real satisfaction.

"If you did the pod, they'd come and lock up and say, 'Thank you, everyone,' and we had a thank you ... party in City Hall ... There were thank you events anyway, with tea and cakes and things, that you could book onto."

Hull 2017, in their eyes, was the foundation for further positive change in the city.

"I don't think the city can go back to how it was. I think it's changed it forever."

Key Moments

Volunteer B had predominantly done shifts at the Ferens, Hull Maritime Museum and the pod at Paragon Interchange. They singled out *A Common Foe* at the Hull Maritime Museum, which told the story of the cod wars dispute as a highlight; whilst the opportunities to talk to people on shift were also hugely important.

"It's talking to people, which I like doing anyway."

Aside from this, they rejoiced in the overwhelming positivity that the city experienced during 2017, be it the enthusiasm and joy of residents and visitors; the changing narrative about the city within the media; or the opportunity to act as an ambassador for Hull to its many visitors.

"Seeing positive new stories about Hull, because Hull has in the past often had a very bad press, undeservedly I think, but it's good to see good news about Hull ... Good to see the city centre full, and people happy and enjoying themselves ... There's just been lots and lots of people around. And talking to lots of visitors when people have come to the hub at the interchange, and you've realised that people have come to Hull from all over the place for a weekend or for a few days to see what's going on."

Key Personal Outcomes

Volunteer B explained that they had benefitted from a great number of personal outcomes as a result of their experience as a Hull 2017 volunteer:

- New acquaintances amongst fellow volunteers

“I have come across people on several occasions, and I might have gone to something as a customer and seen other people that I'd volunteered with, either as other customers or in their volunteering uniform, in their volunteering role.”
- Increased knowledge and understanding of Hull and its past

“The [A Common Foe] exhibition in the Maritime Museum regarding the relationship between the Hull fishing trawlers and the Icelandic fishing trawlers, and the Cod Wars and that relationship. I didn't know very much about that, and that exhibition told me more about that.”
- Skills development, particularly IT skills acquired through the use of Better Impact and communication skills from talking to a diverse range of visitors

“I've got the hang of Better Impact, but I never really got the hang of the Facebook groups.”
- Positive attitude and behaviour shift towards arts and culture
 - Engagement with a greater number and diversity of arts and cultural experiences
 - Engagement with a greater number and diversity of cultural venues in the city
 - Greater risk-taking when choosing what to engage with
 - Increased knowledge and understanding of previously known artforms

“I've been to things that I wouldn't necessarily have been to before, and I've been a lot more... For example, I might quite often pop into the Ferens if I'm in town, but I very rarely popped into the Maritime Museum, and I've done that more. I've also never been to, or very rarely been to, Hull University Art Gallery, and I've been there a few times for different events... I've been to see shows as part of the Back To Ours that I wouldn't necessarily have thought of going to, and really, really enjoyed some things that I just thought, "Well, I'll give them a try"... It's broadened my horizons and given me the push I needed to go and see places and exhibitions that I wouldn't necessarily have been to.”
- Pride in their contribution to the Hull UK City of Culture 2017 story

“I feel a bit disappointed that my contribution couldn't have been a bit more, but yes, I'm proud to have been part of it, and very pleased to be able to have been part of it.”
- Commitment to volunteer beyond 2017

“I would hope to continue being part of whatever happens in future years.”

2.7. Society and Wellbeing

Numerous outcomes linked to the society and wellbeing impact area were evidenced through the research undertaken with Hull 2017 volunteers. The principal ones being:

- Friendship
- Greater sense of belonging to the community and city
- Confidence to join in and take part
- Skills and knowledge development
- Knowledge and understanding of disability
- Self-confidence and self-esteem
- Pride in their contribution to the Hull UK City of Culture Story
- Happiness and wellbeing.

Further details are provided in Sections 2.7.1 to 2.7.8.

2.7.1. Friendship

As with place making, many volunteers' motivations for getting involved as a Hull 2017 Volunteer stemmed from a desire to meet new people and make friends (see Section 2.3.2)

The focus group and case study research provide significant evidence that for many volunteers, this was a key outcome of their volunteer experience. These friendships varied from being acquaintances and people to say "hello" to, through to close friendships that volunteers would nurture.

**"I've made friends throughout the year, some of them are good friends, who I envisage being friends with for a long time."
(Volunteer: Focus Group Respondent)**

**"Friendship. I'm not short of friends anyway, but I've met a lot of different people."
(Volunteer: Focus Group Respondent)**

**"There's been a lot of social activities that have come out of being part of a volunteer community, but not just going out for a drink. I went to a fitness group and I made a friend, of a fellow volunteer, so we're going to get out and do all sorts of things."
(Volunteer: Focus Group Respondent)**

**"It was just a natural thing, and I never changed the person that I was from the start. I was just me. And I didn't feel like I had to. Because I've done loads about group-work and communication, and I'm just flabbergasted at how we've gelled and we've set up a Facebook page and we just get on."
(Volunteer: Focus Group Respondent)**

The main factor which allowed these friendships to form and develop was shared experience; either in terms of working together to achieve a common goal or having a new or challenging experience.

**"I've not really got many friends to be fair, but volunteering has made it really easy for me to make friends because we're all really in the same boat. We don't know anything about anybody really to start with."
(Volunteer: Focus Group Respondent)**

Research undertaken with community cast members for Flood and Land of Green Ginger's 7 Alleys, who were Hull 2017 Volunteers, also provided further evidence of this.

"It was family, we had all sorts on there ... I got lifts home ... Jill, she got me my first job, and Syeda she let me know about this play and now I've got a main role in it, and lots of other things."

(Volunteer, Flood Community Cast: Focus Group Respondent)

"It helped that we had a specific task to accomplish, because let's face it, we had a job to be getting on with, we were given instructions, so to an extent, it's kind of you want to make it a success, you don't want to let the side down, so you just get on with it. I think that does help, that it's a really clear focus and a limited time frame in which to accomplish it."

(Volunteer: Focus Group Respondent)

"I think because we were such a small group, we sort of just I don't know just became best friends, didn't we? All of us."

(Volunteer, Flood Community Cast: Focus Group Respondent)

It was also very common for these friendships to have been formed with individuals that volunteers would not otherwise have met. Particular reference was made in terms of the age of volunteers that they had made friends, as well as their background (including cultural, ethnic, educational and career).

"Taking Dave as an example. In my everyday life I probably would never have met him ever because our paths would never have crossed, the same with Jenny."

(Volunteer: Focus Group Respondent)

"What I didn't expect was for us to all be so close afterwards... I don't know if it was being isolated on the water for so long... We're all from different backgrounds and we just all had to bond, it was a necessity."

(Volunteer, Flood Community Cast: Focus Group Respondent)

This was supported by both the mid-year and end of year survey, where 97% of volunteers agreed or strongly agreed that they had interacted with people who they would not normally have interacted as a result of being a Hull 2017 Volunteer.

2.7.2. Greater Sense of Belonging to the Community and City

Volunteers were asked to what extent they felt like they belonged and felt "part of the story" as a Hull 2017 Volunteer (Figure 10). Around 9 out of 10 agreed that they felt like they belong and felt "part of the story" at both mid-year and end of year.

This sense of belonging and community was reflected very strongly in the focus groups and case study research, as volunteers reflected on how they would continuously bump into and acknowledge one another in public places.

"The fact that people, you would just be walking down the street and people would just go, "Hey!" And then you'd be somewhere else and just go, "Hey." Because you've seen someone else in blue and you might be streets across from each other but it's still, "Hey!" You know, and it's nice people just recognise each other."

(Volunteer: Focus Group Respondent)

"Being part of the community, we've always been a community, but I've never realised how brilliant it actually is."

(Volunteer: Focus Group Respondent)

“Just go out to the shop, go home put the telly on, but now you can go in town and if you see a blue coat they’ll wave at you, and it’s really nice. You don’t feel so lonely now, because these people, if you’re feeling fed up you can just come in town and that’s it there’s someone to chat to.”

(Volunteer: Focus Group Respondent)

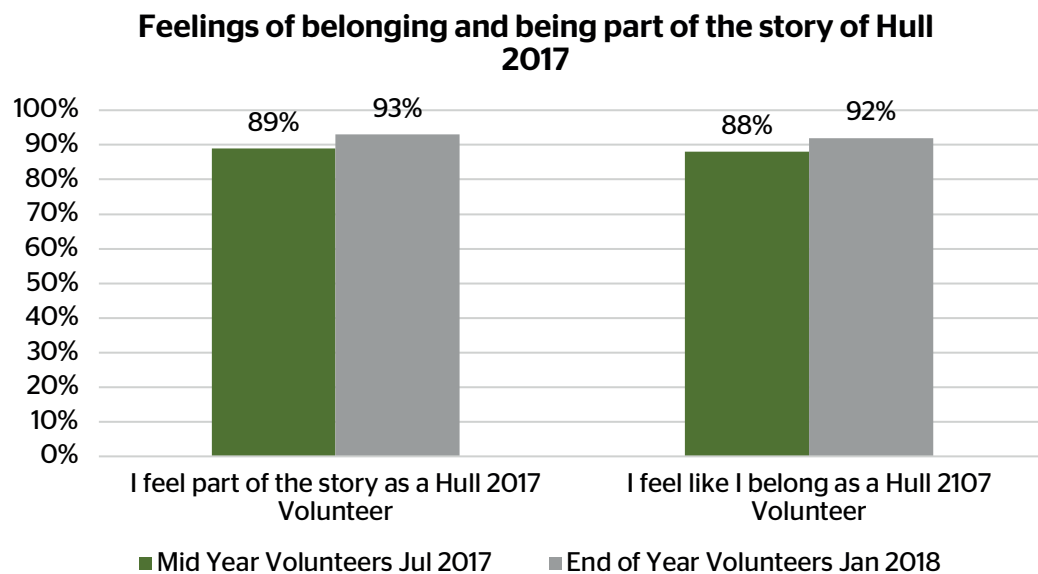
“I feel valued and a part of a very big, friendly and supportive community. Being a part of this will stay with me for life!”

(Volunteer: Volunteer Experience Survey)

“To be part of a community. I mean, I’ve been in small communities, but this is a big community; two and a half thousand people. Not that we’ve met, you know, we’ve met probably only a hundred each. But it’s just such a huge community and it’s a visible community. And lots of other people recognise the volunteer community.”

(Volunteer: Focus Group Respondent)

Figure 10: Sense of Belonging as a Hull 2017 Volunteer



Through interacting with people, they normally would not have interacted with, volunteers gained a greater knowledge and understanding of those with different life experiences and backgrounds, whilst also discovering the similarities they shared.

“Meeting a lot of different people, of different backgrounds and ages from all across the city, you may have had a perception before of a particular age group, or a particular area of Hull or something. But then you meet someone from that, and you realise they’re just the same as you, and that they’re doing the same thing. So I think trusting people is quite a big positive change. Yeah, learning about other people and their lives, and how it’s developed.”

(Volunteer: Focus Group Respondent)

“I think that’s the thing, since it’s been such an inclusive group of volunteers, we’re all people with all sorts of different issues or family problems or their own developmental problems, whatever. Everybody’s had the chance to grow in some way or another and come along and see what life can give to them.”

(Volunteer: Focus Group Respondent)

“How varied and widespread we all are, but then we put the blue coat on and we’re all equal.”

(Volunteer: Focus Group Respondent)

“I’ve enjoyed every time you go on a shift, you never know who you’re going to meet, who you’re going to talk to. I’ve had wonderful conversations with other volunteers and visitors. Just lovely, lovely conversations, which I wouldn’t have had normally.”

(Volunteer: Focus Group Respondent)

“Contact with people I would have not otherwise have met was positive, because certainly some of the age groups of volunteers. You’d spend three or four hours on a shift with someone who’s three times your age, therefore you wouldn’t normally do that. You wouldn’t get the opportunity to speak with, or engage with, those kinds of people.”

(Volunteer: Focus Group Respondent)

“People from all walks of life. Any walk of life you can think of, for the volunteers.” (Volunteer: Focus Group Respondent)

In addition to the social cohesion experienced within the Hull 2017 Volunteer Programme, many volunteers reflected on and felt proud of the way that the City of Culture year impacted on social cohesion more broadly – both at a city level and within communities. They were buoyed by the changes they witnessed from their unique perspective as volunteers.

“It’s made people, I think, it’s made people talk to each other more.”

(Volunteer: Focus Group Respondent)

“And my favourite event, I’ve had lots, but the one standout one for me, was at the end of the Pride week. I really enjoyed the Pride week. But the Duckie’s Tea party, I was one of the waitresses and it was very well run, it was colourful. And it was such a simple formula to invite members of the public to sit down, have half an hour with a scone, a cup of tea and a butter and just relax. And it put a smile on so many people’s faces and made them feel happy. And after couple of minutes, they were just talking to each other and taking selfies. And that made me feel happy because it was making everybody else feel embraced and part of it. And then, at the end, they had all of the confetti cannons and the entertainment and it was just a lovely, lovely afternoon.”

(Volunteer: Focus Group Respondent)

Other key findings that link to a sense of belonging to the community and the city are:

- 6 in 10 Hull 2017 Volunteers in the mid and end of year surveys (61% and 64% respectively) felt that being part of Hull 2017 had given them a voice in their community.
- 8 in 10 Hull 2017 Volunteers in the mid and end of year surveys (81% and 76% respectively) felt that their views were heard by other Hull 2017 Volunteers.
- 7 in 10 Hull 2017 Volunteers in the mid and end of year surveys (74% and 71% respectively) felt that they were able to challenge the ideas and perspectives of other Hull 2017 Volunteers.
- 5 in 10 7 Alleys Community Cast members, who were also Hull 2017 Volunteers (50%) said they felt more connected to the Preston Road community after taking part in the project.

When asked how much they felt that the general public had valued Hull 2017 volunteers and the Volunteer Programme:

- 91% gave a score of 4 or 5 out of 5
- Less than 1% gave a score of 0 or 1 out of 5
- The mean score was 4.50 out of 5.

Those who had undertaken more volunteering opportunities were more likely to feel that the general public valued Hull volunteers and the volunteer programme 'a lot' (a score of 4 or 5 out of 5).

- 97% for high engagers
- 91% for medium engagers
- 87% for low engagers.

Equally, in the end of year survey 94% of volunteers said they felt engaged or very engaged with the community of Hull, and only 5% reported feeling disengaged or completely disengaged from the community of Hull.

Within the focus group and case study research there was also a real sense that volunteers felt appreciated by the general public. Many shared stories of how they were personally thanked for their contribution by residents and visitors.

"It gives me confidence because the uniform is recognised, and people are really willing to talk to you about anything. You know, the number of life stories that I've heard from people because I'm a volunteer. I've met some really great people."

(Volunteer: Focus Group Respondent)

"Somebody had put that they'd ask their grandchild, 'If you were lost, what would you do?'" And they would look for somebody in a blue jacket. And I thought, "That's really nice that they would feel they could trust us." It's that trusting."

(Volunteer: Focus Group Respondent)

"Lots of the members of the public when you're in the pod, saying "You're doing a great job, really." You get a lot of praise that way."

(Volunteer: Focus Group Respondent)

"And the kids, and the kids that come up to you as well. "Have you been in my school? Was it you that came to my school?" It's just ..."

(Volunteer: Focus Group Respondent)

"The number of people that just come up and they even just, "Aw, thank you very much. You've done a wonderful job." You know, it's nothing to do with the exhibition or wherever you are. They just walk past and say, "You're doing a wonderful job, thank you very much.""

(Volunteer: Focus Group Respondent)

"I think the general public do value the volunteers. I think most people who live locally knows someone who is a volunteer. I think that's quite important, because it means they see that friend or relative do the volunteering, and they appreciate the time that is spent on that, and they see why people are volunteering. So, when they see a blue jacket, they know that's someone they can talk to safe, who's official if you like, but knows that they'll get an honest, correct answer. I think the public do show that back."

(Volunteer: Focus Group Respondent)

"I think the appreciation from the public has been loud and clear."

(Volunteer: Focus Group Respondent)

“One good thing is, on that end, like, waving them off, waving the Queen off. I just remember the people that were on that side and that side, they’re all cheering for the volunteers ... Never going to forget that in an instant.”
(Volunteer: Focus Group Respondent)

“I do feel that the people of Hull have accepted the [scandalous] blue people [Hull 2017 Volunteers] really well. They now have an expectation that wherever they see them, there’ll be something going on.”
(Volunteer: Focus Group Respondent)

“People do feel able to come and ask you anything when you’re wearing that blue. You can be walking to a shift, away from a shift, whatever. I think people feel comfortable asking you just about anything.”
(Volunteer: Focus Group Respondent)

Event leads too, were said to have shown great appreciation and reinforced the view to volunteers, that many of the projects delivered in 2017 could not have happened without their support.

“You get a really good thanks from the team leaders, like the team event leaders ... You just feel so appreciated all the time.”
(Volunteer: Focus Group Respondent)

“Some of the events you’ve done you get something through the post, like postcards from the Land of Green Ginger, or a pin badge or just an email saying thanks for your support, which is nice.”
(Volunteer: Focus Group Respondent)

“I think some of the projects that turned round the city say we couldn’t have done this without you. Some just say it, and you think, “Oh yes you could”, but the others they mean it, they could not have done some of these projects without us, and that’s really lovely.”
(Volunteer: Focus Group Respondent)

2.7.3. Confidence to Join in and Take Part

Volunteers were asked how, in general i.e. not in the role as a volunteer, but day-to-day, their confidence to attend or take part in a variety of activities have been affected. There was agreement from all volunteers that confidence had increased to varying degrees in relation to all activities.

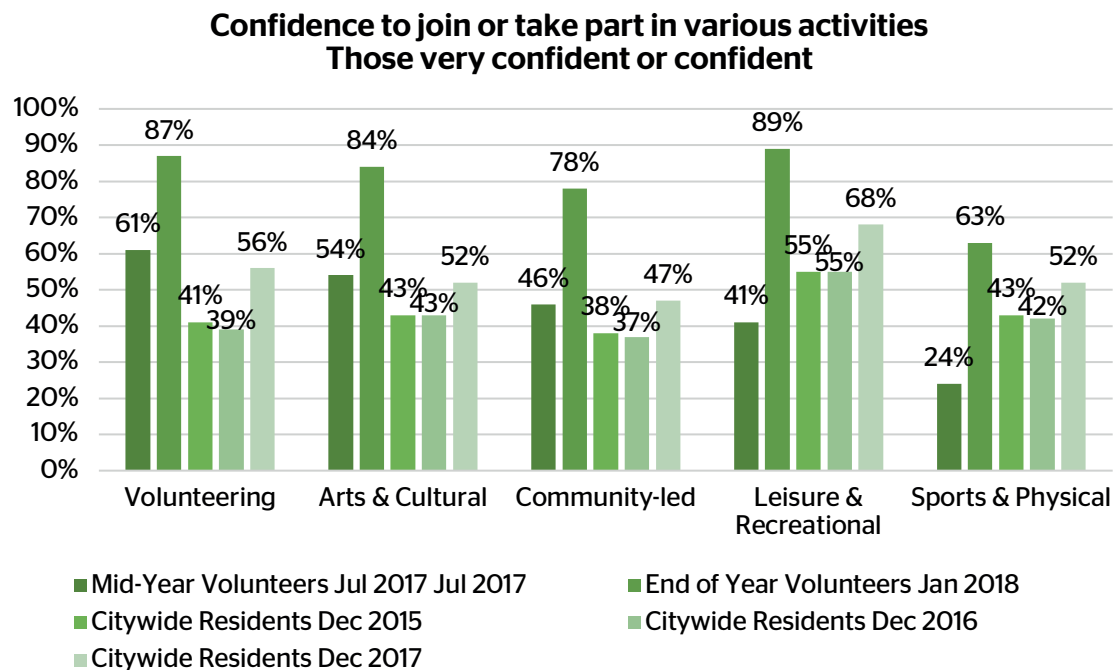
Figure 11 compares residents and volunteers’ confidence in joining in or taking part in various activities. It shows that volunteering for Hull 2017 initially had the most positive impact on confidence to join in or take part in volunteering and arts and cultural activities. By the end of the year volunteer confidence in joining in or taking part in all areas has significantly increased.

The same pattern can be seen, to a lesser though still significant extent, in residents’ levels of confidence via the Citywide Residents Survey results.

Volunteers were also asked how, as a result of their volunteering experience with Hull 2017, they felt their confidence in attending or taking part in the variety of activities had changed. There was agreement from many volunteers that confidence had increased to varying degrees in relation to all activities as the list below shows:

- Volunteering - 62% increased confidence
- Arts and Cultural Activities - 63% increased confidence
- Community-led Activities - 52% increased confidence
- Leisure and Recreational Activities - 46% increased confidence
- Sporting and Physical Activities - 31% increased confidence.

Figure 11: Confidence to Join In or Take Part



Feedback from the focus group and case study research provides examples of activities people had gone on to take part in, which they said was inspired by their time as a volunteer (further examples are given in Section 2.7.4).

“I’m going to back to college to retrain to be a teaching assistant. And I don’t think I’d have done that because at one point you think you’re just a mum and now I’m not just a mum, being a volunteer for Hull 2017 is, I don’t know what it’s done. But it’s done something. I love it.”
(Volunteer: Focus Group Respondent)

“I want to be out there doing stuff. I can do it.”
(Volunteer: Focus Group Respondent)

“It got me back into acting, I’m starting tonight rehearsing for a village Christmas play ... I think it’s more or less, just got me back into acting.”
(Volunteer, 7 Alleys Community Cast: Focus Group Respondent)

“I think for me, I’ve done the performing before, that wasn’t in itself the issue, but I think the physicality of it, I don’t think I was that confident in being physically involved in a production ... I’ve just signed up for a dance thing for the LGBT event, and before now, I might have thought “oh yeah I can dance, but ...”
(Volunteer, 7 Alleys Community Cast: Focus Group Respondent)

“It just made me think you can achieve something no matter what age or ability you are. You think you fit into that system, you put yourself into a box, and you think, well I won’t do x, y and z because I’m scared of such and such, and it teaches you to not be scared to try something just because you might be trying something that you think is outside your box.”
(Volunteer, 7 Alleys Community Cast: Focus Group Respondent)

In addition, 9 in 10 volunteers (92%) in the end of year survey agreed or strongly agreed with the statement ‘thinking about the volunteering I did as a Hull 2017 Volunteer, it made me feel that people can take action to improve their community’.

Volunteer Fact File: Brian

Name: Brian Page
Age: 48 years old
Gender: Male
Joined programme: March 2016
Number of shifts: 26
Employment status: Employed



Motivation to Volunteer

Brian always intended to get involved in the City of Culture year should the city win the title, but it was his daughter (who later went on to work for Hull 2017), who reminded him and encouraged him to apply to be a Pioneer volunteer.

"I lived in Southampton for seventeen years, and when I came back to Hull and we knew we were going in for the Hull 2017, that I thought if we win it, I'd like to get involved in it ... I'd completely forgot, and my daughter said, 'Dad, why don't you be a volunteer?' So, I said, 'What for?' She said, 'The Hull 2017 that we've got ... why don't you be a pioneer?'"

Volunteer Experience

Due to his employment, Brian was unable to undertake as many shift opportunities as he would have liked.

"Like anything else, I'd like to do a little bit more but with work commitments, I had to just ease off at the end of it."

Despite this, he was overwhelming positive about the opportunities he did have, especially how he had felt part of a team of like-minded people pulling together for a common cause; and how valued he had been made to feel by both Hull 2017 staff and the host organisations he supported.

He shared how he had made a number of new friends, and how he had been particularly inspired by one volunteer, who had great warmth and a passion for the city.

"There is one girl and she's a bit loud, but I've known her for a while now. She's a lovely ... she's got a heart of gold. She's a disabled lady, I don't know how old she is. I've been on volunteering with her a few times and she's just passionate about Hull."

Brian spoke passionately about the positive change in the city and community as a direct result of Hull 2017, which he had witnessed through his volunteer journey.

"Two, three, maybe four years ago you'd go to the city centre and it was like, it's rubbish here, there's nothing opening, everything's closed. But the City of Culture just brought something special back to the buildings, back to the atmosphere."

Key Moments

Brian had an extremely strong feeling of being part of the story. Linked to this was his delight at having been selected as a Pioneer Volunteer and then later a Leader Volunteer.

"From the interviews and then when they said to me, 'You're not going to be a Pioneer, you're going to be a volunteer team leader,' and I was just buzzing after that."

The community affirmation, particularly from school children and local residents was a key highlight for Brian and the opening event *Made in Hull* moved him to tears.

“Helping the young kids ... Going around the schools, getting them all excited. And then you see them again when they’re actually at the events and they go, “Hi, Mr. Volunteer. I’m here!” ... *Made in Hull*, I believe I’m a tough guy, but I had tears in my eyes and I still see it now. It still gets me, and I love it, I love that.”

Key Personal Outcomes

Brian shared a number of personal outcomes that came about as a result of being a Hull 2017 volunteer:

- New friendships with fellow volunteers

“The biggest thing for me was meeting new friends. Meeting new friends, meeting people who are not from Hull who were volunteers.”

- Increased knowledge and understanding of Hull and its past

“I mean you go in the town, you go to the shops, you go home ... But when you dig deeper into it and you find the history, what’s happened to the buildings, why that building got blown up and why that one didn’t, why it’s still standing and the history behind it, how many bombs did actually hit the city centre, the fishing industry. It was just mind-boggling, it really was.”

- Skills development, particularly team working, communication and leadership skills

“I communicate better ... The ability to do things on my own, ability to do things with a team.”

- Growth in self-confidence and self-esteem, especially having been selected as a Leader Volunteer

“My self-esteem as well, because I talk a lot, but then I go shy when something’s not going right. But when you’ve got a good team behind you, they pick you up, “Come on, let’s soldier on”, and keep going and it was great.”

“Self-confidence ... Getting in there and then getting a team behind you. Well, I’ve worked with teams before, but these were teams who are really excited and get you excited.”

- Positive attitude and behaviour shift towards arts and culture
 - Increased knowledge and understanding of arts and culture
 - Realisation that arts and culture is “for the likes of me”

“Wouldn’t have had a clue. What is culture? What is that, culture of art and everything else? I know it sounds rude and that, but I didn’t have a clue and it was just what the hell are you talking about? You’re talking a different language to me. But now, I see now what culture is and it’s opened my eyes ... Art and culture’s whatever you want it to be.”

- Pride in their contribution to the Hull UK City of Culture 2017 story, including interactions with the media

“I had my picture taken so many times, it was brilliant. Absolutely brilliant. I’ve got the first picture on my wall when we’re cheering down in the train station with our arms up in the air. I’ve got that on the wall now. I’ve been on the news, been on the Calendar News ... interview on Radio Humberside. I’ve had a lot of interviews on the radio and I was so excited, so excited.”

- Greater sense of belonging to the city and its community

“Everybody’s just talking about it and when it’s done and completed, it’s like, “That was brilliant. I didn’t think I was going to see anything like that.” ... Your next-door neighbours are talking about what’s coming... and you say, “This is going to be happening. That’s going to be happening.” Yeah, everybody just talks about it.”

- Commitment to volunteer beyond 2017

“I’ve put my name down again for the next two years.”

2.7.4. Skills and Knowledge Development

Over three quarters (77%) of volunteers felt that as a result of their overall experience as a Hull 2017 Volunteer they have gained skills that can be used in other parts of their lives.

Respondents who had undertaken 50 or more volunteering opportunities were more likely to feel that they had gained skills that can be used in other parts of their life:

- 87% for high engagers
- 72% for medium engagers
- 78% for low engagers.

In the mid-year survey volunteers were asked to state what the main skills and knowledge were that they had gained as a result of their experience as a Hull 2017 Volunteer so far. The most common answers were:

- Communication skills
- Interpersonal skills
- Knowledge of Hull's history
- Social awareness, especially disability awareness
- Increased personal confidence
- Knowledge of what Hull has to offer as a city
- Artistic and creative skills
- Customer service skills
- Tolerance, patience and understanding.

Volunteers participating in the Masterclass research were asked 'In what way(s), if any, have you used what you learnt in these masterclasses in your day-to-day life?'. The ways most often mentioned by respondents included:

- Greater confidence in talking to others and sharing knowledge
- Changes in attitude, such as being more open-minded, patient, and tolerant in dealing with other people
- Greater openness to new ideas and trying new activities/crafts
- Greater awareness of diversity and equality issues, and issues surrounding disability and dementia
- Breathing techniques, both personally and in helping other people.

Two-fifths (40%) of volunteers also agreed with the statement 'my volunteering experience with Hull 2017's Volunteer Programme has prepared me for the workplace or improved my skills at my current place of work'.

Volunteers responding to the end of year survey were also asked whether they felt that participating in the Hull 2017 Programme had improved their leadership; around 1 in 4 (38%) agreed that it had improved as a result.

The qualitative findings support the above findings, with volunteers unanimously saying they had learnt a lot as part of their experience and enjoyed doing so.

"Communication skills I put, because if you're engaging people to be a part of something, you've probably got only a few seconds to talk to someone and engage with them."

(Volunteer: Focus Group Respondent)

Another common theme within the focus group and case study research findings was an increased confidence in dealing with the public as a result of being a Hull 2017 Volunteer. Many felt that this was something they had been able to transfer to other areas of their lives.

“For me it’s been more about the people skills and that sort of side of when you’re at work you’re in that environment and the skills that we’ve had to use have been so completely varied and the way that you’ve had to deal with people has been a lot more dynamic, which then you can translate to go back to work and just thinking right well I’ve got an awful lot more skills.”
(Volunteer: Focus Group Respondent)

“Engaging with people and being able to speak to people, and spending an evening with a stranger and getting to know them and things, I think that’s really ... They’re interested to learn about you as well. So, I think that’s really a positive change.”
(Volunteer: Focus Group Respondent)

“You use the skills you’ve got, and you gain so many more by doing that. The meet and greet aspect is easy peasy lemon squeezy now, isn’t it? You talk to anybody.”
(Volunteer: Focus Group Respondent)

“It’s just, I look at myself and the progress that I’ve made. I’ve got no fear. When I’m out with my uniform on, I’ve got no fear of going up to somebody and talking to them and I think those skills, I’m hoping those skills will stay with me. But to be freer in talking to people.”
(Volunteer: Focus Group Respondent)

“I am experienced now in dealing with different people, including working within a team, managing relationships and the general public, of which I have now spent a lot of time dealing with different sorts of people amongst the general public, disabilities and ethnicity for example.”
(Volunteer: Mid-Year Volunteer Survey)

“Volunteering has made me feel valued and in return I have developed greater empathy and understanding of others.”
(Volunteer: Mid-Year Volunteer Survey)

Many also actively participated in projects as members of a community cast or community chorus. Particular projects mentioned included Duckie’s Summer Tea Party as part of the LGBT50 celebration; 7 Alleys, one of the Land of Green Ginger Project; One Day, Maybe; and Flood. Many of these projects allowed volunteers to learn or develop specific skills related to the event.

“I think performance as well. An awful lot of us have performed something, and with confidence for the first time, in stuff that we would have never ... Especially in Land of Green Ginger because you would have to be in that character for six hours at a time.”
(Volunteer: Focus Group Respondent)

“I can throw accurately now, I’m serious, so I’m quite proud of myself, I can throw accurately whilst kneeling in a rowing boat!”
(Volunteer, Flood Community Cast: Focus Group Respondent)

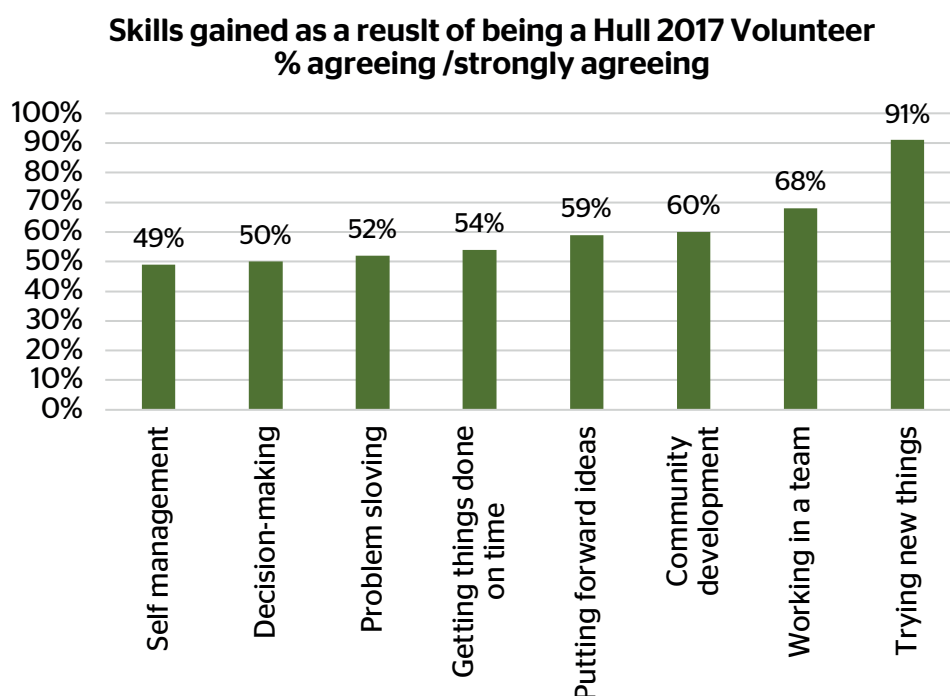
Average scores for the change in level of confidence about the subject of the masterclass, as a result of attending, were generally good, in excess of 4 out of 5 (on a scale where 0 = Much less confident and 5= Much more confident).

The masterclasses that produced the greatest average increase in confidence were:

- Knowing Hull Walking Tour (4.5 out of 5)
- Arctic Corsair Museum Tour (4.5 out of 5)
- Introduction to Hull History Centre and Archives (4.4 out of 5)
- Disability Awareness - Hull (4.4 out of 5)
- LGBTQ Awareness - Uni of Hull (4.4 out of 5)

In the end of year survey volunteers were asked about particular skills they had gained during their time as a Hull 2017 Volunteer (see Figure 12). 9 out of 10 respondents (91%) have been trying new things.

Figure 12: Skills Gained as a Hull 2017 Volunteer



In addition, results from the end of year Hull 2017 Volunteer survey demonstrated how the volunteering experience has motivated volunteers in other ways (Table 16).

Table 16: Changes in Behaviour Amongst Volunteers

	End of Year Volunteers Base: 385
I am taking up / have taken up new social activities	45%
I am getting / have got more involved in my local community / community projects	37%
I am starting / have started a new job, or getting a promotion	16%
I am setting up / have set up my own charity, social enterprise or business	4%

Qualitative research findings back this up with many volunteers talking about how they had not only tried new things as part of Hull 2017 but how they had been inspired to get involved with activity beyond the volunteer programme.

Some said they were now learning a new language, doing an art class, or had joined a local heritage group. Others talked of exploring new careers or job opportunities as a result of their learning and experiences.

“Given me more new experiences than I could have hoped for. Pushed me out of my comfort zone.”

(Volunteer: Volunteer Experience Survey)

“I certainly have done more than I ever thought I would. I volunteered on things, on various shifts that I never thought I’d do. So, it’s really brought me out of my shell.”

(Volunteer: Focus Group Respondent)

“I feel like I didn’t want the momentum to drop. So, I end up joining the nautical theatre society. It’s just to make sure I don’t stop.”

(Volunteer: Focus Group Respondent)

“In some ways I think of it as an insight into doing a different job from my day job. Something that’s completely different, something you would probably never have the opportunity to do, or never think that you would be capable of doing.”

(Volunteer: Focus Group Respondent)

“It’s developed new skills, or in fact, you’ve found out new skills, found out what you want to do, you know? Find out what interests you might have that you didn’t know you have.”

(Volunteer: Focus Group Respondent)

“I’ve got career aspirations. It’s sort of opened my eyes to a number of different career paths that I could possibly take.”

(Volunteer: Focus Group Respondent)

“It’s not got me an interview for a job in the arts, but it’s got me an interview for a job in the trust where I work that is on a higher band.”

(Volunteer: Focus Group Respondent)

“I got the chance to take redundancy last year, but if I hadn’t done volunteering I wouldn’t have had the confidence to take it, because I would have thought, “What am I going to do?”, but because I’m volunteering, I realised all the skills I had. So, at the end of the year I took redundancy and now I’m looking to make a change in my career.”

(Volunteer: Focus Group Respondent)

2.7.5. Knowledge and Understanding of Disability, Equality & Diversity

The training provided by Hull 2017 in relation to disability, equality and diversity has had a positive impact on the knowledge, understanding and confidence of volunteers who attended. The majority of the quantitative feedback is focussed on disability, though there is some information relating to equality and diversity.

Volunteers were asked in the end of year survey whether they had attended the following masterclasses or specialist training in relation to disability and additional needs. Over two-thirds (68%) attended one or more of the training sessions with diversity being the most well-attended (37%); followed by disability awareness (28%); and LGBTQ Awareness (28%). Details of attendance at the other training courses can be seen in Table 17.

Table 17: Equality Based Training (Masterclasses)

Masterclass Title	% of survey respondents who attended
Diversity	37%
Disability Awareness	28%
LGBTQ Awareness	28%
Dementia Awareness	15%
Mental Health Awareness	14%
Looking After Yourself	14%
Emotional Wellbeing	10%
Looking After Others	9%
Access	8%
Assisted Performances	7%
Visual Awareness	5%

Those Hull 2017 Volunteers who attended masterclasses were also asked 'In what way(s), if any, have you used what you learnt in these masterclasses when volunteering for Hull 2017?'. The most frequently given comments included those linked to a greater awareness of diversity and equality issues and issues surrounding disability and dementia.

Hull 2017 Volunteers attending the Disability Awareness Masterclass Training (113 in total) also reported increases in understanding of disability as a result of the training (Table 18).

Table 18: Knowledge and Understanding of Disability

	% agreeing/agreeing strongly
Increased understanding of the different types of disability, both physical and hidden	79%
Increased understanding of how different types of disability impact on individuals' lives	83%
Have increased understanding of the Equalities Act from a personal perspective	68%
Have increased understanding of the Equalities Act from a legal perspective	75%
Have increased understanding of the difference between the social and medical model with regard to disability	61%

In the end of year survey volunteers were asked to rate their current knowledge and understanding of a number of areas relating to disability as a result of the Hull 2017 Volunteer Programme. On a scale of 0 to 10, where 0 was no knowledge and 10 was extensive knowledge:

- 27% scored knowledge and understanding of inclusive language as 9 or 10
- 18% scored knowledge or understanding of the different types of disability both physical and hidden as 9 or 10
- 17% scored knowledge or understanding of how different types of disability impact on individuals' lives as 9 or 10
- 15% scored knowledge or understanding of disability rights and law as laid out within the Equalities Act 2010 as 9 or 10
- 11% scored knowledge or understanding of the social model of disability and the medical model of disability as 9 or 10.

When asked to what extent their knowledge or understanding of all these aspects of disability had increased as a direct result of being a Hull 2017 Volunteer, 14% of respondents gave a score of 9 or 10 out of 10. The mean was 5.29 out of 10.

Volunteers were also asked how confident they felt about communicating with people who have different types of disability and talking about disability as a result of the Hull 2017 Volunteer Programme:

- 79% of respondents felt confident or very confident communicating with people who have different types of disability as a result of the Hull 2017 Volunteer Programme.
- 72% of respondents felt confident or very confident talking about disability as a result of the Hull 2017 Volunteer Programme.

Similar results were found in the results from those attending the Disability Awareness Masterclass Training:

- 76% agreed that they felt better able to communicate with individuals with a disability and more confident in talking about disability.
- 41% agreed that they had changed their attitude and behaviour towards disability and/or individuals with a disability.

The main changes in attitude and behaviour were:

- More confidence in dealing with people with disabilities, e.g. not being afraid to ask whether a person has a disability that is not visible or obvious
- More understanding and greater awareness of the problems faced by people with disabilities.

In addition to the masterclass training, working alongside volunteers with a disability and/or life limiting illness was another of the key ways that greater knowledge and understanding of different disabilities had been attained and/or volunteers' perceptions of what people with disabilities were able to do had been challenged.

“Understanding disabilities, that's a really positive change, I think. Certainly, through the training, again ... Being shown the range of disabilities that there are. It's not just someone in a wheelchair. Throughout volunteering you come into contact with a lot of people with a lot of different disabilities. In talking to them, I think you learn a lot about it, whereas normally you wouldn't speak to people. You may see people with different disabilities on the street, and some disabilities you don't see until you get into conversations with people. So, I think that's certainly been a really positive change.”
(Volunteer: Focus Group Respondent)

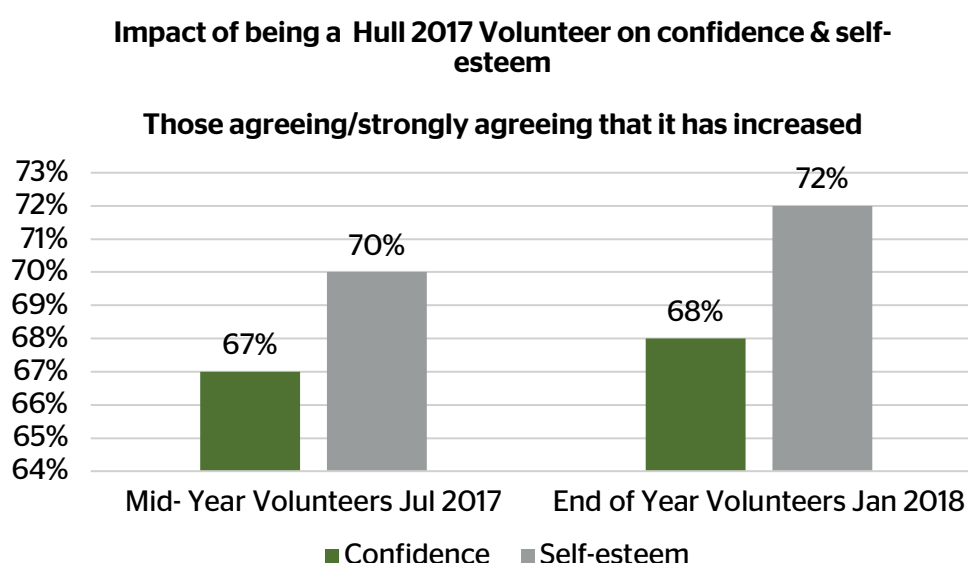
“Yeah because I’ve never really come across anything to do with people with disabilities really before. So, you know I went on the disability awareness masterclass, so I learnt quite a bit from that.”
(Volunteer: Focus Group Respondent)

“More of an understanding of just what people with disabilities can actually do. Because we’ve got some fantastic volunteers and it’s amazing to see them on a shift with everybody else.”
(Volunteer: Focus Group Respondent)

2.7.6. Self-confidence and Self-esteem

Volunteers responding to the mid-year and end of year evaluations were also asked whether there had been an improvement in their overall confidence and self-esteem since joining the Hull 2017 Volunteer Programme. As Figure 13 shows, around 7 in 10 respondents in both surveys reported an increase.

Figure 13: Self-confidence and Self-esteem



Increases in confidence and self-esteem were considered the key benefits by focus group and case study volunteers, even those who considered themselves to have professional skills and experience felt it had benefited them personally in these areas. There was an extremely clear message that for many the experience had been life-changing in terms of their personal development.

“I’m so grateful that I am a volunteer. I’ve gained so much confidence.”
(Volunteer: Volunteer Experience Survey)

“I was the type of person who couldn’t go anywhere on my own, and I knew that if I did this, I would have to make that step and go out there on my own and meet people and talk to people I never would, and it’s worked. I got more confidence.”
(Volunteer: Focus Group Respondent)

“Yeah that contact with people you wouldn’t otherwise have met comes in with self-confidence, that confidence in talking about the city, the artwork you might be working on at the time, you build up that knowledge just having the confidence to deliver to people who are quite often well-read and from the arts world.”
(Volunteer: Focus Group Respondent)

“Self-confidence, that came. But you can’t learn that, you can’t be taught that, you have to be put in that situation. I think that, that’s helped with my work, career if you like. Working with different colleagues, and clients and things like that. So that’s probably the biggest thing, being put into those situations where you have to, you don’t have a choice to talk to people, because that’s what your job is, if you like, your volunteering job is. So, I think that’s really big.”

(Volunteer: Focus Group Respondent)

“I found it was a massive self-confidence boost.”

(Volunteer: Focus Group Respondent)

“We think we’re amazing, talented, we can do anything!”

(Volunteer: Focus Group Respondent)

Some volunteers also reflected on how they witnessed other volunteers flourish through the experience.

“When you sort of volunteered with somebody early on in the year and then you don’t see them for ages and ages, and then the next time you see them you think, “Wow, you’ve blossomed.” Particularly some of the younger volunteers, but not just the younger volunteers.”

(Volunteer: Focus Group Respondent)

Volunteers provided multiple examples of how the building of their self-confidence and self-esteem had also increased feelings of positivity and a desire to challenge themselves.

“My self-esteem has grown, I enjoy waking in the morning, feeling more motivated to wake up in the morning.”

(Volunteer: Mid-Year Volunteer Survey)

“That ability to step outside your comfort zone and succeed.”

(Volunteer: Focus Group Respondent)

“I think it’s not just about confidence. Courage is the word. It’s probably, I was a confident person before. It’s given courage to do more things and different things and talk to different people.”

(Volunteer: Focus Group Respondent)

“If you’re a confident person, you’ve boosted ten times more. It’s just an incredible feeling, something you can’t really describe.”

(Volunteer: Focus Group Respondent)

Members of the Volunteer Programme Team also observed and received direct feedback in regard to how volunteers had grown in confidence through their experiences as a Hull 2017 Volunteer.

“The number of volunteers that have told me that they’ve grown in confidence is great. Quite recently, we ran some workshops along with the National Career Service ... We ran quite a few sessions and I asked every group kind of on each table, “What are the things you’ve learned?” Expecting maybe that they would say things like communication skills, teamwork skills ... some of that came out, but every single time, people were talking about the confidence that they’ve grown and what they’ve realised about themselves that they were able to do.”

(Volunteer Programme Team Member)

Volunteer Fact File: Carolyn

Name: Carolyn Waudby
Age: 54 years old
Gender: Female
Joined programme: March 2016
Number of shifts: 97
Employment status: Employed



Motivation to Volunteer

Carolyn determined she would volunteer for Hull 2017 from the moment it was announced that Hull would be UK City of Culture in 2017. Her personal connection to the city and the opportunity the year provided to showcase Hull to the rest of the UK and beyond was the driving force.

“My question would be the other way around. Why wouldn't you get involved? It's your home city. Anything and everything is covered by culture. I just can't imagine why you wouldn't want to be involved or be part of it.”

Volunteer Experience

Because she was employed, Carolyn was limited in getting involved as much as she would have liked. It also meant she missed out on a number of events and projects that she was interested in because she was not able to keep an eye on when shift opportunities were announced.

“I think Better Impact has been really good, it's been really useful. The only thing is I can't sit twenty-four hours a day watching it in case something comes up, and some people can.”

She praised the volunteer training as a key opportunity for volunteers to come together and get to know each other.

“The training has been really good. Most of it has been really appropriate and direct, but it really gives volunteer's an opportunity to come together. It's not just about what you're learning it's about who you're meeting.”

Carolyn's experience of the other Hull 2017 volunteers was hugely positive, as were her dealings with the Hull 2017 team and host organisations who she said made her feel valued.

“I think there's some real inspirational ideas, and things that have come from the volunteer community... Feeding ideas from people, and off people.”

“The [Hull 2017 team] apologise if they can't remember your name at the minute they see you ... They always go out of their way to make sure that they speak to you, that you're welcomed, that they check your welfare - sometimes just come around and have a little chat, so you're all part of the same team. Yeah, yeah, I think they've been great. A really strong team.”

The wider community of Hull were also praised by Carolyn for the way that they opened themselves to trying new things, engaging more with their city, and their general enthusiasm.

“We had people turn out to events that they'd never been to before and would not have normally gone to. The people of the city have been really supportive of City of Culture, and they've been to lots of diverse things.”

Key Moments

Carolyn had two stand out experiences – the *Made in Hull* opening event and taking part in Spencer Tunick's naked group photo *Sea of Hull*. These were life affirming moments and memories for her.

“It has to be *We Are Hull*, right at the beginning of year. It was the most amazing, breath-taking experience. I don’t even know if I can put it into words. I think watching the audience, and how they received this, and their feedback, it was absolutely amazing. It was about their city. It was just about bringing it all together.”

“I stripped naked in my home city covered in blue paint. That’s not something that I would ever do. I didn’t tell anybody I was doing it, I just went off and did it ... It was very odd, it was a very surreal experience. I’m glad I did it.”

Key Personal Outcomes

Carolyn becoming a Hull 2017 led her to buy a car and drive for the first time in more than thirty years.

“I’ve been a motorcyclist all of my adult life from being sixteen, and I’m now quite a lot older than that... I got knocked off my motorbike a couple of months ago, and I’m now not able to walk properly. I’m really struggling with loads of different things... I’m driving again for the first time in about thirty years. That’s because I don’t want to miss out on stuff that’s coming up. I had no interest in driving.”

She also experienced several other personal outcomes as a result of being a Hull 2017 volunteer:

- New friendships with fellow volunteers

“I’ve met all sorts of people that I will keep in touch with. I’m not one for keeping in touch with people, I’m not bothered about keeping in touch with people. People come and go and that’s the way it is. But actually, yes, I have met people that I will be keeping in touch with, or doing events with, or meeting up with from time to time.”

- Meeting a diverse group of people, she would never otherwise have met

“I have worked with people from a wide range of backgrounds ... These are people I would not have normally met. These are people that don’t live anywhere near me, they’ve got different hobbies to me, different interests to me, or so I thought. Big city, you randomly come across people that actually you have some commonality with.”

- Increased knowledge and understanding of Hull and its past

“I think I’ve learnt more about some bits of history and the heritage. I think there were other bits that I still need to know more about or want to go on and look for.”

- Positive attitude and behaviour shift towards arts and culture
 - Increased knowledge and understanding of arts and culture
 - Realisation that artforms not previously experienced are “for the likes of me”

“I would have told you that I don’t like the ballet. Actually, I love classical ballet. I would have told you that I found opera difficult, although I’ve always enjoyed it.”

- Pride in her contribution to the Hull UK City of Culture 2017 story

“I am part of the story. City of Culture is part of my story, I think it’s a bit intertwined... I’ve been really involved in lots of things that I didn’t expect to be involved in. Not just in 2017, but in 2016 and the run up to that as well. Yeah, I just think I feel really part of it.”

- Commitment to volunteer beyond 2017 and to encourage others to volunteer

“There’s obviously a company set up from this, that is going to include some volunteering, which I am going to be part of. I do have a regular volunteer commitment, but I’ve put on hold for the last eighteen months ... I would like to go back and have another look at that, and see how I can move my role a bit ... I work with young people and I’m really interested in getting them involved in volunteering as well.”

2.7.7. Pride in Contribution to the Hull UK City of Culture 2017 Story

A number of questions asked within the end of year survey provided evidence that being a Hull 2017 Volunteer had positively impacted on individual's pride in their contribution to the year, the community and the city:

- Almost all (98%) were mostly or very proud of their contribution to the community of Hull, generally
- Almost all (97%) agreed or strongly agreed with the statement 'As a Hull 2017 Volunteer I was able to make a difference/positively change the lives of local people'
- 9 in 10 (88%) agreed or strongly agreed with the statement 'I have a stake in society'
- 6 in 10 (65%) agreed or strongly agreed with the statement that 'As a Hull 2017 Volunteer I was able to make a difference/positively change my city'.

Both the focus group and case study research provided further insight into why volunteers felt this way.

**"I don't think as individuals we could make too many changes ... but as a whole, a collective, made a massive difference."
(Volunteer: Focus Group Respondent)**

**"Everybody who took part should be proud of their little bit. Because we all had one little bit which on their own was nothing. When you put them all together those little bits grow into something magnificent and that's what we all did. That's what we should be proud of, not what I did, not what you did but what we did."
(Volunteer, Flood Community Cast: Focus Group Respondent)**

**"Volunteers can change perceptions through conversations ... It's as if the person is having a conversation with the city, because the volunteers are representing the city."
(Volunteer: Focus Group Respondent)**

**"I think we've made a difference ... I think we may well have made a pretty long-term difference at Bransholme in particular. When you get the engagement of those communities, that's when you get the positivity coming through. They feel pride in their city now and they're engaged."
(Volunteer: Focus Group Respondent)**

Equally, being able to print shift reports off, volunteers were able to reflect on how much they had done.

**"Sense of achievement and self-esteem. I'd put self-esteem and self-confidence together."
(Volunteer: Focus Group Respondent)**

**"It is literally an amazing trip down memory lane. You astound yourself at actually how much you have done."
(Volunteer: Focus Group Respondent)**

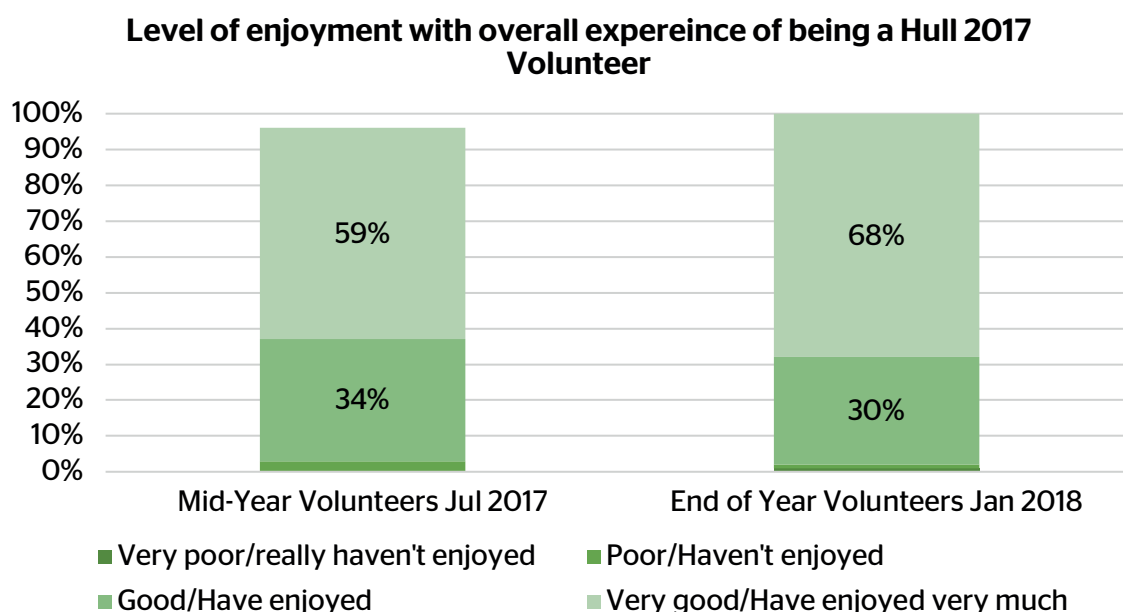
**"You've got a sense of achievement because basically the whole last year has been like a massive achievement."
(Volunteer: Focus Group Respondent)**

**"Sense of achievement ... Because looking back and seeing what you've done, because you do forget."
(Volunteer: Focus Group Respondent)**

2.7.8. Happiness & Wellbeing

When asked to rate their level of enjoyment in their overall experience as a Hull 2017 Volunteer in the mid-year survey 93% of volunteers stated good or very good when asked; by the end of the year this had increased to 98% (see Figure 14).

Figure 14: Enjoyment Being a Hull 2017 Volunteer



Base: Mid-Year (334), End of Year (385)

This high level of positivity towards the overall experience of volunteering for Hull 2017 was confirmed via the focus groups and case study research.

"I enjoyed every minute. I've tried to get as many different as I possibly can rather than sticking with the same ones. And I've enjoyed every one of those."
(Volunteer: Focus Group Respondent)

"It's been great, you give one hundred percent and you get one hundred and fifty back. It's much more enjoyable. I did it to give really but you receive much more and enjoy much more ... Best thing I ever did."
(Volunteer: Focus Group Respondent)

"I wish I could do this as a full-time job!"
(Volunteer: Focus Group Respondent)

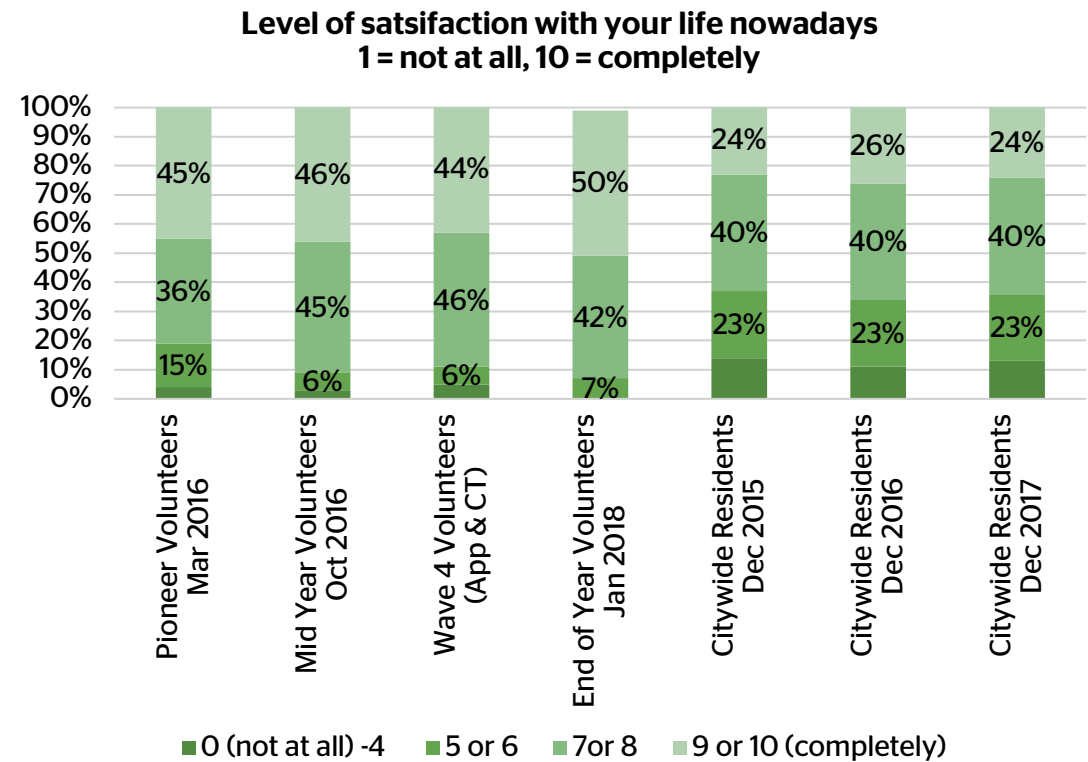
Equally, the high level of likelihood that volunteers would recommend volunteering with Hull 2017 to family and friends was further affirmation of their enjoyment, with an average score of 9.1 out of 10.

A number of questions, taken from the national ONS survey, were asked of both volunteers taking part in the Hull 2017 Volunteer Programme and of residents of Hull in the three Citywide surveys conducted pre, during and post Hull's UK City of Culture 2017 year.

The results in the chart below show that Hull 2017 Volunteers report much higher levels of satisfaction with their life than residents, with around double the number of volunteers rating their satisfaction as a 9 or 10 where 0 = not at all and 10 = completely satisfied.

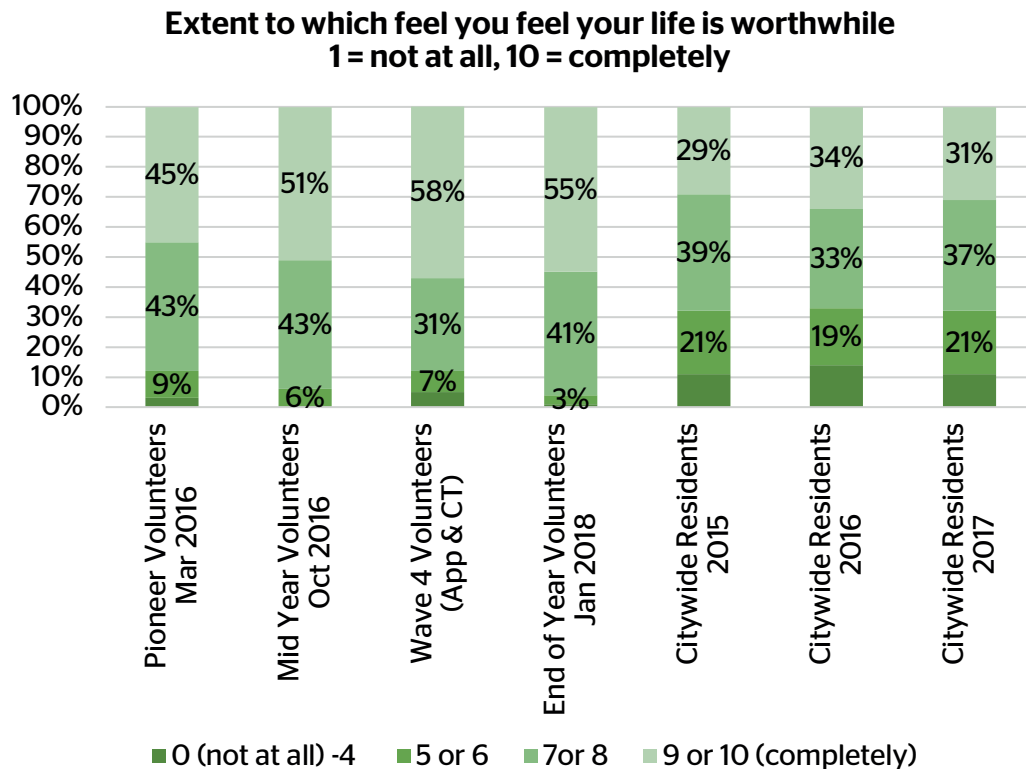
Interestingly, volunteer results have increased slightly over time, with 50% of those asked the question at the end of the year rating satisfactions as a 9 or 10 compared to 46% at the mid-year survey (Figure 15).

Figure 15: Self-reported Wellbeing - Life Satisfaction



The results in relation to the extent to which people feel their life is worthwhile follows the same pattern as those relating to satisfaction. Hull 2017 Volunteers report a much higher feeling that their life is worthwhile than residents (see Figure 16), with approximately half of volunteers rating this as 9 or 10 where 0 = not at all worthwhile and 10 = completely worthwhile compared to around a third of residents. It is also apparent again that rating increased over time, with 55% of volunteers giving a rating of 9 or 10 during the End of Year survey, compared with 51% during the mid-year survey.

Figure 16: Self-reported Wellbeing - Life Worthwhile



Levels of happiness for Hull 2017 Volunteers were much higher than those reported by residents and levels of anxiety were much lower (see Figures 17 and 18). In contrast to the findings in relation to satisfaction these results show slight decreases over time, with slightly higher levels of happiness and lower levels of anxiety reported at the beginning of the process compared to the end.

Figure 17: Self-reported Wellbeing - Happiness

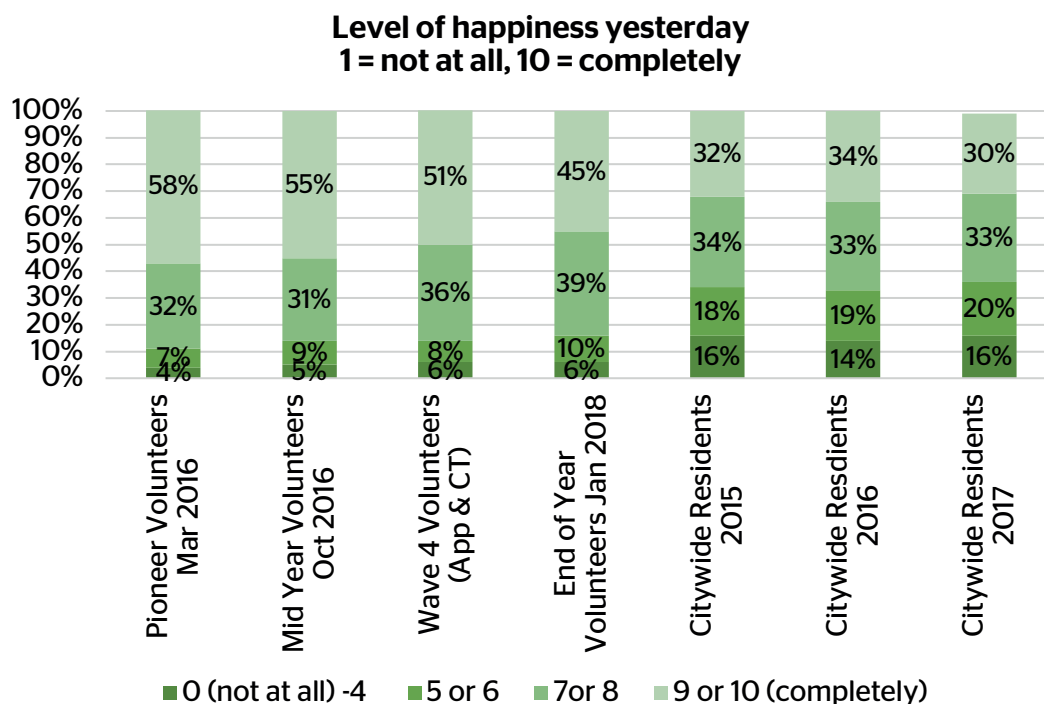
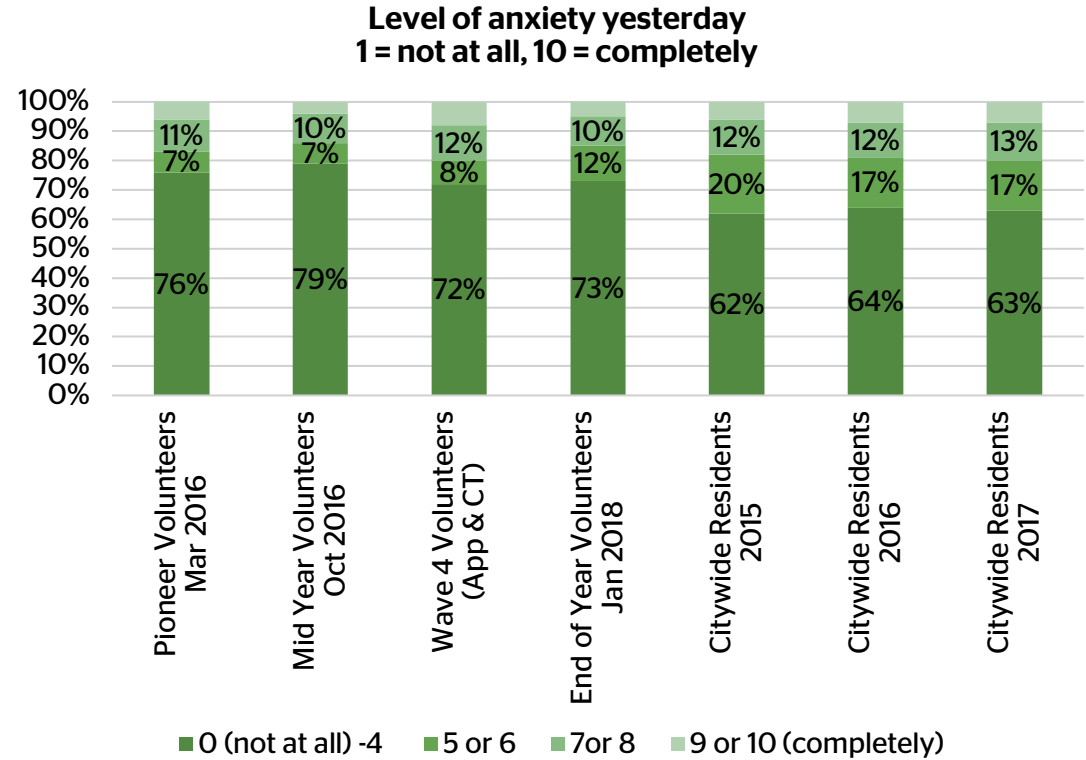


Figure 18: Self-reported Wellbeing - Anxiety



These, and the above results, suggest one of two things - either that volunteering has a positive impact on happiness and wellbeing or that people who volunteer are more likely to be happier and more satisfied with life than those who do not.

Feedback provided by the focus group and case study research provided numerous examples that volunteering had a positive impact on happiness and both emotional and physical wellbeing, at least for some volunteers. Equally, some volunteers spoke of how they were happy and positive anyway, implying that of the possible implications outlined above hold some truth.

“Volunteering is much more therapeutic than counselling!”
(Volunteer: Focus Group Respondent)

“One in four people have mental health problems at some point in time. Anxiety, depression, loneliness. Getting involved with something like this kind of gets you out there with other people. Give you a sense of purpose, as well. It’s really important.”
(Volunteer: Focus Group Respondent)

“There’s been times over the last year where I’ve really habitually have been feeling really crap, very down, and then I’ve done a volunteer shift on a weekend and it’s really given me a boost.”
(Volunteer: Focus Group Respondent)

“My emotional well-being from this has probably been a lifesaver because otherwise I would have just sat in a box, in my flat.”
(Volunteer: Focus Group Respondent)

“I’m generally a happy, positive weird woman really, but at the same time volunteering was an extra. Whatever shift I had, even if it wasn’t very much, you just don’t know what to expect, so for me it just kept me on a lovely balance.”
(Volunteer: Focus Group Respondent)

**“There’s never been one session where nobody is laughing.”
(Volunteer: Focus Group Respondent)**

“I think when you retire you often feel like, “What next?” I always felt I had more still to give, even after having a career. Then you sort of stop, and go, “Okay, it’s nice to be at home for a while and do your garden and all the rest of it.” But then I always felt I had more in me still to offer. And this has given, personally, stimulus of variety as well. It’s been that bright and every single thing is different. It’s not like turning up for a job where you know every day is maybe going to be the same or you’ll meet the same people. With this, it’s been an element of variety and purpose.”

(Volunteer: Focus Group Respondent)

**“It’s the little things we’ve done (as volunteers), I think, more than the big things. I think they give you a lot more pleasure.”
(Volunteer: Focus Group Respondent)**

“In the few months since Flood, we’ve been cycling throughout most of Hull... Beverley and back, Hornsey on the train... Flood has opened different doors for me... I never knew I could cycle for so long.”

(Volunteer, Flood Community Cast: Focus Group Respondent)

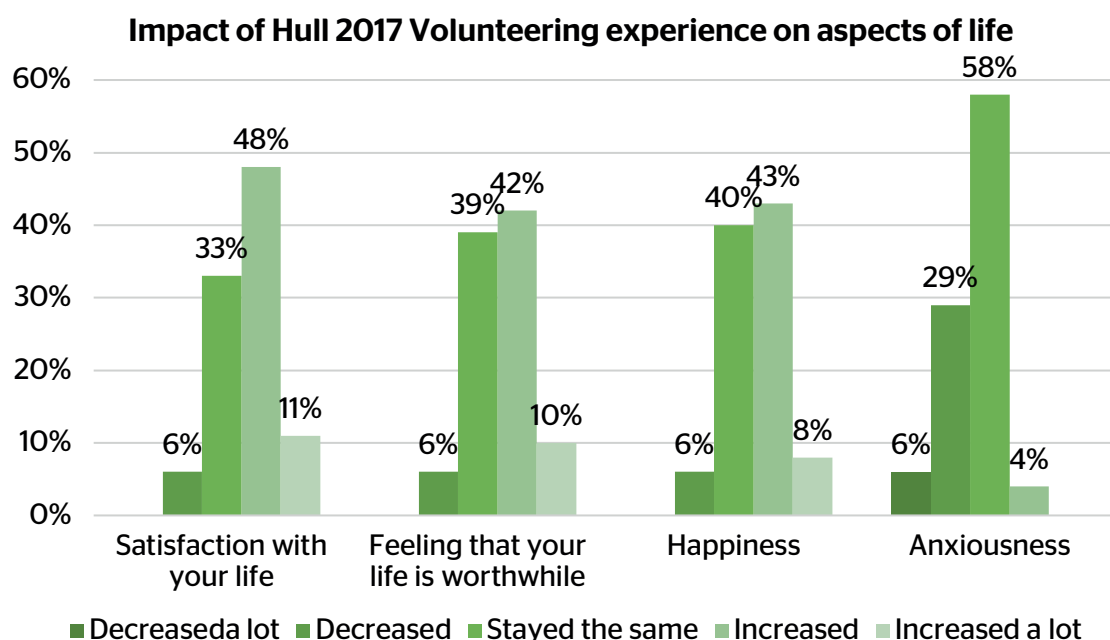
“The first dress rehearsal I just broke down. It was the best therapy for me, I’ve turned a corner since then. It sounds dramatic, but for me, I’ve felt exorcised.”

(Volunteer, 7 Alleys Community Cast: Focus Group Respondent)

Volunteers were asked during the end of year survey about how aspects of their life such as satisfaction and happiness had changed as a result of their overall experience as a Hull 2017 Volunteer. The results are very positive, as Figure 19 shows:

- Satisfaction with life increased for 59% of volunteers
- Feeling that life is worthwhile increased for 52% of volunteers
- Happiness increased for 51% of volunteers
- Levels of anxiety reduced for 35% of volunteers

Figure 19: Impact of Volunteering on Self-reported Wellbeing



Again, feedback from the focus group and case study research supports these findings and provides further insight into why volunteers attribute these changes to their volunteering experience.

“My job in the last year has become very boring because of a number of redundancies at my place. My work is dependent on the amount of people that run the site, and so my workload has just gone like that, but I’m still needed on the site, so I’m just sat there ... Volunteering is the antidote to that being bored at work, doing nothing. It’s the antidote, it’s the therapy to combat that.”

(Volunteer: Focus Group Respondent)

“Actually, being a volunteer has probably saved my sanity ... I know retirement looks a really, really good prospect until it’s there. You know after you worked forty odd years and you say, “Oh my God, what am I going to do? Nobody needs me, nobody ...”!”

(Volunteer: Focus Group Respondent)

“My biggest worry about retirement was that, well, when you have, I live alone because I’m divorced and the idea was, you come home from work on a Friday. I was in a job where I could do a little bit of work at home on Fridays, get ahead for Monday. But if it was a bad weekend and I didn’t need any shopping, I’d be in all day Saturday, and think, “I’ll go out tomorrow.” Not very good. Stay in all day Sunday and then back to work and I’m thinking, “Oh my God.” Retirement is going to be like that weekend. But it’s not. Because of volunteering as much as an anything.”

(Volunteer: Focus Group Respondent)

Hull 2017 Volunteers and staff also reflected on how the experience had positively impacted on some people’s physical wellbeing as well as their emotional wellbeing and mental health.

“It was good exercise ... I was walking ... Because there were things happening in town and I knew they were happening, I’d go out on my dinner hour just have a look and see what was going on, whereas before I would just be sat in the lobby and have a coffee or something.”

(Volunteer: Focus Group Respondent)

“I think it would have been a really good idea to have given every volunteer a step counter, because I mean we could have known as a volunteer crew how many times we’ve walked round the world this year.”

(Volunteer: Focus Group Respondent)

“We’ve had feedback where people say, “Oh I was going to commit suicide and being part of this has stopped me,” or, “I was isolated.” There’s [someone] who lost loads of weight and looks amazing. There’s [someone] who I know who had an eating disorder and then being part of a really physical volunteering opportunity made them realise they had to nourish their body.”

(Volunteer Programme Team Member)

“Whether it’s changed lives or not, there’s like one volunteer who was telling me that she is doing stuff by herself. She was like, “Oh, it’s not like a huge life changing thing,” but she’s like, “Now I feel comfortable coming to a celebration event like this by myself or like you know, like going to job interviews without having like my husband set in the car.” It’s that type of thing.”

(Volunteer Programme Team Member)

“We will all be able to sit here and fill a few hours for you telling you about certain individuals and where they were at 12 or 18 months ago, and the positivity, the access to the program has given them.”

(Volunteer Programme Team Member)

“The feedback we’ve had over the past few weeks from volunteers about profound, life-changing scenarios and events, and the feeling that they’ve had ... I think some of that comes from the public realm work and the creative things that have happened, but also I think from people being out there, and happier ... It’s that feeling that’s in the city and it’s when we did the celebrations last week with the volunteers, and people pulling me aside and just genuinely thanking me for helping change their life.”

(Volunteer Programme Team Member)

Feedback from Event Leads and Hull 2017 Staff who utilised volunteers for their events also provided observations about how they saw volunteering positively impacting on the lives of people.

“We have a volunteer do shifts for our team on a regular basis. She comes into the city centre on the bus and has physical disabilities. She is so chatty, but always does her best for us when on shift. She told me that she signed up as she had decided to change her life. She lost one of her parents last year and the following week her husband was diagnosed with cancer. She hasn’t had a job for the last 10 years and has anxiety issues. She told me how some days it was so bad she couldn’t even will herself to take the bins out. She told me that seeing the blue-coated volunteers having so much fun when she was in town one day made something click and she decided that she needed to do something about her life - she wanted to be a part of it. So, she signed up to be a volunteer and is having an amazing time. She has made many new and very good friends; she has a purpose in life. She’s not just a wife or a mum, she said “I’m (name removed) again”, (holding up her Volunteer accreditation). She then began to praise the Volunteer Team for making this an amazing year and batted down the thanks from me, saying it was all down to the team. Volunteering for Hull 2017 has clearly turned her life around. She told me that when walking across the Humber Bridge for The Height of The Reeds earlier in the year, she had struggled to walk more than a hundred yards. Volunteering has improved not only her emotional but also her physical wellbeing ... She now has days to look forward to and can be positive despite her husband’s diagnosis. She is an amazing, selfless person who epitomises everything this year has set out to do.”

(Hull 2017 Staff Feedback Survey)

“Some of our volunteers have different impairments (intellectual or physical) and seeing how volunteering has given them a new sense of purpose and confidence is very humbling.”

(Event Lead Volunteer: Event Lead Feedback Survey)

Volunteer Fact File: Catherine

Name: Catherine Linwood
Age: 30 years old
Gender: Female
Joined programme: March 2016
Number of shifts: 29
Employment status: Looking after the home and family



Motivation to Volunteer

Catherine was encouraged to volunteer for Hull 2017 after a friend from Derry (UK City of Culture in 2013) recommended it to her. Wishing to return to the workplace after eight years out to have a family, she also saw volunteering as a useful way to transition back to that.

“I knew somebody who was from Derry... she said that it really changed the city, so I thought that getting in there early and really being ready when it came would be nice and something interesting to do. I also wanted to start to look for work and I thought that a consistent volunteering experience would help with my CV because I took a long break with kids.”

Volunteer Experience

As a busy mum, Catherine was limited in the number of shift opportunities she was able to do.

“I didn't really volunteer nearly as much as some other people were doing, so I thought they're going to have lots of things to talk about, but I have tried to make it, even though I've not necessarily made it out every week, I've tried to make it as memorable as I can.”

She praised the Better Impact system and felt that being a Pioneer Volunteer had brought a number of benefits, including an affinity with the Hull 2017 Volunteer team, who she had found to be very supportive and appreciative. Her experience of host organisations was also very positive.

“[Pioneer Volunteers] didn't really know what we were getting into, but I think that was partly because there was so much that was still being kept secret ... We were kind of the test group, but I think it was done really well. They kept us informed as much as possible.”

“I think they were really just genuinely appreciative of what we were doing ... The volunteer programme lead, she knew me from pioneering days. She helped me with my job reference ... I felt really appreciated actually. I think they did a lot to show that ... Wherever we went they were really first and foremost concerned with our welfare and understood that we were volunteers essentially for the day, we weren't employees ... Each one made a point of saying that they were going to look after us and make us as comfortable as possible really.”

Catherine felt the year had developed a new-found confidence for the city, connected residents more deeply to it, and contributed to the media and others seeing Hull in a new, positive light.

“It has changed the mood and to see the way that people talk about Hull now. Definitely the press has been different. I know eight years ago when I moved here, the only sort of media thing about Hull was how terrible it was to live here. And now I think people are starting to take it more seriously of a place that is actually quite nice. It changed the minds of people I think and probably gave people more confidence to speak positively about Hull.”

Key Moments

Catherine enjoyed all of her shifts but the ones that stood out most were when she was doing something that she would never have normally done and simply having fun.

“I also really enjoyed one, it was really busy, but we were feeding ... it was a church group and they were giving out five thousand fish sandwiches to people for free and we were just there, sort of wrapping up. It was really fun.”

As an audience member she also mentioned the Hull 2017 opening event, *Made in Hull*.

“I went to see the *Made in Hull* event at the very beginning of the year and that was just amazing.”

Key Personal Outcomes

Catherine enjoyed every moment of her volunteer journey and stated that she got a lot out of the experience. Personal outcomes included:

- New friendships with fellow volunteers

“I’ve been a member of the Facebook group for a while. I actually did start working last year in the museums where they had a lot of volunteers regularly volunteering. I did meet a lot of people through that and got to know the regulars. I would say I met friends.”

- Meeting a diverse group of people, she would not otherwise have met

“They were definitely different than the groups that I would have encountered because of the age difference. Most of the volunteers are, I guess, retired and have the time to volunteer.... I definitely wouldn’t have come across them had it not been for volunteering.”

- Increased knowledge and understanding of Hull and its past

“I learned a lot actually... I went on a walking tour and I learned a lot about things like the Beverley Gate and Hull’s involvement in the War. Learned about how it has a real fishing community system. I’m not from Hull, so some of the history I knew about, but a lot I didn’t, so yeah it was a huge educational experience for me.”

- Growth in self-confidence

“I would definitely say it improved my confidence as far as kind of getting out there and speaking to people ... I spent so long as a stay at home parent. It was the first time during my shifts that I wasn’t talking about me or the kids... I felt confident going on to a job... It was taking me out of that comfort zone and forcing me to navigate the real world again.”

- Positive and tangible impact on employability

“I mean not only did it kind of give me something to put on my CV... but it was sort of directly related to the job I got. The museum was able to hire more people as a result of City of Culture ... Them knowing that I was a volunteer really helped.”

- Positive attitude and behaviour shift towards arts and culture

- Engagement with a greater number and diversity of arts and cultural experiences
- Engagement with a greater number and diversity of cultural venues in the city

“I’ve always sort of liked the art scene. I’m an artist and enjoy going to theatres and making use of venues that are around. But I would definitely say that I think it’s brought me to places that I might not have normally gone. And I think more now about maybe we should travel here and go see this ... paying attention more to actually what is happening, not only in Hull.”

- Greater sense of belonging to the community and the city (Catherine is originally from the USA and had been living in Hull for eight years)

“Getting to meet people who are from here and who are connected to the place, I do feel like it’s just like a second home now really. I kind of, in a way, feel like I’ve never not lived here... I feel much more connected. I know people now. I have widened my social circle.”

- Commitment to volunteer beyond 2017

“It will be good to continue ... Hopefully something will come up where I’ll think oh I’ve not tried that before or I’d like to see that or experience that as a volunteer.”

2.8. Partnerships and Development

Through the evidence provided in Sections 2.4 to 2.7, it is clear that the Hull 2017 Volunteer Programme can be considered an example of best practice. It played a central and vital role in how to successfully deliver UK City of Culture and has established a suitable delivery model for volunteering programmes for yearlong mega events.

Feedback from volunteers about their future intentions towards volunteering, and their hopes and expectations for the future of the volunteer programme back this up:

- Almost all (97%) agreed or strongly agreed with the decision to keep the company set up to deliver Hull 2017 as a permanent organisation in the city
- 9 in 10 (92%) agreed or strongly agreed with the decision to continue with the citywide Volunteer Programme established for Hull 2017 in future years
- More than 8 in 10 (84%) were likely or very likely to continue volunteering in 2018 and beyond for Hull 2017 or its legacy company
- More than 8 in 10 (83%) were likely to continue to volunteer in 2018 and beyond on some other project or activity
- Nearly four-fifths (78%) were still volunteering for Hull 2017 in January 2018
- Over half (55%) were continuing with other existing volunteering opportunities they were involved with outside of Hull 2017.

Within the focus group and case study research a high level of commitment was also demonstrated amongst volunteers to continue volunteering beyond 2017.

**“It’s not the end, it’s only just the beginning.”
(Volunteer: Focus Group Respondent)**

All felt that in future it was important to focus on community engagement, both in terms of opportunities and volunteering.

**“I think we missed a big treat, if the schools are involved, but I think if we get the parents involved with the children and community things.”
(Volunteer: Focus Group Respondent)**

**“When I went into the schools to talk to the students, why can’t we do the same to the universities and sick homes?”
(Volunteer: Focus Group Respondent)**

**“We haven’t got that money to spend every year. But saying and encouraging groups to put on their own events, and I really hope to see community groups feel that this last year has happened, and amazing things have happened. Why can’t they do their own amazing thing? ... Raise the money themselves, to do it. I think that’s really important.”
(Volunteer: Focus Group Respondent)**

**“I think it’s important to use that money to engage with the schools ... because that’s all about changing perceptions from the point that people are growing up knowing that there are opportunities there, within Hull. You don’t have to leave, if you want to leave you can do ... But know that those children can have those opportunities, whether that’s in Hull or across the world. I think that change is really important, as a fundamental thing for the next 10 years.”
(Volunteer: Focus Group Respondent)**

There were several volunteers who spoke about how future developments in the volunteer programme should make better use of the skills volunteers already had and those they had acquired as a result of their training.

“I'd like to utilise the training that we got in terms of lead volunteers because there have been very, very few opportunities for lead volunteers.”
(Volunteer: Focus Group Respondent)

There were also a few volunteers who expressed slight anxiety about how, after such an intense and exciting year, life would be in 2018 and beyond as they knew that such a level of activity was not sustainable in the long-term.

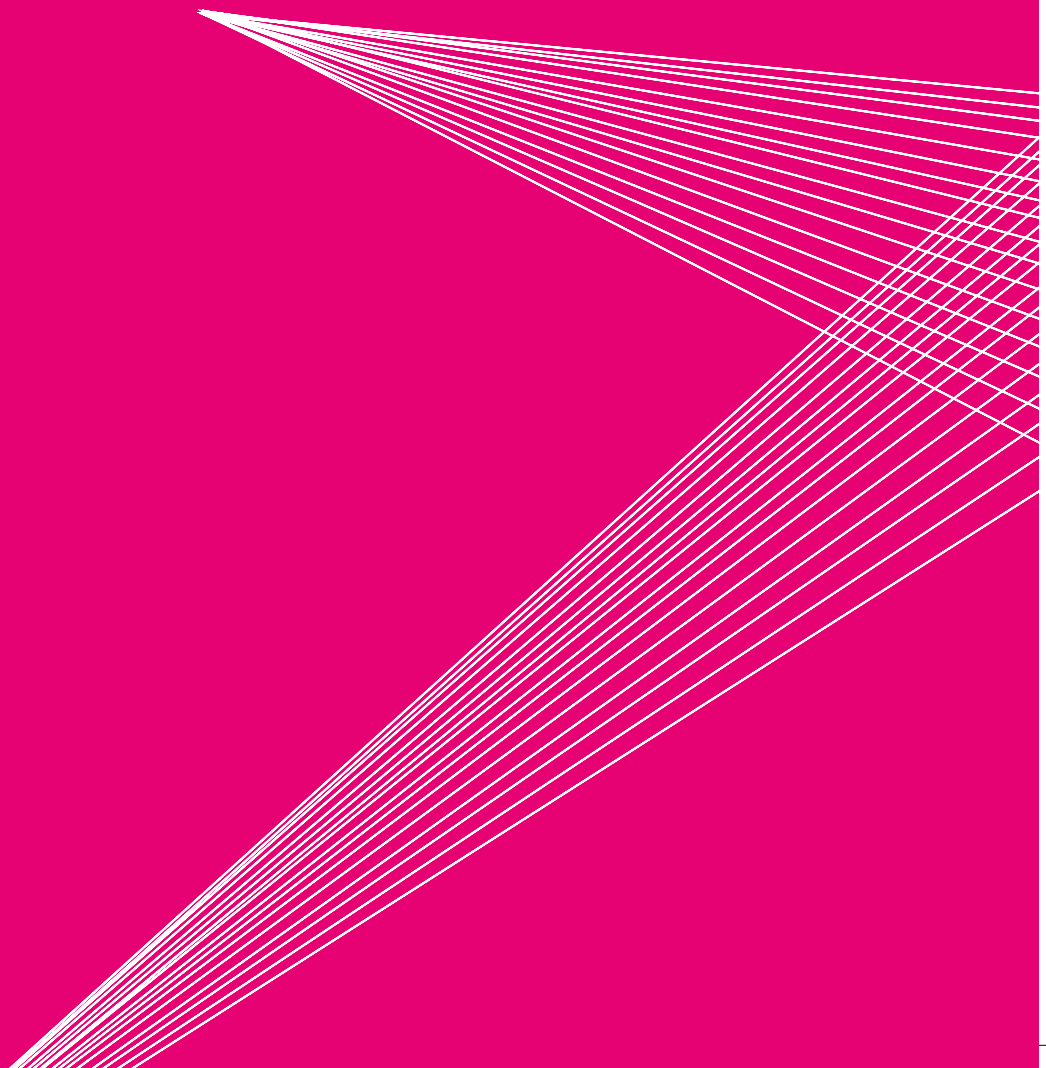
“One of my fears, or not fears, but one of my realisations is obviously from this year onwards, things will be different, so I'm just trying to mentally prepare myself for whatever that difference is going to be.”
(Volunteers: Case Study Respondent)

“It's just when you go back to normal life ... Life's not so exciting anymore is it?”
(Volunteer: Focus Group Respondent)

3. IMPACT ON THE ORGANISATIONS

“ My favourite memory was during the volunteer recruitment sessions - having that one tear-jerker of a conversation with someone, learning why they want to be a Hull 2017 volunteer to actively make their life more meaningful and positive. ”

(Hull 2017 Staff Member)



3. Impact on the Organisations

3.1. Introduction

This chapter looks at how the Hull 2017 Volunteer Programme impacted upon the host organisations it supported – both staff within Hull 2017 and external partners (as per the list below). A particular focus is given to the difference that the Hull 2017 volunteers made to these organisations and their projects.

There are three primary sectors that volunteers were deployed to assist within Hull's UK City of Culture year:

- Cultural sector
- Visitor economy sector (with a focus on tourism)
- Voluntary community sector (with a focus on supporting creative projects).

This chapter will also explore the extent to which the Volunteer Programme delivered against the following aim.

Aim 2: Work with Hull 2017 staff, delivery partners and voluntary community sector to provide opportunities for volunteers to experience and participate in activities in the build up to and throughout 2017

Feedback has been gathered from individuals and organisations across the three sectors listed above, via the following:

- Hull 2017 Staff Survey¹: 56 respondents provided feedback on their direct experience of working with Hull 2017 volunteers.
- Event Lead Survey²: 25 respondents provided feedback on their direct experience of working with Hull 2017 volunteers.
- Depth Interviews³: Five Event Leads and three of the managers from the Hull 2017 Volunteer Programme Team provided feedback on their experience of working with Hull 2017 Volunteers.
- Focus Group⁴: Five other Volunteer Programme Team members provided feedback on supporting delivery of the Volunteer Programme.

Hull 2017 staff who provided feedback had mixed roles in regard to their contact with the volunteers:

- 22 (33%) directly managed volunteers;
- 34 (52%) helped to supervise volunteers;
- 24 (37%) worked alongside volunteers; and
- 1 (2%) was thinking about involving volunteers in their work.

¹ See Appendix 18

² See Appendix 19

³ See Appendix 20 and 21

⁴ See Appendix 22

Volunteer Fact File: Debra

Name: Debra Cassar
Age: 52 years old
Gender: Female
Joined programme: March 2016
Number of shifts: 96
Employment status: Employed (Part Time)



Motivation to Volunteer

Debra is originally from Hull and had a sense that UK City of Culture year was going to be a special one for the city, and one that she wanted to be directly involved in. Living three hours away from the city, she chose to make a significant change to enable herself to volunteer for Hull 2017.

"I turned fifty a couple of years ago. I had a bucket list of things you're going to do ... I wanted to go to Hull more often for Hull 2017. Then I said, sod all that, what I'm going to do is I'm going to become a volunteer ... I went part-time at work to accommodate it ... I'm born and bred Hull ... I wanted to be part of the party. I wanted to see it from the inside rather than as a visitor."

Volunteer Experience

Debra was proactive in facilitating opportunities to meet and socialise with fellow volunteers, which paid great dividends and meant that she could talk about positive new things.

"I did a lot of social events, organised a lot of parties for the volunteers ... You can get a little bit fed up of talking about work, so it was lovely to come home to Hull and nobody's interested in what you do as a job, it's all about what's happening in Hull."

Her experience of the Hull 2017 team was extremely positive, and she believed that all volunteers, regardless of disability or ability were equally valued by the team and that the volunteer corps were like a supportive family, providing a journey that empowered people to flourish and thrive.

"I mean we've seen people in wheelchairs ... and there's a girl with Downs syndrome ... A man, in a wheelchair, and you just think to yourself ... Consideration is made for them by the other volunteers, but they're just treated like anybody else. Again, it's that leveller, the jacket's the leveller ... 100% it's been so inclusive ... To see people actually flourish as a result of getting out there and being busy and feeling valued ... I think that's the other thing ... volunteers will say is they feel valued."

"If you're struggling with something, whether that be loneliness, anxiety, it is the best thing ever. I've seen so many lonely people that have suddenly found a family, which they can feel like they belong to."

However, Debra did feel that some of the host organisations she volunteered for had not been as welcoming as they could have been or had failed to use volunteers to best effect.

She was very positive about the flexibility of volunteering for Hull 2017, compared to other volunteer programmes she has been a part of, which made it easy to fit round other demands.

"It's not restricted by a particular day that you have to go in, if you can't do it at short notice you can give it up."

Debra also mentioned that she felt there was perhaps too much training, which appeared to link to the requirement to have attended event-specific training for certain opportunities, which she felt tended to be somewhat repetitive when you were involved in a number of different projects.

“A lot of it was repetitious and I think it was types of things that actually you could have crossed referenced with other training and so if you'd done that training already you're competent enough to do.”

Key Moments

Debra shared memories of seeing others engage with *Blade* and the impact that it had on them.

“[The Blade] got people talking whether a wind turbine blade was art. Literally, they came in every day ... If they came into town and they went under the Blade, they had to touch it.”

Debra's most enjoyable moments were *Pride* and *Made in Hull*.

“We were a massive part of the Pride festival, the first UK Pride ... There was three hundred of us ... We were all there celebrating diversity and we all got dressed up ... As a Hull resident or a visitor, you couldn't have made, Made in Hull any better.”

Key Personal Outcomes

Debra felt part of the Hull 2017 story very much, as a result of her experience.

“I got in what I put out ... I think most volunteers have felt that they've got what they wanted out of 2017. For some, it's been even more, it's exceeded ... I definitely felt part of it.”

She also benefitted from several other personal outcomes:

- New friendships with fellow volunteers

“The more you spend socialising with people the more you got to know which ones you were going to stay friends ... Yes, I made a lot of good friendships.”

“I can just purely say that I've had so much fun. I always say it doesn't matter what I'm doing on my shift, as long as I'm having a laugh ... I always say I gauge a shift by the people I'm on with.”

- Meeting people she would never otherwise have met

“Especially older people, more university educated people I wouldn't have come into contact with. But I've always said that the volunteering was a great leveller. It didn't matter what age you was or what you were.”

- Increased knowledge and understanding of Hull's past, particularly its trailblazers

“I mean we certainly know more about the individuals... People like Lil Bilocca and Mick Ronson and [Sir] John Hotham. Even Barbara Buttrick, she was a female boxer... when it was unheard of for women to be boxing... The best thing that's come out of this of Hull 2017, is that we know more about our history, not necessarily culture, but we know about our history.”

- Positive attitude and behaviour shift towards arts and culture

- Engagement with a greater number and diversity of arts and cultural experiences
- Engagement with a greater number and diversity of cultural venues in the city

“It made me go to the Ferens Art Gallery, which I'd not been in since I was a school kid, so thirty-five, forty years ago. Then if I'm honest ... you can almost have an overkill of it ... They had one thousand five hundred events on over the whole of the year, so it's been quite full on.”

- Pride in her contribution to the Hull UK City of Culture 2017 story

“It was giving something back to the city ... We had a thing called Yellow Day last year ... We encouraged everybody to wear yellow in the city centre. Now, if you'd have done that a

couple of years ago everybody would have been like what was the point of that? Why would you do that? But we went round in a parade and everybody was cheering it and it was because we've got the feel-good factor in the city, that anything's possible."

- Commitment to volunteer beyond 2017, including for Coventry UK City of Culture

"I will be doing more volunteering ... Actually, I'm volunteering for City of Culture, for this Coventry one when it comes up. It's only two hours away from where I live."

3.2. Who Did the Hull 2017 Volunteers Work With?

The following list provides examples of the different organisations who accessed the Hull 2017 Volunteer Programme:

- 5 Senses
- A Song for Hull
- Acorn Project
- AIRCO
- Albemarle Saturdays
- Amy Johnson Festival
- Arco
- Art Celebrating Equality
- Artlink
- Assemblefest
- BBC (national)
- BBC Radio Humberside
- Believe in Hull
- Blink Agency
- Bransholme 50
- Bridlington Poetry Festival
- Brocolilly Theatre
- Butterflies (local dementia support charity)
- CASE
- Celebrating the Bantu People
- CharacterFest
- Community Arts Jam
- Community Triumph
- Cranswick Foods
- Curated Place
- Cut Limited (Electric Fence)
- Dove House Hospice
- Dreamthinkspeak
- Duckie
- East Riding Theatre
- East Riding of Yorkshire Council
- Extraordinary Parade
- Ferens Art Gallery
- Film Hub North
- Fly To Freedom
- Fountain 17
- Freedom Chorus
- Freedom Festival
- Goodsell Gallery
- Goodwin Trust

- Greatfield Big Local
- HANA (Hull All Nations Alliance)
- Head Start
- Heads Up Festival
- HERIB (Hull and East Riding Institute for the Blind)
- Heritage Learning
- Heritage Open Days / Beverley Civic Society
- HIP Gallery
- Holy Trinity / Hull Minster
- Hull and East Riding Hindu Cultural Association
- Hull City Council
- Hull Comedy Festival
- Hull Culture and Leisure / Box Office
- Hull Culture and Leisure / Central Library
- Hull Culture and Leisure / Hull City Hall
- Hull Culture and Leisure / Hull New Theatre
- Hull Culture and Leisure / Museums
- Hull Fair
- Hull Fishing Heritage Art Exhibition
- Hull Independent Cinema / Hull Film Festival
- Hull Noir
- Hull Philharmonic
- Hull Science Festival
- Hull Truck
- HullBid
- Humber Film
- Humber Mouth
- Humber Street Sesh
- Humber Triathletes
- Humberside Police
- Hymers College
- Information By Design
- Judy's Attic/Traenerhaus
- KAG (Kingston Art Group) / The Female Gaze
- Kingston Swing
- Kingston Wesley Methodist Church
- Localworks
- Make Moving Messages
- Maxlife Youth Project
- Morris Federation
- National Poetry Day
- NHS Hull CCG
- No Twaddle Theatre
- One Day Maybe
- Open Doors
- Our Street, Our Stage
- P&O Ferries
- Park Life
- Playing the Bridge
- Pride in Hull
- Pride of Amy
- Protein Dance
- RedBoard
- SEARCH
- Sirius Academy
- Slunglow Theatre Company
- Smith and Nephew
- Sound Art Festival
- Ted Lewis Group
- Thanet Primary School
- The Big Gig
- The Big Malarkey
- The Deep
- The People of Priory
- The Sobriety Project
- This Way Up Conference
- Tiger Rags
- Trevor Key's Top 40
- Turn and Face the Strange
- UK Pride
- University of Hull / Brynmor Jones Gallery
- University of Hull / Culture Campus
- University of Hull / Events and Festivals
- VHEY (Visit Hull and East Yorkshire)
- Voices Across the Humber
- William Wilberforce Monument Fund
- Yorkshire Dance.

Event Leads' frequency of leading events (with 'an event' referring to a single project rather than the number of occurrences/performances of the project), was split among those who responded to the Event Lead Survey. The majority were at each end of the scale:

- Around a quarter (23%, n=6) said they led over six events
- Just over a quarter (27%, n=7) said they led just one event
- One event leader (4%) reported leading over 50 events.

3.3. Working Relationship with Hull 2017 Volunteers

All organisations delivering cultural activity throughout 2017 (or a supporting programme of activity) were able to request volunteers. These 'volunteer host' organisations would be eligible to access volunteers in two key ways:

- A default-approach would be made to any host organisation / project who was part of the core programme; or
- The host organisation / project approached Hull 2017 with a request for volunteers as a third party.

Once contact had been made, in one of the two ways outlined above, the host organisation / project would be required to:

- Send a representative, responsible for working with the Hull 2017 volunteers, to an Event Lead training session;
- Read the Event Lead Handbook⁵, containing information about when to request volunteers, how to brief them ahead of events and how to manage them and ensure they stay safe, as well as key checklists
- Meet with the Volunteer Programme Manager or Engagement Officer to work through an Event Plan
- Submit an online volunteer request form to ensure a consistent and accurate request process.

Through using an online management system for the volunteer requests, a clear and chronological trail was created, which in turn aided the planning work associated with supporting organisations and projects to design their volunteers shifts and experiences.

Hull 2017 Staff and Event Lead feedback about the relationships between paid staff and Hull 2017 Volunteers was very positive, with 93% (n=52) and 92% (n=23) respectively, strongly agreeing or agreeing that they complemented one another when working together.

“They add so much energy and enthusiasm! They remind you how important the thing you're working on is and have often helped with staff welfare.”
(Hull 2017 Staff Survey)

“My favourite memory was one of the volunteers who undertook our masterclass and went on to work on a number of our projects, making a badge that celebrated our work. He gave each of our team one of these. It was lovely to get, and so nice that he clearly saw the value of what we do.”
(Hull 2017 Staff Survey)

A slight negative was a perception amongst Hull 2017 staff that there were often tensions between different Hull 2017 Volunteers - with 31% (n=16) agreeing this was the case. However, this was not reflected by feedback from the Event Leads, with only 4% (n=1) agreeing this was the case.

Neither group felt that tensions often existed between Hull 2017 Volunteers and paid staff - 58% (n=30) of Hull 2017 staff and 72% (n=18) disagreed this was the case, with the majority of the rest neither agreeing nor disagreeing. Again, there was a slight bias towards Hull 2017 staff who did agree with this was the case - 13% (n=7) versus 4% (n=1) of Events Leads.

3.4. Hull 2017 Volunteers Impact on Events

Feedback from staff and Event Leads about how Hull 2017 Volunteers made a difference to the delivery of events and activities was very positive (Table 19).

“[Using Hull 2017 Volunteers] made us feel we were part of a bigger picture.”
(Event Lead: Depth Interview)

In nearly all cases at least 3 in 4 people agreed with a number of positive statements about the impact of utilising volunteers on their events, including being able to deliver events on a larger scale and more ambitious projects that they could have without their support; whilst at the same time providing their team with more capacity. At least 3 in 5 people agreed that they were able to deliver higher quality projects.

This was supported by verbal and written feedback from Event Leads and Hull 2017 staff.

“Their involvement has allowed us to do more with the event in terms of scale and cost effectiveness. It means we can deliver an event that isn't drained through ... using the time to interview, employ and train up people to do certain roles. Them being a ready-made army has allowed it to be scalable, scaled up.”
(Event Lead: Depth Interview)

“Their involvement in the show enhanced the piece. They helped through their involvement and their relationship with the show and the creative team ... so we made it with them ... their involvement definitely shaped how the story progressed.”
(Event Lead: Depth Interview)

“We’ve been able to have a real sort of diverse, different festival package than we’ve ever had before and that’s mainly been down to the fact that we didn’t really have to worry about sussing it, you know, we could just completely go for it, jump in feet first, and give everything a try ... And granted, not all of those things worked, but we were able to give it a really good go when we knew that we would have the volunteer support.”

(Event Lead: Depth Interview)

“The actual volunteers helped us in the way that they were patrolling around. They weren’t part of the security team or anything like that but where we had a member of staff permanently in a gallery we used to put a volunteer in there, so that the volunteer could then deal with any questions from the public, so that our member of staff was there doing the security.”

(Event Lead: Depth Interview)

Table 19: Impact of Hull 2017 Volunteers on Events

Hull 2017 volunteers...	External Event Lead (Base: 25)	Hull 2017 Staff (Base: 56)
...enable me / my team to deliver projects on a larger scale than we could without them	80% (n=20)	84% (n=47)
...enable me / my team to deliver more ambitious projects than we could without them	84% (n=21)	75% (n=42)
...enable me / my team to do things we otherwise would not have time to do	84% (n=21)	75% (n=42)
...enable me / my team to deliver higher quality projects than we could without them	72% (n=18)	63% (n=35)
...need more support than they can offer to projects	4% (n=1)	9% (n=5)
...interfere with staff being able to do their job properly	0% (n=0)	5% (n=3)

There was also an overall sense that the cost-benefit of involving Hull 2017 Volunteers in projects, or not, greatly favoured their involvement, with only 4% (n=1) of Event Leads and 9% (n=5) of Hull 2017 staff agreeing that ‘Hull 2017 Volunteers need more support than they can offer to projects; and 0% (n=0) of Event Leads and 5% (n=3) of Hull 2017 staff strongly agreeing or agreeing that ‘Hull 2017 interfere with staff being able to do their job properly.’

Beyond the more practical elements discussed above, energy, enthusiasm and positivity were adjectives frequently used by Event Leads and Hull 2017 staff to describe how volunteers made a difference to their events.

“They bring such amazing energy and enthusiasm, ideas and inspiration. On the whole, they are a fantastic bunch of people who are a huge credit to the city.”

(Hull 2017 Staff Survey)

“I feel like a lot of events, especially the more community level events, they’ve enabled the events to just go that extra bit, put them into the fifth gear. In a crude way, it’s extra pairs of hands and extra enthusiasm and ability to go deliver.”

(Volunteer Programme Team Member)

Volunteer Fact File: David

Name: David Jones
Age: 57 years old
Gender: Male
Joined programme: September 2016
Number of shifts: 50
Employment status: Retired



Motivation to Volunteer

David was unable to volunteer for London 2012 as he has a disability that limits his travel. He saw Hull 2017 as an equally exciting opportunity that was closer to home.

“I put my name down for London 2012. It got a bit complicated with the travelling, so I never actually went ... Because it was nearer to home, I decided [to volunteer for Hull 2017]. I knew it was gonna be a special year for Hull.”

Volunteer Experience

David enjoyed the volunteer training and felt that access had been thought about by the Hull 2017 team. He stated they had gone above and beyond to support him and his volunteering journey, and that he had consistently good experiences both with them and other host organisations,

“I thought the flow [of the volunteer training] was very good, especially from a disability point of view ... There was somebody meeting me there, showing me where to go, it was very well organised, and they thought how to do it, so that was good. The actual training, I enjoyed, it was a good chance to meet people.”

“They were very caring. And rightly so, they mostly stayed in the background, but if you had to make contact. They were always very kind ... I had a problem with access into one part of the town, and [the Head of Volunteering] did send a letter to the Hull council on my behalf, supporting my need for better access in that particular area of Hull.”

David's only criticisms were linked to Better Impact and the need for someone's carer to also be a Hull 2017 volunteer, which impacted on the shift opportunities he felt able to go for.

“[Better Impact] is not the easiest system to use ... Also, if you need to pull out of a shift, unless you give three days' notice you're letting other people down. You feel you're letting other people down when something comes up or you're ill.”

“Generally, I feel that it has been very accessible. It's been really good. There are occasions, especially on the long shifts, when it would've been nice to have taken a non-volunteer carer along with you, or have access to one ... I didn't make Pride because the weather forecast was raining, on and off, and I would've had a rain jacket on and off all the time. If I'd had a carer with me, I could've gone ... You could have a carer, but your carer had to be a volunteer.”

As a volunteer, David saw first-hand the positive changes taking place in the city during Hull 2017.

“There's a tremendous change, you can see people value themselves much, much more, and they appreciate Hull as their own hometown now. That has been really the biggest change that you saw working at the Hub from the beginning of the year.”

Key Moments

The team spirit and friendship of his fellow volunteers was something that stood out for David, as a major positive of the year.

“I would say the friendships of the other volunteers that you got, the camaraderie that you all have together, that’s the number one thing ... That we all look out for each other.”

He was also greatly moved by the public’s reaction to Duckie’s tea party, as part of the LGBT50 celebrations, which he volunteered at alongside fellow volunteers.

“The highlights, what I enjoyed most, I did, was the tea party, that’s the one that I really enjoyed doing ... You got to not only be with the other volunteers, also the general public took on the idea, and it was just lovely.”

Key Personal Outcomes

David felt part of the Hull 2017 story very much and as a result of his experience benefitted from several personal outcomes:

- New friendships with fellow volunteers

“Friends I met, I would describe them as volunteer friends, as opposed to deep friendships that we’re going to have for the rest of our lives, if that makes sense. But in terms of volunteer friends, I have lots and lots of volunteer friends.”

- Meeting people he would never otherwise have met

“I would have never met them if I had not been a volunteer.”

- Increased knowledge and understanding of Hull and its past

“I did learn much more about the history of Hull, such as about the trawler women in Hull, and what they went through in their fight ... on behalf of the trawler men.”

- Developed skills in customer service and communication

“It certainly improved my customer service skills ... The Hub at the Station, working there certainly did see improvement to my customer service skills, enormously. And my interaction with the public through that, that did improve.”

- Growth in self-confidence and self-esteem

“It’s increased my confidence and it’s increased my self-esteem, I would say, definitely.”

- Positive attitude and behaviour shift towards arts and culture

- Increased knowledge and understanding of arts and culture
- Engagement with a greater diversity of arts and culture

“It certainly opened my eyes to different forms of culture. Maybe I would be a bit narrow-minded in what I considered to be culture ... I now consider there are many forms.”

- Pride in his contribution to the Hull UK City of Culture 2017 story

“I am proud ... I did feel part of the story, I did feel included within the story.”

- Commitment to volunteer beyond 2017

“I will volunteer. I’m continuing as a Hull City volunteer.”

3.5. Hull 2017 Volunteers Impact on Organisational Learning

Feedback gathered through the depth interviews highlighted how involving Hull 2017 Volunteers in events had developed individual organisations' approaches to their creative work, as well as developing organisational skills and volunteer management skills amongst their teams. This included thinking in different ways about the different roles that volunteers do, beyond the obvious.

"Our relationship with [the Hull 2017 Volunteers] and working with them over an extended period of time builds on previous experience that we've had working with large scale community companies and that's really the direction we want to be working more in now. So, this has been an amazing opportunity to develop that ... There's quite a lot of learning that we'll take away and use in our work in the future."

(Event Lead: Depth Interview)

"It forced us to be organised and professional because you had to know beforehand what roles you wanted them to do, where they'd fit in."

(Event Lead: Depth Interview)

"Some of the volunteers have expressed an interest in working behind the scenes in the offices, and it's amazing what skills people have and what comes to light in general chats, so there's a lot of things that we'll probably move forward with in the future and do it that way, so it's a learning curve for us all ... [One of our venues] actually created a volunteer post, as in, looking after volunteers, so it has actually made us look at things differently."

(Event Lead: Depth Interview)

"They brought an enthusiasm. They brought fresh eyes. They brought with them quite a lot of innovation really, I suppose, especially with the children's events ... Because there were activities and things that we maybe hadn't thought of that they did think of."

(Event Lead: Depth Interview)

"They were able to say, 'Well, why are you doing it like that? Why don't you try this?' And it would be a way that we'd never thought of. You know, so in that sense they brought a lot of diversity and a lot of different ways of doing things."

(Event Lead: Depth Interview)

For one Event Lead it had enabled them to look at volunteers in a different light. There had been a culture of fear towards engaging volunteers in their work prior to this, linked to job security.

"The attitude towards volunteers [in our setting] is always quite a difficult one because there's always the fear that the powers that be will look at the volunteers and say, 'Actually, we can have a volunteer-run service.' So, I think that's probably why we've always cautiously used volunteers in the past. But I think seeing the fact that the volunteers actually brought value to an actual event ... I think our staff team could see that actually using volunteers in the way that we have done, has meant that our outreach could be much wider."

(Event Lead: Depth Interview)

Both Hull 2017 staff and Event Leads also felt that the Hull 2017 Volunteers set a good example to others, boosted staff morale, and benefitted their event or organisation through positive brand association (see Table 20).

Within the feedback provided by Event Leads and Hull 2017 staff into why this was, enthusiasm and positivity were again mentioned frequently, alongside their openness to give things a go.

“Mostly they were interested and appreciative of the events taking place therefore a really positive addition to any paid staff or a great team in their own right.”

(Event Lead: Event Lead Survey)

“Our office marketing volunteer is incredible.”

(Hull 2017 staff Survey)

“I think the fact that volunteers were willing to come and take part in this little thing, I think really gave people a boost.”

(Event Lead: Depth Interview)

“Extra friendly faces who are willing and capable, good role models, superb advocates for Hull.”

(Event Lead: Event Lead Survey)

“They boost morale with their positivity and bring a breath of fresh air when it comes to delivering events. They enable Hull 2017 staff to have a wider dialogue with the audience during delivery of the event which therefore brings more knowledge of audience feedback or potential issues.”

(Hull 2017 Staff Survey)

Table 20: Impact of Hull 2017 Volunteers on the Organisation

Hull 2017 Volunteers...	External Event Lead (Base: 25)	Hull 2017 Staff (Base: 56)
...were good ambassadors for our event(s)/organisation(s)/Hull 2017	92% (n=23)	98% (n=55)
...acted as positive role models	88% (n=22)	82% (n=46)
...enhanced the reputation of our event(s)/organisation(s)/Hull 2017	84% (n=21)	96% (n=54)
...added to the diversity of our team(s)/Hull 2017	80% (n=20)	91% (n=51)
...had a positive effect on our staff /team(s) morale	64% (n=16)	70% (n=39)
...found it difficult to work with people from different backgrounds to them	0% (n=0)	11% (n=6)

“I’ve worked on a number of events with community companies and their boundless energy, enthusiasm and commitment has been awe-inspiring.”

(Hull 2017 Staff Survey)

“Volunteers engage with passion and enthusiasm. That spread among the community members making events have more vibe and exciting. They are always eager to join in, express their ideas. They are all very nice people and this helps us to build a positive relationship with other organisations and their members.”

(Event Lead: Event Lead Survey)

“I’ve really enjoyed working with the volunteers and they’ve been a fantastic team, we have had a few problems with some but that’s the nature of the business. 99.9% have been really good, really enthusiastic, and they’ve really taken it on board and they’ve loved working in these environments. Some of them even said they’d never been in to our sites before, and those who were regular visitors said they didn’t realise what goes on behind the scenes.”

(Event Lead: Depth Interview)

“My team of volunteers at 7 Alleys, who each night helped me manage the audience following a horse and carriage up and down the boulevard in East Park. They were so helpful and enthusiastic - I couldn't have done it without them.”
(Hull 2017 Staff Survey)

This appreciation of the volunteers was picked up on by the volunteers themselves. Mid-year, the volunteers were asked to rate how valued they felt by non-volunteers in the event environment; 84% said good or very good. Further evidence of volunteers feeling valued by Event Leads is provided in Chapter 2, Section 2.7.2.

“After quite a few shifts you got emails, or an email from the lead or the event lead, a thank you, which was nice.”
(Volunteer: Focus Group Respondent)

Equally, members of the Volunteer Programme Team spoke of how volunteers helped and supported them.

“There are a number, I won't name, but there are a number who are just wonderful, giving, warm people that are also very honest and will give us really, really good feedback and good input to how we're doing and they've been a great encouragement.”
(Volunteer Programme Team Member)

Members of the Volunteer Programme Team highlighted how organisations may have used volunteers for the first time, or changed the way they think about volunteers, because of Hull 2017. In many cases this was the result of seeing volunteers on shift and witnessing the demonstrable impact that they had.

“Working with projects across the city who were maybe not previously on the radar for access in the volunteers. Once they've seen that benefit, there's been a definite spike in people coming to us, “How do I get volunteers? I'd like volunteers to support this.” So, yeah.”
(Volunteer Programme Team Member)

“We really wanted to make sure that we were pushing the envelope to get people thinking. That's been exponential I suppose, throughout the year, where the penny's been dropping, and more and more organisations are coming to us with more and more creative ideas.”
(Volunteer Programme Team Member)

3.6. Hull 2017 Volunteers Impact on Audience Experience

Another key way that Hull 2017 Volunteers involvement was celebrated was in the way they were seen to enhance the audience experience, engaging them and increasing their knowledge and understanding of the city and the events.

Nearly all agreed that Hull 2017 Volunteers offered audiences a personalised experience; advocated for events and organisations with both residents and visitors; increased the accessibility of events; and provided a direct link with the local community (see Table 21).

Written and verbal feedback provided further insight into why this was the case, including the increased capacity they brought to undertake promotional and engagement activity; and their extraordinary customer service and visitor welcome skills.

“I was aware that as a community group, we wanted to leaflet the entire area ... The fact that we could have 10 volunteers for two hours deliver leaflets meant it was the difference between us doing it or not doing it, to be honest.”
(Event Lead: Depth Interview)

“They brought a real personal touch to the festival because they were able to give our customers and our businesses the time that maybe we as staff members didn’t necessarily have.”
(Event Lead: Depth Interview)

Table 21: Impact of Hull 2017 Volunteers on Audiences

Hull 2017 volunteers...	External Event Lead (Base: 25)	Hull 2017 Staff (Base: 56)
...were able to offer a more personalised experience to the public	96% (n=24)	98% (n=55)
...acted as advocates for our event(s)/organisation(s) with the wider public	92% (n=23)	98% (n=55)
...acted as advocates for our event(s)/organisation(s) in the local community	84% (n=21)	96% (n=54)
...made our event(s) more accessible to the public	80% (n=20)	95% (n=53)
...helped our event(s)/organisation(s) to build stronger links with the local community	80% (n=20)	96% (n=54)

“One of the most positive aspects is that audiences identify with volunteers and are drawn to them. They are familiar and trusted. This has proved really helpful when working in areas of lower engagement where people are more sceptical of Hull 2017’s activities and has helped reduce barriers to engagement.”
(Hull 2017 Staff Survey)

“If we had good volunteers going out with leaflets it had a huge impact on the numbers that we had ... It could be the difference between about ten to about one hundred on one day. One particular day I think we had a huge number ... They were coming in with the leaflets that they’d been given, and recommended to come in.”
(Event Lead: Event Lead Survey)

“We had a level of confidence in them to be able to chat to people, be articulate and be reliable.”
(Event Lead: Depth Interview)

“Having the enthusiasm and stories from so many different characters ... giving us a wider capacity to reach people and engage with the public.”
(Event Lead: Event Lead Survey)

“The support on the ground at Hull during the event was brilliant, particularly the volunteers.”
(CPT Member: Look Up)

**“Working with Hull 2017 Volunteers helped make our events one of the most special, magical things we have done.”
(Event Lead: Event Lead Survey)**

**“They had a certain amount of ownership of each event and were great ambassadors for them.”
(Event Lead: Event Lead Survey)**

**“They brought a level of self-confidence to our local events. Some of them became ... really quite advocates for us. They'd then go on Facebook and tell people about it.”
(Event Lead: Depth Interview)**

Feedback from the creative and production teams, and Peer Assessors within the evaluation of some of Hull 2017's Artistic projects also supported these findings. Comments linked to volunteers:

- Helping with individual access needs
- Offering interpretation and prompting debate
- Promoting and encouraging wider engagement.

**“Both venues I attended were accessible and volunteer stewards were very efficient at ensuring people's needs were met.”
(Peer Assessor: Back to Ours)**

**“The atmosphere the volunteers generate is great. I can see the conversation around art is changing how people talk to each other and take ownership of the City of Culture programme.”
(Artist: Look Up)**

**“What is most effective is for volunteers to be briefed onsite, which has worked really well. They become very knowledgeable and enthusiastic.”
(CPT Member: Look Up)**

**“Just getting volunteers to talk to people ... that has been one of the most successful things ... Volunteers onsite and asking people questions and letting them give their opinion on the artwork.”
(CPT Member: Look Up)**

**“Having the volunteers standing outside, because this building doesn't invite people in really, but when they were standing outside, they were definitely engaging with people, so we were getting people coming in who probably wouldn't have done.”
(Delivery Partner: Look Up)**

Their presence at events was also credited as helping to breakdown audiences' barriers to engagement, as people associated them with UK City of Culture and they had a reputation for being welcoming, helpful and supportive. For this reason, many host organisations felt involving Hull 2017 Volunteers would help them to develop their audiences.

**“Aside from the excellent organisational assistance they offer they have an amazing effect of generating goodwill among patrons.”
(Event Lead: Event Lead Survey)**

**“The volunteers who helped us had experience in approaching the public to gather feedback, when none of our team had. The public recognise the volunteer uniform and therefore straight away are more relaxed when approached.”
(Event Lead: Event Lead Survey)**

“One of the reasons we wanted to use them was because we felt that local people trusted ... You know it was a recognized brand and that, I think, made a big difference.”

(Event Lead: Depth Interview)

“They give a stamp of endorsement and show it's fine to get involved!”

(Hull 2017 Staff Survey)

“I think a recognised sense of branding, which was really important. In everyone that they were involved with, I think people saw that uniform and thought, “Well there's something going on there. It's City Culture.””

(Event Lead: Depth Interview)

“They enhanced it, in a way, because people knew the 2017 volunteers with their outfits and they were all over the place, maybe people interacted slightly more with them because they were there.”

(Event Lead: Depth Interview)

3.7. Impact of Utilising Volunteers with a Disability

Event Leads were also asked, ‘In your role as the Event Lead working with Hull 2017 Volunteers, did you work with Hull 2017 Volunteers who had additional needs and / or self-identified as having a disability?’, with 16 of 25 (64%) stating that they had.

Of these, 75% (n=12) felt there was a little or a lot of prejudice in Britain against disabled people, in general.

Prior to working with these Hull 2017 Volunteers, none of the Event Leads had negative perceptions towards people with disabilities:

- 31% (n=5) stated they had a positive perception of people with disabilities; and
- 56% (n=9) that they had a very positive perception of people with disabilities.

After working with Hull 2017 Volunteers who had additional needs and / or self-identified as having a disability:

- 31% (n=5) said that their perceptions towards people with disabilities were more positive
- For all others their perceptions ‘stayed the same’.

“I was impressed with their level of engagement even though they had some difficulties. Moreover, they inspired me not to give up and still think positive and enjoy life above the barriers that may occur.”

(Event Lead: Event Lead Feedback Survey)

Volunteer Fact File: Corey

Name: Corey Rose

Age: 17 years old

Gender: Male

Joined programme: March 2016

Number of shifts: 193

Employment status: Student



Motivation to Volunteer

Corey began volunteering for Hull 2017 aged 16 years, as he felt it was a special moment for the city that he wanted to be a part of. He also felt it would be an opportunity to build his confidence in dealing with the general public, which would be beneficial for future employment.

“It was because I wanted to be part of something special and wanted to build my confidence to speak to the public.”

Volunteer Experience

Corey predominantly spoke about the positive relationships he had built up with other volunteers, all of who were older than him. He also felt the Hull 2017 team were very supportive and felt appreciated by them throughout his volunteer journey.

“The [Hull 2017 Team] have been really supportive and really friendly. If you've got a problem they try and sort it out or if not, they get back to you or just find someone within another part of the team who can answer your query. And they also give out little gifts of appreciation for like the celebration, the Christmas celebrations to show you that they really appreciated it ... Little bits like sending emails to you saying thank you for all your commitment, sending postcards, statistics, it all feels good.”

He felt that the City of Culture year had successfully brought Hull's community together and spoke of the Pride parade as an example of this in action.

“The Pride parade around the centre of Hull. It really engaged with the public and getting everyone together. Whatever the situation everyone just joined in and helped out.”

As a result of volunteering, Corey passionately believes that more young people should be involved with volunteering. He felt it benefits employability on a number of levels.

“Encourage more young people, because if young people get involved it's good on their CV to show that they've been involved in something high profile. Also, it shows that they're just not trying to do every single thing as paid work, they're also trying to help with the community outside and doing it for free. And also because you've got a uniform, you've got to look after that uniform, so you're taking pride in your uniform.”

Key Moments

Corey found it too hard to pick one key moment from his experience as a Hull 2017 Volunteer. He had an exceptional year overall, enjoying both the big events and the day-to-day support activities.

“The Made in Hull, the light show on the buildings showing Hull's history, Pride, The Land of Green Ginger parade and all The Land of Green Ginger events that happened over the year. And just the general day-to-day, running the information point, also the Turner Prize, being at the Minster when the winner was announced.”

Key Personal Outcomes

As a result of being a Hull 2017 Volunteer, Corey has experienced a number of personal outcomes that he feels will have a positive impact on the rest of his life:

- New friendships with fellow volunteers

“Well, I think there’s probably thirty-five or so, which I’ll keep in touch with and speak to throughout my life ... They’ve the same outlook in life ... have the same sense of humour and that. They’re all older people.”

- Meeting people he would never otherwise have met, especially older people

“I felt really taken care of right at the start. Basically, like any young person at that point... All the other [volunteers] were quite older ... and they kind of just looked after me.”

- Increased knowledge and understanding of Hull and its past

“I didn’t know about William Wilberforce and the trawlers and that until this year. Yeah, that was really good and amazing.”

- Developed skills, including advanced communication skills, problem-solving and teamworking

“Communication skills, so being able to speak to people. Trying to engage with members of the public who have that way of maybe looking like they don’t want to be engaged with but then, in the end, they’re actually wanting to be engaged.”

- Growth in self-confidence

“Confidence building ... Being a young person, being able to get that confidence early helped me for future life... I’m a lot more confident now... I wouldn’t have gone up to any random stranger before City of Culture and just asked them if they need any help, but now I can.”

- Reinforced existing beliefs that people with disabilities can and should be able to get involved with opportunities such as volunteering

“I’ve always had an open mind and think whatever we can do [people with disabilities] should be able to do it. Even if they find a different way of doing it.”

- Positive attitude and behaviour change towards arts and culture:
 - Engagement with a greater diversity of arts and culture
 - Increased knowledge and understanding of arts and culture

“It’s just broadened my horizons. Made me think of ... have an open mind and think about stuff.”

- Commitment to volunteer beyond 2017, including for other Cities of Culture

“I want to carry on being able to get more skills and hopefully be able to apply for Coventry.”

3.8. Hull 2017 Volunteer Programme Team

Feedback provided by members of the Volunteer Programme Team highlighted the gains that they had made, professionally and personally, from their role in the team and the year. This included a variety of new and developed skills and knowledge:

- Communication skills
- Emotional intelligence
- Team working
- Negotiation, persuasion and influencing skills
- Problem-solving and decision-making skills
- Resilience
- Delegation
- Event management.

**“There’s been some significant welfare issues that we’ve had to manage over the last couple of years, like quite personal, gritty things. That’s been quite tough. That’s been a learning experience for me.”
(Volunteer Programme Team Member)**

**“I think standing my ground as well a little bit... having to step up to the plate and articulate myself a little bit better.”
(Volunteer Programme Team Member)**

**“Grow thicker skin ... And not take things quite so personally.”
(Volunteer Programme Team Member)**

A number of Volunteer Programme Team members spoke of how they had never experienced a role quite like the one at Hull 2017, in terms of workload and relentless pressure. It appeared that they surprised themselves with how they were able to continue in spite of this.

**“I’ve never worked so hard in my life. Genuinely. And I’ve had tough jobs before, but this has definitely been the toughest. I’m just telling ya, I feel like that’s an achievement.”
(Volunteer Programme Team Member)**

Some were equally surprised when they discovered what tasks they were capable of. They felt their role and the support they received within the team had allowed them to go way beyond their comfort zone, which resulted in a growth in confidence (personally and professionally), as well as a better understanding of their own skillset.

**“I just feel like a completely different person. I put a lot of that down to my Managers, by just having the confidence in me. My previous boss was pretty rotten to me and I think I had totally lost all confidence in myself. I just feel like a completely different person ... I’ve been given the opportunity to manage people which I’ve always wanted to do, and I feel like I’ve done that really well. I’ve learnt to be incredibly diplomatic, because I’m dealing with different people from different walks of life and backgrounds ... The senior management who have impacted me, have allowed me to do that and that’s been so refreshing that support, I’ve never had that anywhere else.”
(Volunteer Programme Team Member)**

**“I’ve gone out and done events and things like that which I’m very much a desk person. I’m not comfortable in crowds at all, certainly on the introvert end of the spectrum rather than the extrovert. So, it’s a challenge to go out and be amongst a lot of people.”
(Volunteer Programme Team Member)**

“I’ve done things that I never thought I’d be able to do. Standing in front of hundreds of people and speaking is not something I’ve done before confidently at all. Writing and delivering training ... I’ve never worked as hard as I have in this job.”

(Volunteer Programme Team Member)

“I’ve realised I’m a good teacher. I’m good at training, which I perhaps didn’t realise before. I think, I already had good people skills, but they’ve got even better. I got better at reading people now than I was before ... Event management as well. I hadn’t really done anything on like that kind of a scale before.

Understanding more about how venues work, understanding more about how people work as well and what’s needed to make an event successful, time flow, people flow, kind of reading a room as well in terms of I think people need a break now, or we need to do something different now, or people aren’t getting this, it needs to be done in a different way.”

(Volunteer Programme Team Member)

The ability to achieve these things was down to an extremely strong work ethic among members of the team and a willingness to learn, which appeared to be one of the Volunteer Programme’s core values.

“Be open to new things, to be open to challenges, and to launch yourself in. I think all of us have done things that we never thought we would in this job ... To be open and flexible to listen to ideas, but to be firm if you know there is a reason that you need to kind of stick to a particular way.”

(Volunteer Programme Team Member)

The experience also highlighted to some members of the Volunteer Programme Team, the attitude that they wished to retain moving forward.

“I’m really, really going to make sure in life that I always try to be positive as I get older.”

(Volunteer Programme Team Member)

3.9. Legacy

All organisations who worked with the Hull 2017 volunteers stated that they would engage volunteers in their events in future. For some organisations this was not relevant, as their involvement in Hull 2017 was quite specific to the year. Even so, they stated that should circumstances bring them back to the city, they would not hesitate to utilise the volunteer programme should volunteer support be required.

“We’d love to do much more of the same, to be quite honest ... we did really enjoy working with them. I could say they brought a lot to our events ... What I’d actually really like to do in future is have the volunteers in at the very early planning stages so that they can really feed in the programme selection and make it very much sort of community as opposed to just being something we put on the people.”

(Event Lead: Depth Interview)

“Please keep them and let us still work with them!”

(Event Lead: Event Lead Survey)

“I don’t know if it would be relevant to us because we haven’t got any work in the city at the moment ... But if there was an opportunity to work with them again, we certainly would.”

(Event Lead: Depth Interview)

Volunteer Fact File: Guerhon

Name: Guerhon Farrell
Age: 52 years old
Gender: Male
Joined programme: March 2016
Number of shifts: 28
Employment status: Employed (Full Time)



Motivation to Volunteer

Guerhon saw Hull 2017 principally as an opportunity to give back to the community, having returned to the area after a time living in London.

“I saw something on Facebook or an email or whatever saying they're looking for volunteers and having recently returned from London to where I am at the moment, I thought this would be a good opportunity to put something back into the community.”

Volunteer Experience

As a full-time employee Guerhon was limited in the number of shifts that he was able to take on – he had regrets about not taking more time off work to do more. With many opportunities being listed on Better Impact during the day when he was at work, he also missed out on several opportunities he would have been interested in, as they filled up before he had a chance to see them. Despite this he still felt a part of the story.

“I've missed out on a lot on my passes and I'm kind of kicking myself. There's things that I would have liked to have done that I just didn't get around to ... Some events came up and went without you even knowing unless you were looking at a certain time you kind of missed out.”

He said that the Leader Volunteer training he completed was very good and he enjoyed the solidarity amongst the volunteers, who found different ways to support one another.

“The support was great, the [Leader Volunteer training] was well attended, the structure was good, it was relevant. It was informative and well taught so the instructors we had in the process were fantastic.”

“We've even got a group of just Beverley volunteers [on Facebook], because if we're going to share cars going to events and stuff like that ... I've learnt that there's like-minded people in the area and the volunteers are very helpful, very supporting ... There's quite a lot of people out there that think the same way, got the same values.”

On a similar note, he was full of praise for the Hull 2017 team and felt they went above and beyond to deliver an exceptional volunteer experience.

“Support staff I can't praise them enough for what they do and what they continue to do and what they've done.”

Key Moments

The Queen's visit was a major highlight of the year for Guerhon. In terms of the cultural events, he got the most enjoyment out of the opportunities that involved larger groups of volunteers (upwards of fifteen), which brought a real sense of camaraderie that he thrived off.

“I think the highlight was actually seeing the Queen when she came, being part of that was really good ... Duckie's tea party, that little parade that we did was great.”

Key Personal Outcomes

A sense of belonging to both the programme and the city, and increased knowledge and understanding of arts and culture and the city's past were the principal personal outcomes for Guerhon:

- New friendships with fellow volunteers

“There are definitely some people that I've met where I've continued to socialise outside of volunteering and outside of any 2017 events.”

- Increased knowledge and understanding of Hull and its past

“I thought Hull was just a city in the middle of nowhere. I knew there were docks there but I thought the docks were there because of the kind of closeness that Northern Europe side of things, the geographical side of things. Yes, there is that but then when you find out the background and how old it is and the gate and stuff like that and about the King Charles thing. I had no idea all that was going on as well, I found that really quite interesting. The whole history of Hull and my knowledge there has increased massively.”

- Positive attitude and behaviour shift towards arts and culture
 - Increased knowledge and understanding of arts and culture
 - Engagement in a greater number and diversity of arts and cultural experiences

“We did a cultural awareness session and I was looking at art and art is not something I would necessarily go and look at. I've probably been to like three art galleries in my life in London We had a kind of questionnaire, we had to look at pictures and understand what that picture meant to us and interpret in our own way. What I found most interesting is that most people interpreted differently. We're all looking at the same picture and we see different things in it and that was all quite interesting. In terms of my awareness of art and culture it's definitely changed because what I found interesting was the reason why that picture was taken or that piece of artwork was put together - that backstory to that which you don't often hear ... Then you think about the artists, where they come from, what influences them, why they produce their artwork, why things are designed a certain way, what that composition is comprised of.”

- Greater sense of belonging to the community and the city

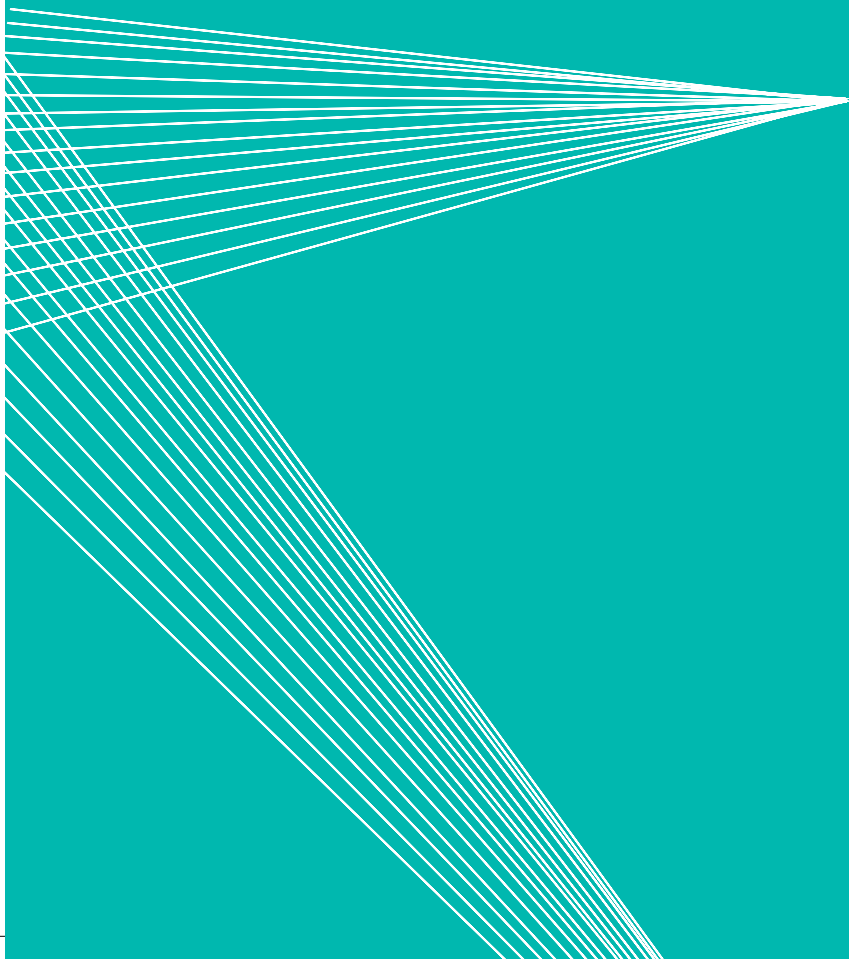
“People know that you're a volunteer. They always say, "Oh, you're doing a great job. It's fantastic" ... One example ... this girl came up to me and she got separated from her mum and partner and she was told if she gets lost go to one of the guys in the blue coats because they'll look after you. She had a number, she used my phone and she rang her mum and we got them back together again ... It's definitely been a connection and that community spirit has been pretty good. I've definitely felt more connected.”



4. IMPACT ON THE CITY (SOCIETY)

“ There are so many people who now exude confidence in spaces such as the Ferens or Humber Street Gallery and talking to members of the public. For example, at first one particular volunteer was painfully shy and nervous. He later signed up to be a volunteer performer at an event. Seeing him dancing around dressed as a monster and performing to the children was really lovely. ”

(Hull 2017 Staff Member)



4. Impact on the city (society)

4.1. Introduction

This section looks at the ways in which the Hull 2017 Volunteer Programme has benefited the city more broadly and the potential continued benefit of having a long-term, sustainable Hull-based volunteer programme.

This chapter explores all three of the overall aims of the Hull 2017 Volunteer Programme:

- **Aim 1: Engage and empower individuals (in particular local residents) to volunteer in order to be the makers and creators of Hull as a thriving place to live.**
- **Aim 2: Work with Hull 2017 staff, delivery partners and voluntary community sector to provide opportunities for volunteers to experience and participate in activities in the build up to and throughout 2017.**
- **Aim 3: Develop, share and demonstrate best practice in volunteering through the Hull 2017 Volunteer Programme.**

The analysis utilises feedback from all research activity linked to the Hull 2017 Volunteer Programme, and feedback provided about volunteers in the evaluation reports for Hull 2017 projects Made in Hull, Look Up, Back to Ours, Flood, Humber Street Gallery and Land of Green Ginger.

As well as the contribution made by volunteers in numerical terms, it will look at the Hull 2017 Volunteer Programme's wider outcomes linked to the following impact areas:

- Arts and Culture: how volunteers shared their knowledge and understating of the city and events to enhance audience engagement and experience;
- Place-making: how volunteers provided a high-quality customer welcome, became part of a positive city brand, provided a local voice and contributed to civic pride;
- Economy: the financial equivalent value of volunteering hours; and
- Society and Wellbeing: how volunteers helped to build community cohesion and inspired others to consider volunteering.

4.2. Arts and Culture

Hull 2017 Volunteers were a vital ingredient in the successful delivery of more than 2,800 events, cultural activities, installations and exhibitions. All shift opportunities involved briefing sessions by the delivery team or organisation about the project or event, whilst some roles also involved venue and role specific training.

As a result, volunteers became highly knowledgeable about the events and activities that they supported, making them a vital ingredient in the audience experience (as previously referenced I Chapter 3, Section 3.6).

The following sections provide further insight as to how audience experience was enhanced through their involvement.

4.2.1. Engaging with, and sharing Hull's History and Heritage

Following their induction training, over two thirds of Pioneer Volunteers (67%) said they would feel confident when speaking to people about heritage.

Equally, Hull 2017 Volunteers who attended one or more of the Masterclasses were asked 'In what way(s), if any, have you used what you learnt in these Masterclasses when volunteering for Hull 2017?'. Two of the most common responses were sharing the greater knowledge they had gained of facts and stories about the city with others, and that on a day-to-day basis they were able to pass on knowledge of the city to others (as detailed in Chapter 2, Section 2.5.1 volunteers felt they learnt a significant amount about Hull's history and heritage through being a Hull 2017 volunteer).

*"I think the biggest thing I've learnt is knowledge of Hull, particularly its history, and I would say I'm more confident talking to members of the public."
(Volunteer: Mid-Year Volunteer Feedback Survey)*

It appears that Hull 2017 Volunteers went on to share what they had learnt with others. Those who attended the 'Introduction to Hull History Centre and Archives' masterclass were asked which actions, if any, it had inspired them to take. The most common action was simply to have shared what they had learned with family/friends/colleagues (71%).

Other key outcomes included benefits to the city's archives, as volunteers were inspired to increase their engagement with its overall offer:

- Been inspired to attend exhibitions at Hull History Centre (57%)
- Undertaking research into family history and into local history (45%)
- Attending events at Hull History Centre (43%).

4.2.2. Enhanced experience of arts and culture

As was the case with confidence in speaking about heritage, following their induction training, over half of Pioneer Volunteers (53%) said they would feel confident speaking about art.

Feedback provided by peer assessors, audience members and the creative and production teams for projects from Hull 2017's artistic programme, provided evidence of how volunteers increased audience engagement with, and understanding of projects.

*"One of the volunteers ... he said, "If you stand there and look at it, it's a fantastic view", so everyone was just rushing for this one tile. You know, looking up. Very good."
(Audience Member: Look Up Focus Group)*

*"It's just that first impressions thing, and if you go, 'Well that looks a right mess in a really beautiful square", do you know what I mean? You could easily respond like that, which is where it was helpful to have the volunteers so that you could see it was something and not nothing."
(Audience Member: Look Up Focus Group)*

"I found them [Hull 2017 Volunteers] very helpful at the art installations, they could tell you more about it. When I went to the one that was in Trinity Square [A Hall for Hull], in front of the church, I hadn't picked up on the fact that there were three viewpoints. When you stand in the viewpoints, you get things to line up. It was a volunteer who sidled across, and said, "Would you like me to tell you bit more about it?", "Of course!",

you said, "Yes please", and he explained. He said, "There's an information board here, but this is what it tells you." Then you look like, "Oh, yeah"."
(Audience Member: Look Up Focus Group)

"We mightn't have had a look at that, and wandered away again, were it not for a volunteer that came up and said, "Would you like me to explain to you how it works?".
(Audience Member: Look Up Focus Group)

"I saw it [Elephant in the Room] by accident. I was in Princes Quay shopping. One of the volunteers stopped me, I started to read one of the notices, and one of the volunteers stopped me and said, "Have you seen this?" And I didn't actually realise that it was there until she pointed out and I looked up and realised what it was."
(Audience Member: Look Up Focus Group)

"I found [volunteers] to be the best source of information for what was worth going to see, because they'd got lots of feedback from other people."
(Audience Member: Look Up Focus Group)

"The volunteers inside were quite helpful, 'Oh did you see that, have you seen that,' or if you're just looking at something they'd maybe go into a little bit of detail and explain it."
(Audience Member: Land of Green Ginger Focus Group)

4.3. Place-making

4.3.1. Customer Welcome

Hull 2017 Volunteers who attended one or more Masterclasses were asked 'In what way(s), if any, have you used what you learnt in these Masterclasses when volunteering for Hull 2017?'. One of the most common responses included more confidence in helping people, giving advice, especially to visitors to the city during volunteering shifts.

This confidence in helping people was recognised by audiences, as Hull 2017 Volunteers' positivity and enthusiasm was a common theme highlighted throughout the research. This translated into an extremely warm welcome for residents and visitors alike.

Residents taking part in the Citywide Survey 2017 were asked specifically about their interactions with Hull 2017 volunteers. Around 6 in 10 residents had spoken to a volunteer. Of these, 9 in 10 agreed that Hull 2017 Volunteers were:

- Friendly and welcoming;
- Knowledgeable about Hull;
- Provided useful information about Hull 2017 events; and
- Represented the city positively.

Audience feedback on individual events provided equally positive feedback:

- 94% (n=600) felt welcomed by volunteers at Made in Hull
- 90% (n=2,216) felt welcomed by volunteers at Look Up
- 97% (n=735) welcomed by volunteers at Back to Ours
- 96% (n=615) felt welcomed by volunteers at Humber Street Gallery.

Feedback provided by peer assessors, audience members, members of the creative and production teams on projects from the Hull 2017 artistic programme and members of the Volunteer Programme Team provided further evidence of this, and also referenced the way volunteers supported audience access needs and wayfinding.

“I had a great reception from the volunteers, who were very informative and helpful.”
(Peer Assessor: Look Up)

“The presence of volunteers was really welcome and clear, and they were so friendly and knowledgeable.”
(Peer Assessor: Back to Ours)

“I just thought [the volunteers] were so good and they were so informative, you know, they were just great ... They’re so enthusiastic and so positive.”
(Audience Member: Made in Hull Focus Group)

“I was so impressed with the volunteers more than anything to be honest. I spoke to three or four of them and they were absolutely fantastic.”
(Audience Member: Made in Hull Focus Group)

“[It was] friendly, especially where the volunteers are. I’ll come in, and they’ll be chatting to the girls, and then they’re having a laugh, and it’s all fun, whereas, say you go to New Theatre, and they’ll take your stub and that’s your chair ... and that’s it.”
(Audience Member: Back to Ours Focus Group)

“I was concerned about walking in on my own to a place I don’t know anyone, but everyone was so friendly and there were so many volunteers everywhere and they were just so welcoming and made you feel so welcome.”
(Peer Assessor: Back to Ours)

“I always felt good and well taken care of always so many volunteers around checking you are ok and chatting to you.”
(Peer Assessor: Back to Ours)

“All the volunteers in there and outside pointing you in the right direction, were all knowledgeable in the whole thing.”
(Audience Member: Land of Green Ginger Focus Group)

“Yeah there was people all over, helping us out, obviously we got there quite early and then more and more people were turning up and we were first at the gate, and people were coming and joining behind us, and if they had small children, people were coming up and saying, would you like your child to stand here so you can still see them but they can see everything that’s going on, I thought they were brilliant, really helpful”.
(Audience Member: Land of Green Ginger Focus Group)

“We’ve had some brilliant feedback from people who’ve never been to Hull before, who’ve come in and had a wonderful welcome, and they’ve been given extra recommendations of where to go or kind of been shown the way, guided to where they needed to get to. The fact that it’s been kind of the cherry on top or the sparkle that’s added to people’s experience of local events and visiting the city, I think is great.”
(Volunteer Programme Team Member)

Volunteer Fact File: Eileen

Name: Eileen Flux
Age: 66 years old
Gender: Female
Joined programme: September 2016
Number of shifts: 142
Employment status: Retired



Motivation to Volunteer

Eileen saw volunteering for Hull 2017 as a unique opportunity to expand her social circle in Hull, having moved to the city from the Isle of Wight six years previously, as well as wanting to learn more about the city and places to visit.

“I don’t come from Hull, we moved here six years ago and when I came I didn’t know anybody. Although I’d made a couple of friends ... I still didn’t really know many people. And so, I thought it would be a really good way to get out and meet people and make new friends and see places that perhaps I haven’t been to.”

Volunteer Experience

Eileen found the training and induction experience a positive one. As someone who feels nervous meeting new people she felt at ease and supported.

“You felt valued and you felt that you were ready to take on your role ... I can be quite a nervous person ... especially as I was going when I wouldn’t know anybody, so you feel apprehensive. The team were really good ... there was icebreakers, so you got to talk to people straight away.”

Her overall experience of the Hull 2017 Volunteer Team echoed this, as she reflected on how they ensured volunteers felt valued, which was not always the case with external host organisations. She also felt the Volunteer Programme to have been inclusive.

“They’ve done events to celebrate ... afternoon tea ... we’ve got Christmas celebrations ... It does make you feel that you are valued and the time that you give up is really appreciated.”

“I, myself, have got a knee replacement and I’m also dyslexic. But I’ve found it has been really inclusive and help is available if you need extra support for anything.”

Key Moments

Eileen took part in a number of public parades – *The Extraordinary Orchard Park Parade*, *Pride*, and *Land of Green Ginger Act VII: Unleashed*, which she really enjoyed. *One Day, Maybe*, however, was the stand out experience for her, as she felt immersed and a real part of the team.

“Although we were ushers, you were on the radio and you could hear all the crew and it was a professional thing ... You really felt part of it, you didn’t feel like you were just an usher and you were just a volunteer that was just there, you really felt involved in it ... To really feel part of a performance ... I went to see it twice as an audience member as well.”

Key Personal Outcomes

Eileen’s hopes and expectations for her time as a Hull 2017 volunteer were met, as evidenced in the personal outcomes she experienced:

- New friendships with fellow volunteers

“You get to meet different people and because you see the same people on those things, you make really good friendships. I’ve gone out with people... We all went to the panto last night. It’s not just volunteering, it’s the social aspect as well that has been really good, especially for me.”

- Meeting people she would never otherwise have met

“Most of the people that I've met, I wouldn't have met in my normal life ... Because I've retired now, so it's not as if I'm meeting people through work or anything ... There are the extrovert people that you think, oh, well, that's great and then there are the quieter people that you have in-depth conversations with.”

- Increased knowledge and understanding of Hull and its past

“In the beginning, I knew very, very little, just what you would know as maybe a tourist coming to the city, but I think in a way that gave me quite a good insight because I've seen it from both sides if you like. There's still loads to learn, but I have learnt an awful lot and now feel that I can hold my own in discussions about it, whereas before, I wouldn't have been able to.”

- Skills development, including teamworking and IT skills

“Because I'm now in my sixties, I think technology is not actually something that's inbred in me but actually you think, actually, I can do that. I can help people with that.”

- Growth in self-confidence and self-esteem

“I feel I'm a lot more confident. Although I do talk, I'm quite good at talking, I'm also, can be quite nervous about it, I have to make myself do it if you see what I mean, but that's been different this year. I suppose because you've done so much of it that it increases your confidence, that actually I can do it and I can talk to anybody and it doesn't matter who you are I can talk to you. Putting on your uniform is like putting on a suit of confidence and you feel that you can talk to anybody and interact with anybody.”

- Increased knowledge and understanding of disability

“A lot of the masterclass that we've had looking at things that maybe you wouldn't have had experience with... I mean we've done dementia awareness, we've done racial diversity... I've made friends with two people who are sight impaired who are volunteers, it's just wonderful what they do. From young or old, people with slight physical disabilities.”

- Positive attitude and behaviour shift towards arts and culture:
 - Engagement with a greater diversity of arts and culture

“National Poetry Day ... Poetry wasn't really my thing and I thought, well, I'll go along. I found that actually it was really good, and I really enjoyed it. It made me think and I've gone to more poetry events since then. I went to the theatre to see Richard III. Whereas Shakespeare was completely no-no to me, I hated it at school, it was so hard, and it completely put me off and I've never seen anything since. But I did go to see Richard III and thought it was amazing.”

- Positive attitude and behaviour shift towards parts of the city she had not previously visited

“I've gone to places that I wouldn't have gone to and places that don't maybe have the best reputation and I've gone and thought, oh, well, it's really nice.”

- Pride in her contribution to the Hull UK City of Culture 2017 story

“When I first signed up and we were promoting it... the feedback that you got was more, “what's culture going to do for me and it's all going to be rubbish and I don't understand it”. And that attitude has really, really changed and everywhere you go people say, “Oh, you're doing a wonderful job and all the volunteers are wonderful.” So, you really do feel part of it and you feel that you're the front facing face of it really... You're constantly getting feedback about how well the volunteers have done and what people feel we've done for the city.”

- Commitment to volunteer beyond 2017, including helping Coventry

“Maybe a delegation will go to Coventry and help them... to recruit their volunteers and actually give people, that want to volunteer in Coventry, a sort of flavour of what we've done.”

4.3.2. Positive city branding

As detailed in Chapter 2, Section 2.7.7, 6 in 10 volunteers (65%) agreed or strongly agreed with the statement that 'As a Hull 2017 Volunteer I was able to make a difference/positively change my city'.

The Hull 2017 Volunteer Uniform was considered by volunteers, Hull 2017 staff (including the Volunteer Programme Team), and Event Leads to be a major success, through making volunteers highly visible and easily recognisable in often large crowds:

- 99% of Hull 2017 Volunteers said the colours of the uniform made them stand out in the crowd
- 98% of Hull 2017 Volunteers said they were proud to wear their uniform
- Adjectives used by volunteers to describe the uniform were 'bright', 'colourful', 'distinctive', 'recognisable' and 'eye-catching'.

"I also attended events personally and their uniform became like a beacon. They became the public face of Hull 2017."
(Event Lead: Event Lead Survey)

"Everyone knows the blue jackets as a useful point of call that will enhance their experience, be them local or visitors to the city."
(Hull 2017 Staff Survey)

"They'll spot a few volunteers by seeing the blue uniform and go, "What's going on, what am I missing?""
(Volunteer: Focus Group Respondent)

"I do feel that the people of Hull have accepted the blue people really well. They now have an expectation that wherever they see them, there'll be something going on there."
(Volunteer: Focus Group Respondent)

"I think that their presence softly branded something up as being part of the year, so it didn't need to necessarily have a massive sign saying this is City of Culture, you just knew it was because the volunteers are there. I think they've made places feel safer. I think they've made things feel more fun, like there's been a positivity around them."
(Volunteer Programme Team Member)

The uniform was also seen a marker of a 'safe space, breaking down barriers to engagement and acting as a marker of quality; and became a beacon of civic pride for the city throughout the year and remains so in 2018.

"People seem to be drawn to volunteers and feel able to ask them questions and to interact with them on a level that they might not do with people who aren't wearing the uniform."
(Hull 2017 Staff Survey)

"I think having volunteers at so many different events and venues has made sure that things are less scary, things are less daunting."
(Volunteer Programme Team Member)

“It sounds daft, but it's almost that subliminal, sometimes they don't even notice that they're in it, but that subliminal messaging or if there's a volunteer, if there's a person there that's endorsing this thing for me ... They bring that recognition, that reassurance.”
(Volunteer Programme Team Member)

“You get your uniform on and it feels so proud to wear that thing. And walk with people looking at you. And they stop and talk to you, where they wouldn't before.”
(Volunteer: Focus Group Respondent)

“When I first got my uniform I thought, “I don't want to wear that.” I thought that's so girlish, I don't want to be seen dead in that. Now, when I put it on I do feel a sense of pride.”
(Volunteer: Focus Group Respondent)

“It gives me confidence because the uniform is recognised and people are really willing to talk to you about anything.”
(Volunteer: Focus Group Respondent)

“People do feel able to come and ask you anything when you're wearing that blue. You can be walking to a shift, away from a shift, whatever. I think people feel comfortable asking you just about anything.”
(Volunteer: Focus Group Respondent)

“It's nice on Facebook. Somebody had put that they'd ask their grandchild, “If you were lost, what would you do?” And they would look for somebody in a blue jacket. And I thought, “That's really nice that they would feel they could trust us.” It's that trusting.”
(Volunteer: Focus Group Respondent)

This is testament to the reputation that Hull 2017 Volunteers created for themselves, which in turn is a positive reflection on the approach taken to recruitment and training by the Hull 2017 Volunteer Team.

4.3.3. Connection to Place

Another observation about how Hull 2017 Volunteers impacted upon place, was through the local “voice” they gave to an event. This was highlighted within the evaluation for some of the artistic projects and by members of the Volunteer Programme Team.

“When all those volunteers appeared with the lanterns in the park, it was just magical because you felt like you were in the presence of ordinary people of Hull telling a story about Hull, and then it lifted because it became a totally magical spectacular.”
(CPT Member: Land of Green Ginger)

“[The Community Chorus of volunteers] had a great power and resonance that wouldn't have happened if we'd just cast actors.”
(CPT Member: Flood)

“I think it sort of appeases quite a lot of people that there's so many local people involved [in volunteering], whether the artists are from here or not.”
(Volunteer Programme Team Member)

4.3.4. Civic Pride

Data from the Citywide Residents Surveys shows that there was an increase in resident pride to live in Hull during 2017 (Figure 20) – 75% agreed at the end of season 1 and 76% at the end of 2017, compared with 70% in 2016 and 72% in 2015.

Equally, there was an increase in the proportion of residents who would speak positively about the city to others not from the city (Figure 21), from 62% in 2015 to 71% by the end of 2017.

It is unclear to what extent residents' pride is influenced by the role of Hull 2017 Volunteers in the City of Culture year. However, the positive feedback gathered about volunteers from residents in Section 4.3.1 suggests that they played at least a small part in building civic pride.

"The city's been battered for years and people have become cynical because of it. It's like we've managed to crack the locks off the door and just unleash all this enthusiasm, so there's so many ambassadors if you like, now. They're champing at the bit to sing about the city now."

(Volunteer Programme Team Member)

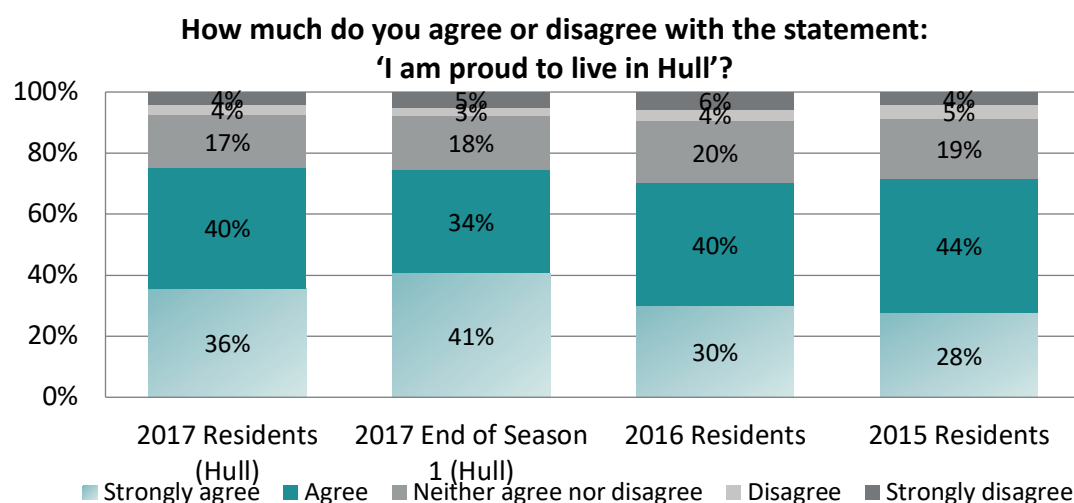
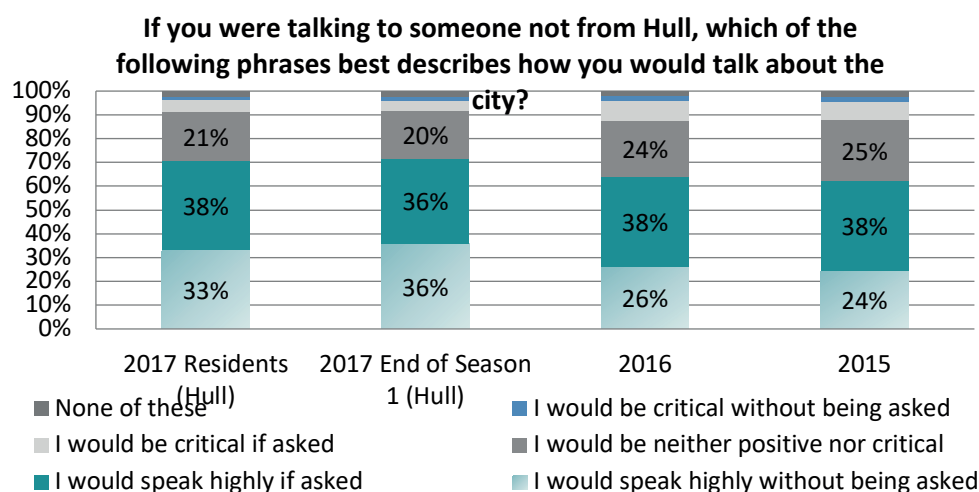


Figure 21: Ambassadors for Hull



Media Coverage and Analysis

The Cornershop (one of Hull 2017's PR agencies) has undertaken a detailed analysis of the media coverage for the Hull 2017 Volunteer Programme. The full report is provided in Appendix 24.

Overall, the level and tone of the media coverage has been beneficial for raising awareness and positive perceptions of the city, with 43% of coverage being positive in sentiment and 56% neutral. The 1% of negative coverage links to a misinterpretation of the word 'nudity' by Trendkite in relation to Spencer Tunick's Sea of Hull.

4.3.4.1. Coverage Volume

The Hull 2017 Volunteer Programme secured a total coverage volume of 1,810 across print, online and broadcast between 1 June 2016 and 7 January 2018, which equated to a total readership of 3.1 billion and estimated AVE (Advertising Value Equivalent) of more than £3.9 billion.

The largest spike in coverage took place in December 2017 when there was reflective, end of year roundup pieces which mentioned the volunteers.

There was also a spike in January 2017, when it was announced that the Prince of Wales and Duchess of Cornwall would be visiting Hull; and in June 2017, due to the results from the interim report mentioning the volunteers, as well several articles being published on how to become a volunteer.

The majority of coverage generated was from media publications inside the UK, with 1,585 pieces appearing on UK websites and 109 pieces for the USA.

Other countries include Australia (7 pieces), Canada (7 pieces), Ireland (7 pieces), Jersey (4 pieces), Germany (3 pieces), Ghana (3 pieces) and Italy (4 pieces). These are mostly articles syndicated by international wires and news feeds.

4.3.4.2. Press Highlights

There were more than 226 articles by local news outlets, including Hull Daily Mail, Yorkshire Post and ITV1 Yorkshire East.

4.3.4.3. Broadcast Highlights

There were 40 mentions across TV and radio, including BBC Radio 4, Viking FM and BBC Yorkshire & Lincolnshire.

4.3.4.4. Online Highlights

There were 842 online articles, including The Guardian.com, Metro.co.uk, Hull Daily Mail and i.

Coverage about the Volunteers has been shared over 79,000 times on social media, mostly Facebook, Twitter and LinkedIn.

A Guardian article titled 'Where to go on holiday in 2017: the hot list' mentioning Hull was the most shared article with 13,699 shares.

Web traffic correlated with press coverage during the first highest peak of coverage in January 2017, but not in December 2017. This is due to the fact the coverage was either end of year-round up pieces or broadcast which does not result in click-throughs.

There were 1,682 click-throughs from online coverage to www.hull2017.co.uk.

4.4. Economy

It is known from the Better Impact data that by the end of 2017, Hull 2017 Volunteers had undertaken over 84,000 shifts. This equated to a contribution of more than 337,000 hours to Hull's year as UK City of Culture, supporting organisations, events and activities.

This exceeds the initial projections for the project by more than eight-fold and the impact of these hours on the projects, events and venues supported is significant.

The value of each hour of volunteering can be quantified, with Heritage Lottery Fund (HLF) offering a simple, effective, and well-respected methodology. Based on HLF Guidelines and our indicative breakdown of skill-level for the roles undertaken by volunteers, this has a value that is in excess of £5.4 million:

- 337,000 hours equates to approximately 45,000 days (7.5 hours)
- 50% of all hours on unskilled labour @ £50 per day = £1,125,000
- 40% of all hours on skilled labour @ £150 per day = £2,700,000
- 10% of all hours on professional labour @ £350 per day = £1,575,000.

NB: The 337,000 hours contributed by Hull 2017 Volunteers is eight times greater than the suggested number of volunteer hours within the original outline proposal made for the volunteer programme in 2013.

4.5. Society and Wellbeing

4.5.1. Community Cohesion

Chapter 2, Section 2.7.2 provides evidence that being a Hull 2017 Volunteer created a greater sense of belonging to the community and city of Hull among volunteers. This came about through the relationships that built up with other volunteers, Hull 2017 Staff and directly with members of the public. Their observations of how the city and its residents had got behind the year and made them feel personally valued were also influencing factors.

Data from the Citywide Residents Surveys shows that residents felt more empowered and more connected with the city and other members of the community in 2017 than they did in previous years:

- 26% said that they felt like members of their community listened to them in 2017, compared to 20% in 2016 and 19% in 2015;
- 49% agreed that their local area is a place where people from different age groups mix well together, compared to 45% in 2015 and 2016;
- 38% feel connected to their local community, compared to 35% in 2016 and 33% in 2015; and

- 36% feel proud of their contribution to their local area, compared to 30% in 2016 and 28% in 2015.

As with civic pride, it is unclear to what extent any of these changes are as a result of the Hull 2017 Volunteer Programme. However, their significant involvement in engaging with the community across projects, and volunteer feedback about how and why they felt valued by members of the public again implies they played a part in increasing community cohesion.

4.5.2. Aspirations to volunteers

In addition to the findings that many existing Hull 2017 Volunteers intended to continue volunteering, and would encourage their friends and family to volunteer (see Chapter 2, Sections 2.7.8 and 2.8), residents responding to the Citywide Residents Surveys also showed a positive result in terms of likelihood of volunteering in future, with 15% of Hull residents and 19% of East Riding residents stating they would consider volunteering in future, and 26% of Hull residents and 25% of East Riding residents that they might consider it.

Interestingly, the proportion of Hull residents who would or might consider volunteering had not changed significantly from the 2015 results.

Despite this, the focus group research undertaken with Hull residents at the end of 2017 indicates that Hull 2017 Volunteers did have a positive impact on their interest to volunteer - 12 of 25 respondents (48%) said that Hull 2017 had a positive impact on their interest in volunteering.

This, and residents reasoning for it, echoes the motivations to engage with the Hull 2017 Volunteer Programme (see Chapter 2, Section 2.3.2), where other programmes were referenced as one influencing factor.

“Not perform, but volunteer, I don’t know how you become one or if there would even be a chance again, but I would sign up, it would be a nice team to be part of I think.”
(Hull Resident: Focus Group Respondent)

“I think volunteer, partly because you might get a view of things you wouldn’t ordinarily see. I don’t mean like free tickets as such, just a peak behind the curtain.”
(Hull Resident: Focus Group Respondent)

“I would volunteer for Freedom Festival if they ever needed anyone.”
(Hull Resident: Focus Group Respondent)

Volunteer Fact File: Eric

Name: Eric Dawson
Age: 85 years old
Gender: Male
Joined programme: March 2016
Number of shifts: 67
Employment status: Retired



Motivation to Volunteer

Eric decided to volunteer for Hull 2017 for two principal reasons - to be directly involved in helping to change Hull for the better and create positive personal memories, and to address his personal situation of isolation and loneliness.

"I lived through the very bad days in Hull. As you realise, I'm getting on a bit. I saw Hull at its worst, I lived through the war. I was in school when the Second World War broke out and I lived through all the problems of the fishing industry and I saw Hull under very bad circumstances. It was hope that things were going to be better and that I could do something to help it to get better ... Another reason was a little bit selfish. My wife had Alzheimer's and she had to eventually go in a home, and so all of sudden I was on me' own to some extent."

Volunteer Experience

Eric really enjoyed his experience as a Pioneer Volunteer, being heavily involved in the run up to and start of 2017. He felt, however, that as more volunteers came on board over the course of 2017, the number of opportunities began to diminish. He also struggled with everything being managed online through Better Impact, which led to him missing out on several opportunities.

"I really enjoyed and was quite pleased with the initial events, but it seemed to tail off towards the end of the year. And if I had to think about the three months when I started and the three months of when I'd finished, there was no comparison."

"I weren't able to put as much time to it as I might have done and part of the reason, and this is only a minor criticism, is I'm not into the internet and all the requests for things came over the internet, so I had to get me son to do it for me, but sometimes he was working away ... I missed out on quite a bit by not having direct internet access."

He also spoke about how he felt the year has given the local community many benefits, including a strong sense of pride.

"I think there's a lot more pride in the city by the people of Hull now. We heard a lot of complaints about what was going on with Hull, this upheaval on the streets and roads and things like that. But since then, the majority of people have said how good it is and how well it's been done and how pleased they are with the city."

Key Moments

Despite having many memories to choose from, Eric's highlights were the opening event of 2017, *Made in Hull*, *The Amy Johnson Festival* that took place in 2016 and was supported by Hull 2017 Pioneer volunteers, and *Silent Disco* at Humber Street Sesh.

"There was two DJs playing music but there was no sound coming from them and you put the headphones on and you could switch from one to the other ... Everybody was dancing and swaying and doing their thing. Oddly enough, I thoroughly enjoyed that. I danced the night away. It was a thing I would never have thought about."

Key Personal Outcomes

Eric felt he had benefitted greatly from being a Hull 2017 volunteer:

- New friendships with fellow volunteers

“One guy and I'm getting him involved now in other activities. He still had a wife, but he wasn't getting out and about very much. I do quite a bit of cycling so I'm getting him roped in for cycling ... I've made a few good friends ... I can't go down town now, everybody's waving saying, "Hello, Eric" ... I've met so many nice people ... very understanding and caring.”

- Increased knowledge and understanding of Hull and its past

“London was very interested in Hull ... They sent people down to make inquiries as to how we reacted to the bombing and they went around the schools. I was too young, I would be about eight, but the older children, they were about 12, 13, 14, they asked them to write an essay about their experiences in the bombing. And all those written experiences are in a university at ... University of Norwich, I think. Even today they're still there, the descriptions of how the children felt when the bombs came over and how they survived and all that sort of thing. Things like that I didn't really know about.”

- Positive attitude and behaviour shift towards arts and culture
 - Engagement in a greater diversity of arts and culture
 - Increased knowledge and understanding of arts and culture

“I still can't come to term too much with paintings and yet I did the [Lines of Thought] ... and I was quite fascinated. So, I've realised that art to me is architectural, you know where I'm coming from? And it's physical things like da Vinci, what he did was quite simple ... I think I'm more into statues and architecture and music and things like that than I am actually pictures.”

- Positive attitude and behaviour shift towards parts of the city she had not previously visited

“We very much looked down on Preston Road and Bransholme because you got a lot of bad publicity from it. But by going out there and being on events there, it totally changed my attitudes towards it and it drew us together, I think, the East and the West, that we're the people of Hull a lot more than anything I've ever known... Some of the best gigs I did was at Preston Road at the Freedom Centre there, and even the Bransholme Shopping Centre... I was a bit wary when I first went there thinking it's a bit of a rough area, I might get duffed up or something like that. But no, they couldn't have been pleasanter.”

- Greater sense of belonging to the community and the city

“I think the best thing is that I just know lots of people. It's very nice to go out and meet people, just in the street and that, "Oh, hello. Oh, do you remember?" ... I mean if I go out for a drink now of a night time and I'm coming back and I've got my uniform, everybody wants to know where I've been and what we're doing and how it goes and all that sort of thing. Yeah, I've enjoyed that side of it... I'm a lot less lonely now than I might have been. I'm a bit more integrated.”

- Commitment to volunteer beyond 2017

“I have volunteered to help with medical matters and Alzheimer's and visit people and things like that. And, of course, I still do me sporting events... I shall continue with it... I have decided not to continue with the City of Culture and the reason being is that I've had a year and a half, nearly two years of it now, and there are lots of upcoming and new ones and youngsters that really want to get involved, so I'm just standing back and letting them have a chance... I will still do the Freedom Festival and [Humber Street] Sesh and things like that as separate events.”

5. PROCESS EVALUATION

“ I met many different people from different backgrounds who were very friendly and inspiring. I think the best thing is that I actually met some people who are my friends now. ”

(Event Lead)



5. Process Evaluation

5.1. Introduction

To inform the planning, development and delivery of the Volunteer Programme as it continues into 2018 and beyond, as well as share knowledge with others who wish to set up their own volunteer programme, a process evaluation was also undertaken. This focused on the mechanisms and approaches used in the creation and ongoing management of the Volunteer Programme.

It begins with a look at different aspects of the Programme Management, before reviewing each stage of the volunteer journey (as laid out in Chapter 1) from the viewpoint of Hull 2017 Volunteers, the Volunteer Programme Team and Event Leads:

- Educate and Attract
- Interview and Offer
- Train and Equip
- Deploy
- Celebrate.

It also looks at the key stakeholders and partnerships of the programme; aspects of the Hull 2017 Volunteer Programme that distinguish it from other volunteer programmes; and what the future holds for it in 2018 and beyond.

In doing so, this section will in particular explore the extent to which the Volunteer Programme delivered against the following aim.

Aim 3: Develop, share and demonstrate best practice in volunteering through the Hull 2017 Volunteer Programme

5.2. Programme Management

From the very beginning of its life, the Hull 2017 Programme aimed to develop itself in collaboration with those it sought to attract. The Head of Volunteering was keen that it not be a top down approach, taking cognisance of what the city's vision was for the programme as its starting point.

“The first appointment I made was a Volunteer Engagement Manager role ... It was really important that we started on that foot, that sense of we wanted to get out there and start to get to understand what people thought this thing could be, before we could start telling people what the potential of it was.”
(Volunteer Programme Team Member)

This involved speaking to multiple stakeholders in the city, including:

- Hull City Council
- Hull's existing Voluntary Sector
- Cultural and creative partners in the city
- Community groups
- Residents.

The team also reviewed, explored and tested content and plans with the Pioneers Volunteers from the earliest opportunity, in Spring/Summer 2016 and spent considerable time with NCVO - using their Investors in Volunteers kitemark standard to help inform proposals.

Based on this feedback the Head of Volunteering worked with the Director of Public Engagement and Legacy and Volunteer Engagement Manager to design and develop the Volunteer Programme and recruit the team who would put the plans into action. This team recruitment phase was described by the Head of Volunteering as a moment of paramount importance.

“I focused on getting the mix of people right, getting the skills and the personalities right within the team. Because we're so public facing, there's no room for egos in what we do, so I had to really appoint people who were prepared to graft.”

(Volunteer Programme Team Member)

5.2.1. Leadership

Leadership within the Volunteer Programme Team was highlighted as a particular strength, with the Head of Volunteering and other managers praised for the support they provided to their staff and their innovative approaches to programme design.

“Tell us what the challenge is and we'll try and work out a solution. We'll come up with a way of doing it.”

(Volunteer Programme Team Member)

This strong leadership seems to have fostered an excellent working environment, despite the immense pressures the team were under, and enabled them all to focus on their key goal.

“We've got a lot of different personalities and really different people, but they're all wanting the same objective, to make sure that the volunteers have a really good time and that they're safe and happy. My manager is the best manager I've ever had, so that's made me feel like I can actually achieve a lot more.”

(Volunteer Programme Team Member)

“We're always protecting that human side of volunteering, which are the people that are involved and trying to prevent them becoming a commodity.”

(Volunteer Programme Team Member)

Leadership was also a vital ingredient in the Hull 2017 Volunteer Programme's desire to positively impact on the capacity of the cultural sector, upskilling them to work with volunteers and to offer these volunteers a higher quality and more impactful experience.

“A big target for us was to make sure that we were getting the opportunities and getting the sector to understand what volunteers could be capable of. We didn't want people to be lazy and say, “Oh we'll stick them on the front desk,” or, “We'll get them handing leaflets out.” They can be so much more ... It's easy to forget sometimes the skills and life experiences that they all hold within them.”

(Volunteer Programme Team Member)

Some of the Event Lead Feedback (Chapter 3, Section 3.5) suggests that achievements have definitely been made in this area.

Volunteer Fact File: Ian

Name: Ian Smith
Age: 72 years old
Gender: Male
Joined programme: March 2016
Number of shifts: 56
Employment status: Retired



Motivation to Volunteer

Ian had lived his entire life in the city and saw volunteering for Hull 2017 as an opportunity that he could not let pass by.

“It was such a special occasion and I wanted to be part of it. I’m Hull born and bred, and it was something that I didn’t want to miss, once in a lifetime opportunity.”

Volunteer Experience

Ian said that he was well supported throughout his volunteer experience and felt valued by the Hull 2017 team, host organisations and his fellow volunteers, who he said a lot in common with.

“Really nice people, like-minded people.”

“The way they praised what we’d done and the contact they’ve had with us and just everything about it.”

This sense of feeling valued extended beyond these groups of people to the community of Hull. These elements all combined to make Ian feel part of the story.

“Just being part of it and taking part in it and being accepted by the population of Hull being very friendly and praiseworthy of us about what a good job we’ve done and that sort of thing.”

He felt that he witnessed a change in the attitudes of residents towards the city, believing the year had brought back a sense of pride about who they are and where they come from.

“People are more proud of it and take more notice of it ... It really has made the difference, people are more aware and more proud of the city, the majority are anyway.”

Key Moments

The opening event - *Made in Hull* - like for so many other volunteers, was the stand out moment for Ian. He said that it told the story of Hull in a very inspirational way and set the scene for the rest of the year.

“In with a Bang in the first week with the light show [Made in Hull] at the city centre was terrific... It just came in with a sort of a force that made it feel ... particularly the history and the display on the public buildings in the city centre told the story of the city.”

Key Personal Outcomes

Ian spoke of how volunteering for Hull 2017 had brought him out of his shell, which in turn had led to a number of other personal outcomes:

- Meeting people he would never otherwise have met
“[I’ve met people] from all parts of the city and outside.”
- Increased knowledge and understanding of Hull and its past
“We went on a walk, a city walk with [Paul Schofield] who does walks in the city and learnt all these things that even though we’ve lived here all our lives we didn’t know.”
- Skills development, particularly communication skills
“Being more interactive with people, talk to strangers, 'cause I've done a lot of work on the welcome part on the station. I love that, 'cause you meet people and it's just a new outlook.”
- Growth in self-confidence
“Outgoing and it's brought me, made me more outgoing, 'cause I was rather quiet and reserved, but now I'm not. I'm quite happy to meet people and speak now.”
- Positive attitude and behaviour shift towards arts and culture
 - Engagement in a greater diversity of arts and culture
 - Realisation that arts and culture are “for the likes of me”
“I visited galleries and things like that, which is what I wouldn't have done... it really wasn't part of your life. Becoming a volunteer and everything, altered everything.”
- Greater appreciation of his own city
“More appreciative of where I live 'cause it's really done the city proud.”

5.2.2. Staffing and Capacity

Overall, there was a strong feeling within the Volunteer Programme Team that the right people were in post and that as a team they all worked extremely well together.

“We’ve got some staff in the team, they’re people skills are exceptional, and they’ve got to be.”

(Volunteer Programme Team Member)

“I knew that it was really important to make sure we had people that were knowledgeable about the voluntary sector within Hull and the surrounding areas. That was a massive strength. We knew that there were lots of geographical, social, political boundaries east and west, either side of the river. Lots of politics around the volunteer infrastructural organisations.”

(Volunteer Programme Team Member)

This is not to say that everything worked perfectly. Capacity within the Volunteer Programme Team was a significant challenge, specifically:

- More staff being needed than was originally planned for; and
- Inaccurate assumptions about the level of support some staff required.

“It became clear within the first few months that it couldn’t be just one person inputting everything on Better Impact, creating all the registers. There was a lot of work for one person to do, so I’m really glad that they recruited more staff to help out with that element.”

(Volunteer Programme Team Member)

“There’s been people who have needed more HR support, and that’s been a challenge when we’re already, each role is so full and busy, so making sure that you factor that in.”

(Volunteer Programme Team Member)

The reliance of the whole Hull 2017 staff on Hull City Council’s computer hardware and IT systems also had an impact on capacity in the beginning. Changes that came in this area were very welcome for the Volunteer Programme Team whose processes and systems were managed online.

“When I finally got a new laptop that was faster and more efficient, it seemed to make things a lot easier. When we moved from the, whatever the old system was for the internet to the Cloud, all of those things became a lot easier and more effective.”

(Volunteer Programme Team Member)

The ability to bring in freelance staff, as and when required, was also very important to the Volunteer Programme Team in overcoming capacity issues, especially in regard to the delivery of training.

“I think it’s also worked well the fact that we’ve used lots of freelance trainers to just come in when we need them, because sometimes we’ve only needed them for one or two sessions or we’ve needed them for a week at a time and then not for months, and then again.”

(Volunteer Programme Team Member)

5.2.3. Internal Relationships

As with all other departments in Hull 2017, the Volunteer Programme Team had to work closely with other internal teams. The different cultures that existed across these teams tested working relationships, as did the physical division that existed from being spread across two offices. This was no different for the Volunteer Programme Team, who had to adapt accordingly.

“We’re split across offices between those service functions that volunteering sits within and the artistic program team. I can see that there is quite an obvious, distinct line. The methods in the madness on both sides are very different, do a very different kind of work.”

(Volunteer Programme Team Member)

“I’ve made a concerted effort to make sure that I’m integrated with everybody, because my role has meant that I’ve needed that.”

(Volunteer Programme Team Member)

“One of the tasks we were set was to help to professionalise volunteer management within the sector, within the arts and culture sector. With that, even internally there’s opportunities to improve the understanding of volunteer management and what goes into it. There’s been a few challenges in that period over the last couple of years internally, to help get that understanding out there.”

(Volunteer Programme Team Member)

Despite the challenges created by this “clash of cultures”, there were positives to be gained as members of the team developed people management, negotiation and influencing skills (this is touched on in more detail in Chapter 3, Section 3.8).

“I kind of pride myself on being the type of person that will get on with anybody and deal with them, but I’ve definitely had challenges ... You’d just go [into meetings] and have to try and calm the situation. I actually think I’ve learnt a lot from working with [the other teams].”

(Volunteer Programme Team Member)

However, not all internal working relationships presented a challenge. The Volunteer Programme Team had a very positive working relationship with the other teams in the wider Marketing, Communities and Legacy Directorate.

“I’ve had, from day one, a really good rapport with all of the heads of [marketing, digital, comms] and that’s been massive. I’ve made sure to try and keep the doorways open between my team and those departments ... It’s great that I sit within 15 yards of all of those departments ... The marketing team have been great ... They just get it, they get what we’re about.”

(Volunteer Programme Team Member)

“I find it really inspiring to work alongside people who are really passionate and knowledgeable about what they do, and that’s sort of fired us up as a team.”

(Volunteer Programme Team Member)

5.3. Educate and Attract

Within the Application to Core Training Surveys, volunteers were asked to share how they found out about the Hull 2017 Volunteer Programme. As detailed in Chapter 2 (Section 2.3.1), the main way people found out was being told directly by family, friends or colleagues (see Figure 22).

The traditional media channels played a more significant role at the beginning of the recruitment process when general public awareness was likely to have been lower. The marketing team were credited with the role they played in this, with Volunteer Programme Team members expressing how supportive they had been in helping get messages out; dressing sites that the team utilised; and creating marketing collateral and other resources.

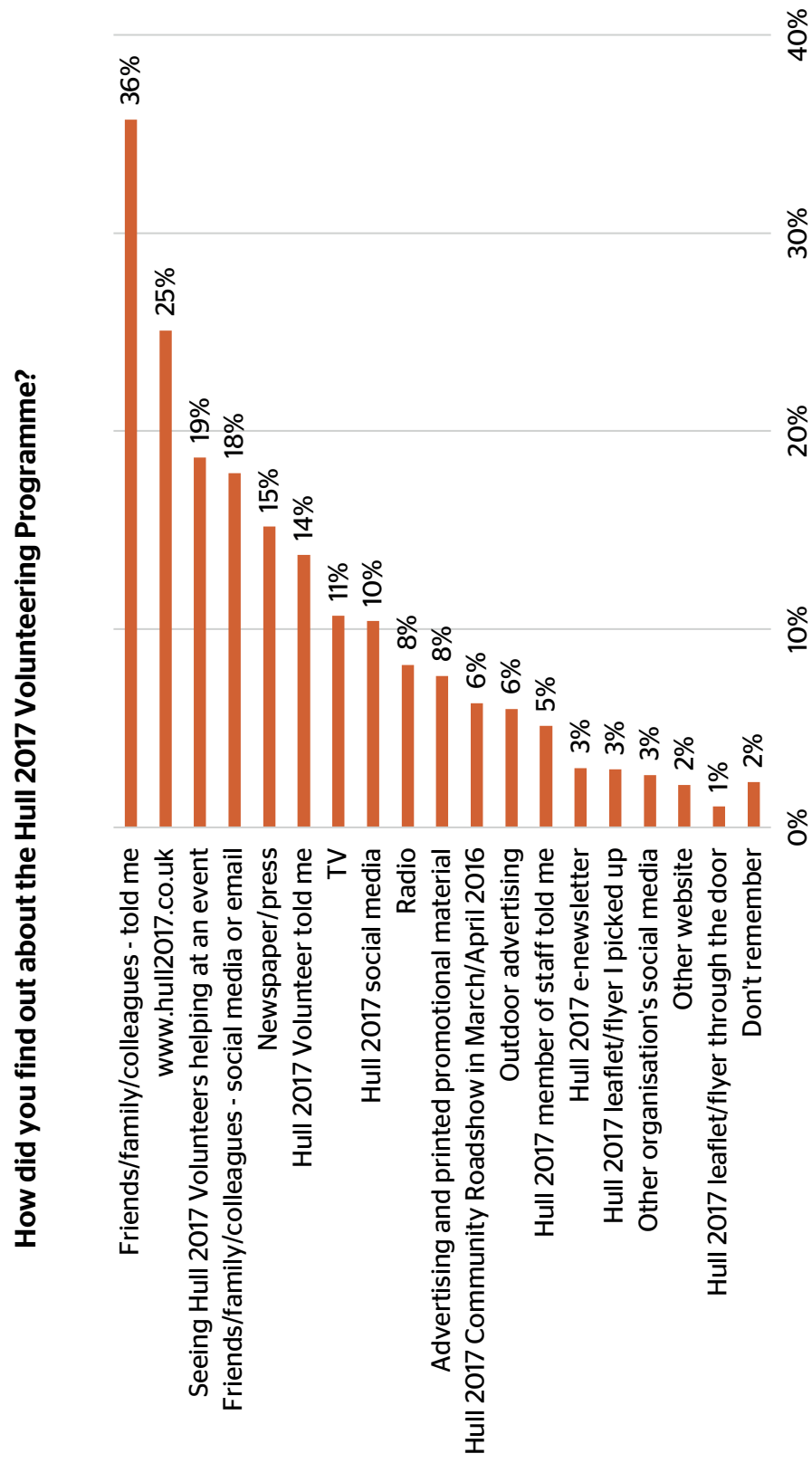
Conversely, there were significant increases in other ways people found out about the volunteer programme over time:

- The proportion of volunteers being told about the opportunity by friends and family in person increased from 21% among Wave 1 respondents to 53% among Wave 4
- The proportion of volunteers who said they saw Hull 2017 Volunteers helping at events increased from 5% among Wave 1 respondents to 35% among Wave 4
- The proportion of volunteers being told about the opportunity by a Hull 2017 Volunteer increased from 6% among Wave 1 respondents to 28% among Wave 4.

One member of the Volunteer Programme Team did, however, reflect on what they saw as missed opportunities in regard to digital activity.

“I think possibly we could have worked more closely with the guys in digital. I think maybe I haven't, or we haven't maximised all the possibilities we could have done there. I think we could have shared more stories, done more to kind of boost what we were doing in that way than we have done.”
(Volunteer Programme Team Member)

Figure 22: How Volunteers Found Out About the Programme



5.3.1. Pioneer Wave

As the first group of volunteers recruited, Pioneer Volunteers were key to the success of the early volunteer recruitment campaign, as evidenced in Section 2.3.1. Pioneer Volunteers followed the same volunteer pathway as future waves; however, they were interviewed initially by members of Hull 2017's extended staff team as opposed to volunteers. They were then deployed on community engagement and outreach activity to support the volunteer recruitment efforts, including the Wave 1 Roadshows and Project 22 (see Chapter 1, Section 1.4.1).

Members of the Volunteer Programme Team spoke about the importance of this community outreach and engagement work in spreading the reach of the Hull 2017 Volunteer Programme across the city.

"We know that we've achieved something where, when you look on a map of people across the city, they're in all the areas that are more challenging to get people engaged, so Orchard Park, Greatfield, Bransholme, Hessle Road, people from every area, are volunteering. That is, to me, a real success."
(Volunteer Programme Team Member)

"You can look at a map and you can see there are people from all the different estates and, not quite every road, but definitely right across Hull and East Riding, and beyond, which is really good."
(Volunteer Programme Team Member)

Project 22, in particular, was singled out for the impact it had.

"When you look at the increase of volunteer sign-ups, the time that we got the biggest spike was [Project 22]. Not only did we feel the difference, but also saw the difference in recruitment."
(Volunteer Programme Team Member)

"Tying in with the first season launch on 22nd of September ... lots and lots of different, quite creative and innovative ways of reaching people, having volunteers sat on the bus kind of talking to people as they're traveling on the bus, or get into football match and wave your flags around, through to being on streets and making art happen kind of out and about when people are shopping ... We saw a real spike in applications happen then."
(Volunteer Programme Team Member)

Project 22 was also seen to benefit from the fact that people now had evidence of the projects that would be happening in 2017.

It also highlighted the importance of sharing information directly with the public on their doorstep, rather than assuming they would go looking for this information - upholding the viewpoint held by the Volunteer Programme Team.

"When the organisation announced on 22 September it was going to launch the first season, and they told us their plans ... it felt like we were launching to the press and to people in London. I went to senior management and I was like, "I don't think this is the right thing, you're not doing something on the community level." They were like, "Well what would you do?" I came back to them with a plan and they just said, "Yeah, do it." So that was really empowering."
(Volunteer Programme Team Member)

Pioneer Volunteers' initial experience as a volunteer was an important factor in influencing and informing prospective volunteers. Many remained with the programme throughout and became some of the most prolific volunteers for the frequency with which they contributed to the programme over its lifetime.

Many of the case studies undertaken with Pioneer Volunteers, suggests that this group of 100 created a very special bond as a result of being involved from the start and being part of a smaller cohort than was experienced by future waves.

All Hull 2017 Volunteers (from Pioneer Wave to Wave 4) were asked to provide feedback on their experience of different parts of the recruitment process. A summary of these findings is provided in the following section, along with observations from the Volunteer Programme Team on the strengths and challenges of each part.

5.3.1.1. Application and Sign Up Process

The Volunteer Programme Team spent a significant amount of time developing the application form for the Hull 2017 Volunteer Programme, as it was the first point of contact for many in the process of taking part.

**“We spent a lot of time on getting the content, the format, the wording of the application all right.”
(Volunteer Programme Team Member)**

In the main, the team felt that the application form was straightforward and did the job it was meant to do.

**“I think the form was pretty self-explanatory, it was quite long, but we've used all that information that was in there, so I don't know how else we would've done it.”
(Volunteer Programme Team Member)**

This is reflected in the feedback from volunteers. Both Pioneers and later recruitment waves rated the application and sign up process as a positive one, with at the majority of aspects tested receiving agreement from at least 8 out of 10 volunteers (See Figures 23 and 24).

The application form appears to have been clear and something that the majority of volunteers were able to complete without difficulty, and there was a good level of clarity around what would happen next. Where difficulty did exist, qualitative research in Section 5.9 suggests that this is most likely due to a lack of online access or IT skills.

The main area for improvement, highlighted by Pioneer Volunteer feedback, linked to the level of information about the roles they could be involved in and the speed of the communication with the team. This is reflective of the infancy of the programme at the time Pioneers were brought on board, as well as the size of the staff team, which at this point in time was limited to three full time staff and three part-time freelance staff.

However, it also highlights that prospective volunteers expect to see a good level of detail about what will be expected of them at the time they are making a decision about whether to apply to a programme.

Figure 23: Rating of Application Form – Pioneer Volunteers

Please select your level of agreement with each of the following statements on a scale of 1-5; where 1 is Strongly Disagree and 5 is Strongly Agree.

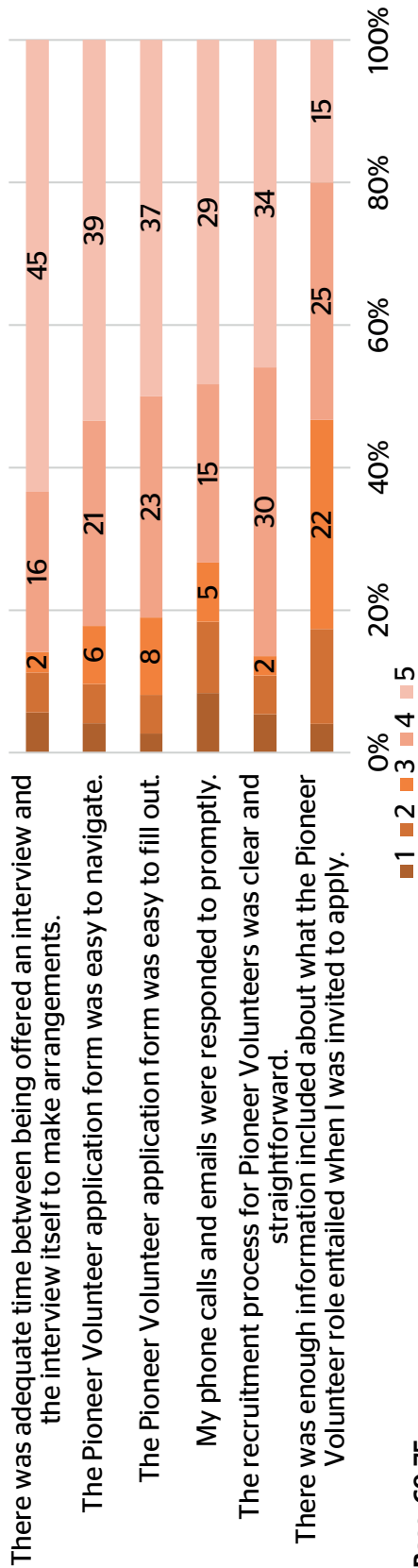
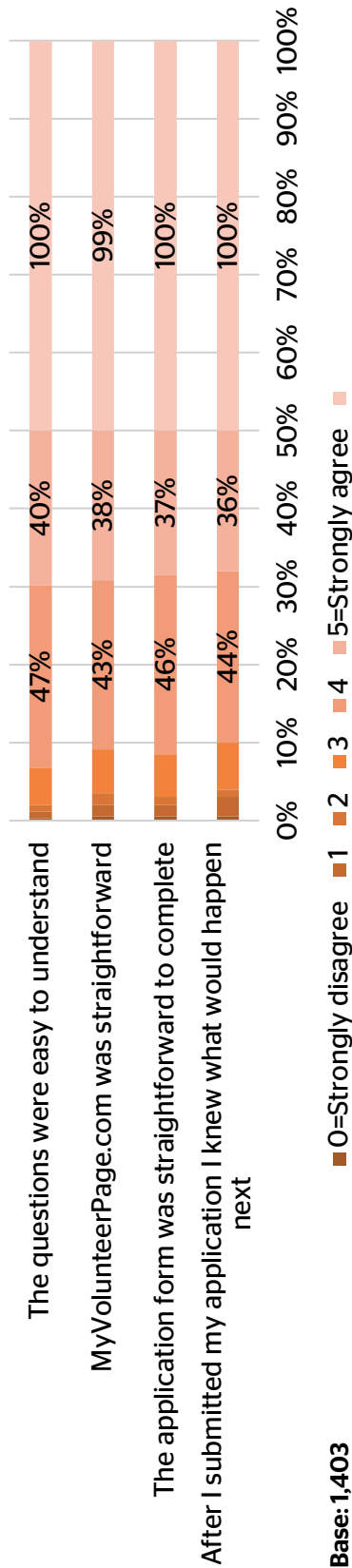


Figure 24: Rating of Application Form – Waves 1 to 4

Thinking about the process of completing the application form for Hull 2017's Volunteering Programme, how strongly do you agree or disagree:



Volunteer Fact File: Jason and Enid

Name: Jason and Enid Adams

Age: 43 and 60 years old

Gender: Male and Female

Joined programme: April 2017

Number of shifts: 81 and 64

Employment status: Not in paid work due to long term illness or disability



Motivation to Volunteer

Jason and Enid were motivated to volunteer for Hull 2017 by a desire to challenge the perceptions people held towards the city and in doing so build a greater sense of pride amongst Hull's residents. Initially they were concerned that their visual impairments would stand in the way of them doing so but had been encouraged to make enquiries by a Hull 2017 volunteer.

"Because of our sight problems we didn't know whether the [volunteer] programme would be accessible to us ... All this time that we were going to the [Visitor Welcome Information Point], we got friendly with Lesley [a Hull 2017 volunteer]." - Jason

"She said, 'Why don't you volunteer?' So, we said, 'Well, how can we volunteer when we're both visually impaired?' 'No, no, no,' she said, 'Volunteer.'" - Enid

"I always wanted to volunteer for it because I was sick of the city being kicked by the national media ... Oh Hull, bottom of this league table ... dumb polis, blah blah blah, Hull this, Hull that. Hull's the same as every other town up and down the country. It's got its problems. It's got its good bits, it's got its bad bits ... It's got a lot going on, but a lot of people don't see that." - Jason

Volunteer Experience

Jason and Enid had initially found it difficult to access information on the volunteer programme because of their visual impairment, as charities that Hull 2017 had used to target people with disabilities had not always been effective at passing the information on. However, once the connection was made they had an extremely positive and supportive experience.

"The gentleman that works for the Council called the Access Officer, he'd obviously had some contact from the City of Culture team ... Through his contact or dealings with them [he] said what happened to us, because we struggled with the website Hull 2017 honoured us the two tickets for the fireworks, didn't they and that's how things started to progress." - Jason

Access wise, the Reader View setting on Better Impact meant they could access shift information, and they praised how the audio-described events had increased visually impaired audiences' opportunities to engage with arts and culture, as well as provided a more diverse offer.

"We got [a visually impaired friend] to 7 Alleys ... As we were leaving she said, 'God', she said, 'even the sighted should have that'. She said, 'It's absolutely brilliant' ... She can't see anything, but she was absolutely buzzing, and she went to them all after that." - Enid

Enid spoke of how her visual impairment had enabled her to enhance the experience of audience members with similar barriers, which gave her great satisfaction.

"When I did the daffodils and there was a visually impaired lady ... I knew she was visually impaired because she had the stick ... We went round and I was talking to her about it and I said have a feel. 'Could I?' she said. 'Yeah,' I said, 'you cop a feel'. And at the end of it, you know, she said, 'Do you know, I have absolutely thoroughly enjoyed that. It was as if you understood what I wanted.' I didn't tell her that I was visually impaired ... I just said, 'I'm glad that you enjoyed the experience'. But something like that, that made it all worthwhile." - Enid

The couple's experience of other volunteers, the Hull 2017 team and the majority of host organisations had been excellent.

"[The Hull 2017 team] ... questions we've had, we can always go to them ... They've given us heads up on things or helped us out with things or done things for us." - Jason

Key Moments

The initial acceptance to be a Hull 2017 volunteer was a key moment for Enid, whilst the opening event and summer stood out for Jason.

“I suppose one of the highlights was getting the email to say that I'd been accepted.” - Enid

“First week of Made in Hull. In spite of the fact that I wasn't a volunteer [then] I thought it was absolutely fantastic ... That week in the summer with shorts on and a t-shirt, sunglasses on, families everywhere. Down on the street and the marina, absolutely loving it.” - Jason

Both had also been moved by the Queens visit and enjoyed the diversity of people they met through doing shifts at the Visitor Welcome Information Point at Hull Paragon Interchange.

“Doing the pod [Visitor Welcome Information Point] because I thought I'd never be able to do that. But just talking to people.” - Jason

“The other one has to be when [Jason] was part of the Queen's visit. That was such a surreal day ... To be part of that was amazing. Even though you didn't meet her.” - Enid

Key Personal Outcomes

Both Jason and Enid spoke of how fantastic the year had been because their sight loss did not act as a barrier to them being involved as volunteers. This led to many personal outcomes:

- New friendships with fellow volunteers

“We've met lots of friends and we're in a group now at the moment. We're going to Manchester with them all... We've been out on socials with them at Christmas... Our social life's increased tremendously on the night time.” - Enid

- Meeting people they would never otherwise have met

“Most of them are people that we would never really mix with that we've made friends with.” - Enid

- Increased knowledge and understanding of Hull and its past

“Having done the year and done the walking tours and things and again, like master classes, put a bit of knowledge there on things that were already there.” - Jason

- Growth in self-confidence and self-esteem

“We've become more confident. I can be like anybody ... [The] Visitor Welcome Information Point - we never thought we could volunteer there but we're volunteers there now.” - Jason

- Seeing disability through a different lens as a result of their training and shift experiences

“Talk to the individual as much as the [carer] that is with them ... Whether you're a wheelchair user, obviously a wheelchair space for any performance ... [Relaxed performances for] kids with autism or learning difficulties.” - Jason

- Realisation they could do and achieve more than they had previously thought, regardless of their disability

“I went more and more out of my comfort zone ... I would never have dreamt I'd do a ballerina thing like [Take Flight with the Royal Ballet] ... I have grown in confidence in that way.” - Enid

- Greater sense of belonging to the community and city

“We were talking to a lady at the Visitor Welcome Information Point this morning and she said one of the nicest comments she'd heard was that, a grandparent said to her granddaughter, if you ever get lost or get a problem look for somebody in blue.” - Jason

5.4. Interview and Offer

Volunteer Selection Centres (VSCs) took place at locations across the city, with the programme utilising both central and community-based venues (see Chapter 1, Section 1.4.2). The University of Hull and the Freedom Centre were the most accessed venue over the course of the programme.

Members of the Volunteer Programme Team felt the VSCs worked extremely well overall and benefitted from an informal and relaxed approach, with interviews led by existing Hull 2017 volunteers. The opportunity for prospective volunteers to meet both the team and ask questions of those already volunteering was also highlighted.

“They were really smooth ... People could come and have it done in 30 minutes, or they could stay for an hour and a half and have a cup of tea and meet people. The way that we set up the interviews allowed people to, if they wanted to, really bare their soul and tell their story of why they’re taking part, or just come in and be quite mechanical, and I want to do it, and that was it.”
(Volunteer Programme Team Member)

“I think another strength of the selection centre is the face to face, the engagement.”
(Volunteer Programme Team Member)

“And peer to peer as well.”
(Volunteer Programme Team Member)

It also gave the team an opportunity to identify where prospective volunteers may need additional support through the Super Engagement Programme (see Chapter 1, Section 1.3.1) to get the most out of their volunteer experience.

“Having a key member of the volunteer team on venue at the time. 'Cause that meant there were a number of people who maybe would have slipped through that super engagement piece who were captured. Then they were identified, and notes were made on applications that meant they were picked up on that super engagement programme.”
(Volunteer Programme Team Member)

In regard to access, a couple of Volunteer Programme Team members reflected on the difficulty in finding fully accessible venues in the city that were on the necessary size required for the VSCs.

“Finding suitable venues that are accessible to everybody is absolutely a challenge. Hull’s a pretty flat city so most people can get around if they’ve got a mobility impairment. It’s relatively easy the actual city ... But in terms of access into the buildings, you know, it’s just really tricky to find anywhere that was really good.”
(Volunteer Programme Team Member)

“Challenges trying to find venues that have that capacity to take the footprint of what the selection centre looked like.”
(Volunteer Programme Team Member)

However, there were processes in place to mitigate the risk of individuals being excluded from the programme, with the offer of telephone interviews or one-to-one conversations.

“Another strength was offering a follow up telephone interview for people who couldn’t necessarily attend the selection centre ... And we also have the backup option of second interview for people who needed face to face due to security background checks that were done. So, we were fairly robust in supporting people who couldn’t get to the selection centres.”
(Volunteer Programme Team Member)

As with the application process, volunteer feedback seemed to agree with the team's observation. The approach of utilising VSCs was rated positively by Hull 2017 volunteers, particularly in terms of:

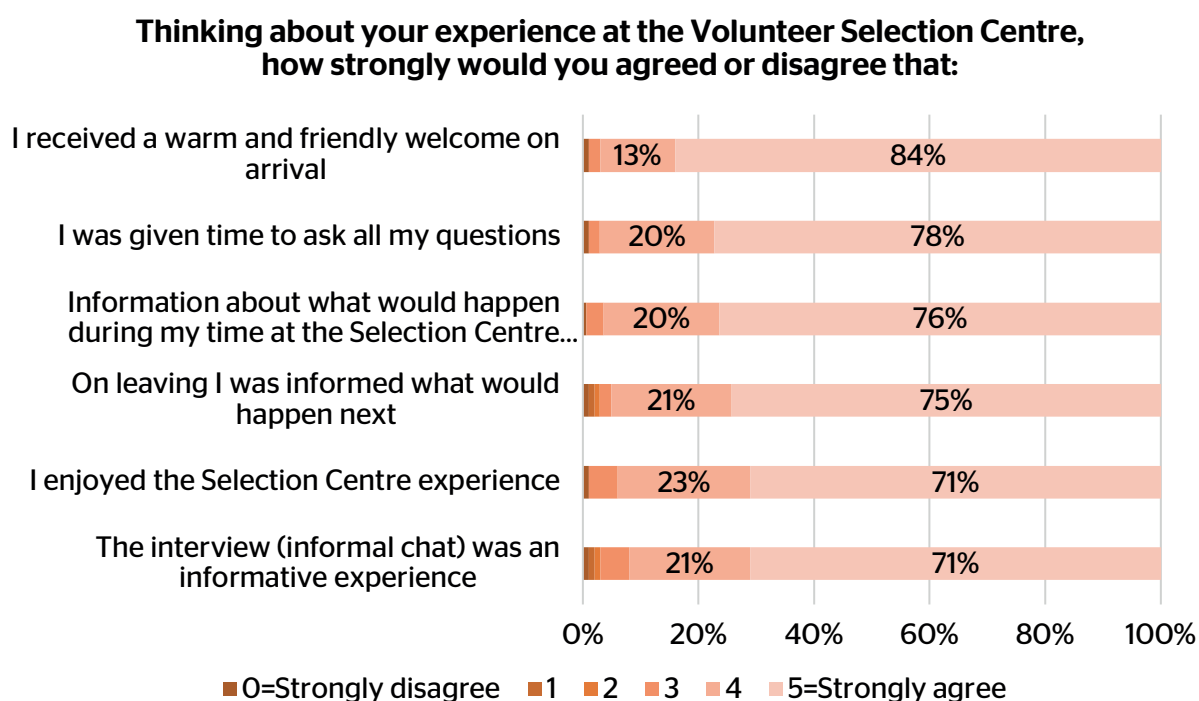
- Number of date and time options offered (87% good/excellent)
- Pre-event communications (82% good/excellent)
- Response by Hull 2017 to any queries (77% good/excellent)
- Number of venues offered (65% good/excellent).

The majority of Pioneer Volunteers (9 in 10) reported no difficulty in physically accessing the VSC locations they were invited to attend. They also found the interview to be a fun and comfortable experience, with 72% and 84% agreeing this was the case, respectively.

In terms of the overall interview experience of Hull 2017 Volunteers during Wave 1 to 4 recruitment, again the results were overwhelmingly positive with never fewer than 71% strongly agreeing with each aspect asked about (see Figure 25).

The most positive finding was that 84% of volunteers attending a Selection Centre said they 'received a warm and friendly welcome'.

Figure 25: Rating of VSCs



Base: 1,291

This suggests that there is much to be learned from the approach taken by the Volunteer Programme Team to undertaking 'interviews' and giving people a chance to have a face-to-face interaction before deciding if they wish to take part.

"The application process was a two-pronged opportunity, if you're crap at writing you get the chance to come to the Volunteer Selection Centre, come chat to us in a really chilled out, bubbly environment ... It wasn't even an interview - they were more of a chat. Possibly one of the things we'd change in the future is maybe take that word, interview."

(Volunteer Programme Team Member)

Volunteer Fact File: Jean

Name: Jean Brown
Age: 77 years old
Gender: Female
Joined programme: December 2016
Number of shifts: 43
Employment status: Retired



Motivation to Volunteer

Jean was born and raised in Hull and saw volunteering for Hull 2017 to be a unique opportunity that she could not pass up.

"I just thought it's the only chance. It's the chance of a lifetime. It's the only chance we're going to get, and I was born in Hull, although I live in Beverly now ... but obviously the place you're born is the place that means a lot to you."

Volunteer Experience

Jean's experience as a Hull 2017 volunteer had been an extremely positive experience. She spoke of how much she enjoyed the creative approaches used during the core training, and how valued she had been made to feel by the Hull 2017 team and most of the host organisations.

"The first training course was quite formal ... The second training course was quite fun. It was set up like a bar, and there was crisps and soft drinks. One of the volunteers was like dressed up as a barmaid, and that was quizzes."

"Very, very valued ... I think the way the city's dealt with the volunteers has just been amazing."

Jean also spoke of the lasting memories she had made, which to her were one of the most important legacies of the year.

"I've written things down, and obviously it's all on my calendar. I can look back on all of our lovely photographs, and the friendships I've made."

Key Moments

Made in Hull was an emotional experience for Jean. She talked about a number of other key events that stood out because she simply would never have done them if she had not become a Hull 2017 volunteer.

"Made in Hull I just cried. I wasn't a volunteer then at the new year. Well, we went three times. I felt it so emotional ... Who would ever have thought I would be at the Radio One Big Weekend ... at my age. My family said, "Cool. Do you know anybody?" I said, "Yeah. I know Katy Perry." It was just an amazing weekend."

Key Personal Outcomes

Jean went far beyond her comfort zone as a volunteer, and learned about places, spaces and stories she had not experienced before Hull 2017. This led to several personal outcomes:

- New friendships with fellow volunteers

"I've made a special friend when we were going to the first interview. It's fifteen years since I left where I work. Although I sing in a choir, and belong to the [Women's Institute], and I'm on committees, you still feel very, very nervous when you go in something new ... This lady said, "Are you going in?" I think she was more nervous than me ... We continued the friendship. We try and get shifts together ... We've had coffee together ... In fact, me and my husband were invited to her seventieth party, and she's been to see us sing. That will continue, but also people that you see along the way, people in uniforms in Hull anywhere, you just go and talk to them because you know they're part of your family really."

- Increased knowledge and understanding of Hull and its past
“In the museums and like Willy Wilberforce’s Museum. You know, I’ve been in there, and I’ve been on the Arctic Corsair, the trawler, which I’d never been on before ... I have learned a lot.”
- Developed skills, particularly interpersonal skills
“I find I speak to more people.”
- Increased self-confidence
“Definitely, confidence.”
- Positive attitude and behaviour shift towards arts and culture
 - Engagement with a greater number and diversity of arts and cultural events
“I feel I’ve done lots of things out of my comfort zone ... I’ve gone to places and I’ve thought, I know nothing about this ... [My husband and I] would’ve gone to a lot of things, but certainly not as many ... if I had not been a volunteer.”
- Pride in her contribution to the Hull UK City of Culture 2017 story
“I felt proud every time I put my uniform on. If I got on the bus into Hull, or I drive, or my husband drops me off, I feel really proud.”
- Greater sense of belonging to the community and city
“People seem to stop ... I mean, certainly they stop to talk to you if you’re in uniform... Even Hull people stop and talk to you, and ask you about things... To me it just seems a different place.”
- Commitment to volunteer beyond 2017
“One of the best things that have come out of it is that we’re going to continue [volunteering]. I’ve already got some shifts in January.”

5.5. Train and Equip

At the point at which the Pioneer phase of the programme was taking place, a formal core training programme had yet to be developed. Instead, all Pioneer Volunteers undertook an induction process to become familiar with the programme's structure, approach to community engagement and their responsibilities as a volunteer. The Pioneer phase was also set up to help inform and test the longer-term training content.

89% of Pioneer Volunteers interviewed reported that the induction process had helped them understand the Pioneer Volunteer role(s) and responsibilities.

In regard to individual elements of the training, the Pioneer Volunteers found the 'Story So Far' part of the induction most useful (59%), followed by the Pioneer Programme Overview (53%).

Table 22 shows the full results for opinions on the most and least useful parts of the induction process.

Table 22: Pioneer Volunteer Training Rated

Base: 75	Most useful	Least useful
Story So Far	59%	11%
Pioneer Programme Overview	53%	5%
Roadshows Scenarios & FAQ's	48%	19%
Community Engagement Roadshows	45%	8%
Volunteer Programme Overview	35%	9%
The Community Brand	21%	45%
Creative Communities Programme	16%	33%
Roadshow Availability	9%	29%

Overall, 97% of Pioneer Volunteers said that they enjoyed the induction session and the same number declared that they understood what the UK City of Culture Project aimed to achieve.

5.5.1. Core Training

To become a Hull 2017 volunteer, mandatory training included three modules. These were designed to cater for a broad range of knowledge baselines, capacities and aptitudes, all geared towards ensuring every volunteer would achieve the required standard of awareness and confidence. Throughout training, a theme of 'be yourself' was continually promoted. The modules were:

- 'Welcome to the Family'
- 'Think you know Hull?'
- 'Dive into culture.'

As with all the other stages in the journey, the Volunteer Programme Team invested a great deal of time and resource into developing the core training programme, adapting it across each wave in response to their learnings so that it became as fit-for-purpose as it could be.

"In wave one, it was far too intense and we were fitting in too many training sessions within a day, back to back, and it was just too tiring for staff. It was unsustainable, so I learnt from that and changed the timetable. I also learnt that I can't event manage and deliver training all at the same time, particularly well, either, so I learnt that I need additional delivery staff or event management staff, so that was good."
(Volunteer Programme Team Member)

“Then we're bringing in professionals, so bringing in artists to facilitate the gallery sessions was huge and what that enabled us to do, we started really early on then to explore this idea of a good budget for training.”
(Volunteer Programme Team Member)

The team felt that this investment had paid off, as there was an overriding sense that it had been a particularly strong part of the process.

“I think one of the strengths is that they loved it. Like they actually enjoyed it.”
(Volunteer Programme Team)

“It was just made accessible to people, covered all different learning abilities and learning preferences.”
(Volunteer Programme Team)

“You think of the range of people ... that goes from the most highly intelligent professors and doctors, to those that have struggled at school and maybe left very early on, or English isn't their first language, or as some people literally had only moved to the country months before, to be able to pitch it at that and for everyone to come out with us having had a positive experience is really incredible.”
(Volunteer Programme Team Member)

“I'm just proud that it's been a success. Proud that the training hasn't been a stumbling block for people and that they've enjoyed it and that they've moved onto volunteering and be successful in that.”
(Volunteer Programme Team Member)

“In terms of the volunteer experience, we got very good feedback about the training. I think particularly the gallery and the pub, because it's very different; it's not what people are expecting.”
(Volunteer Programme Team Member)

“They just came out buzzing. It was really interesting to see because we didn't know how they'd take it, and they were just so kind of thrilled to going to this really interactive environment and given a path where thoughts and ideas are considered as well. They weren't just being talked at, being asked to engage, you know?”
(Volunteer Programme Team Member)

The key challenges of the core training stage linked to the time and resource it required from both the team and the volunteers. Being split over more than one day also caused confusion for some volunteers, and sometimes led to a volunteers' journey being delayed, where they were unable to attend all the mandatory training required during a single wave.

“The only negative is how much work it is. So now if we're to continue into the future, how do we continue to resource something as highly valued, and it's so well rounded and full but it needs a team of people to deliver, so it is resource heavy. I guess that's the only negative, if it is sustainable or not.”
(Volunteer Programme Team Member)

“I think the challenge of the core training was the fact that it was split into two days and getting people to understand that you had to book onto one, like two separate days, like an orientation and then a city and culture one.”
(Volunteer Programme Team Member)

“If they couldn't make one of the days, then they'd have to wait until the next wave of training, which is like a few months' time, so they miss out on quite a lot of volunteering time.”
(Volunteer Programme Team Member)

Again, feedback from the Hull 2017 Volunteers was positive, backing up the observations made by the Volunteer Programme Team. When asked to rate different aspects of the administration linked to the core training, the number of date options offered, pre-event communications and response by Hull 2017 to any queries about the core training were all rated good or excellent by more than 80% of respondents, and 99% reported that they could access the venues without any difficulty.

It therefore appears that the Hull 2017 Volunteer Team had made necessary adjustments to improve these aspects, with rating scores for both communications and access improving on those in Section 5.3.1.1.

Equally, high scores were also given in response to a number of statements about the training, with more than 9 in 10 respondents giving a score of 4 or 5 out of 5 for:

- Information about what would happen during the training was clear (93%)
- I was given time to ask all my questions (95%)
- I was informed what would happen next (96%)

As an overall experience, more than 9 in 10 respondents also gave a score of 4 or 5 out of 5 for:

- I received a warm and friendly welcome on arrival (95%)
- I enjoyed the experience (96%)

As shown in Table 23, volunteers found the core training to be effectively and efficiently delivered and contextualised well by training staff. 6 in 10 also rated the opportunity for interaction with other volunteers as 'excellent' and 3 in 10 rated it as 'good'.

Table 23: Rating of Core Training

Base: 66	% good/excellent	Mean score
Knowledge level of the people delivering training	95%	4.56
Confidence level of the people delivering training	95%	4.55
Overall atmosphere created	95%	4.55
Techniques / mediums used (e.g. pub quiz, pop up gallery, workbooks)	92%	4.44
Opportunities to interact and share ideas with other volunteers	85%	4.29
Focus on you as the learner	79%	4.15

When respondents from all Waves were asked how well they felt that the core training had prepared them for volunteering with Hull 2017, nearly half (47%) felt that it had done so extremely well, while almost all others (48%) stated that it had prepared them well.

Feedback provided by both the focus group and case study research provides further insight as to why core training was so well received.

"I thought the training was a really, really good start to everything. It sort of puts everybody on the same level, which I think is the correct thing to do. But also it increases your awareness of all of those extra little skills that you need when you're meeting the public ... I think it was time well spent with the training ... with excellent trainers."

(Volunteer: Focus Group Respondent)

**“The induction days for the new people were brilliant.”
(Volunteer: Focus Group Respondent)**

**“I think the way it was all organised in that you're given the proper training, so you spend half a day learning more about the city, learning more about the arts, and ensuring that everything's covered, but in a kind of fun way. It meant that the effort was shown towards the volunteers from the start. I think if they just said, "Here's your uniform, here's this, here's that, here's a document to review everything," I don't think you would get the same kind of feel. But because they clearly spent a lot of money and effort on setting up the training programs, and making sure everyone's on the same level, and understands the commitments and expectations, for me it made me feel wanted. I think that's encouraged me to do more.”
(Volunteer: Focus Group Respondent)**

5.5.1.1. Welcome to the Family

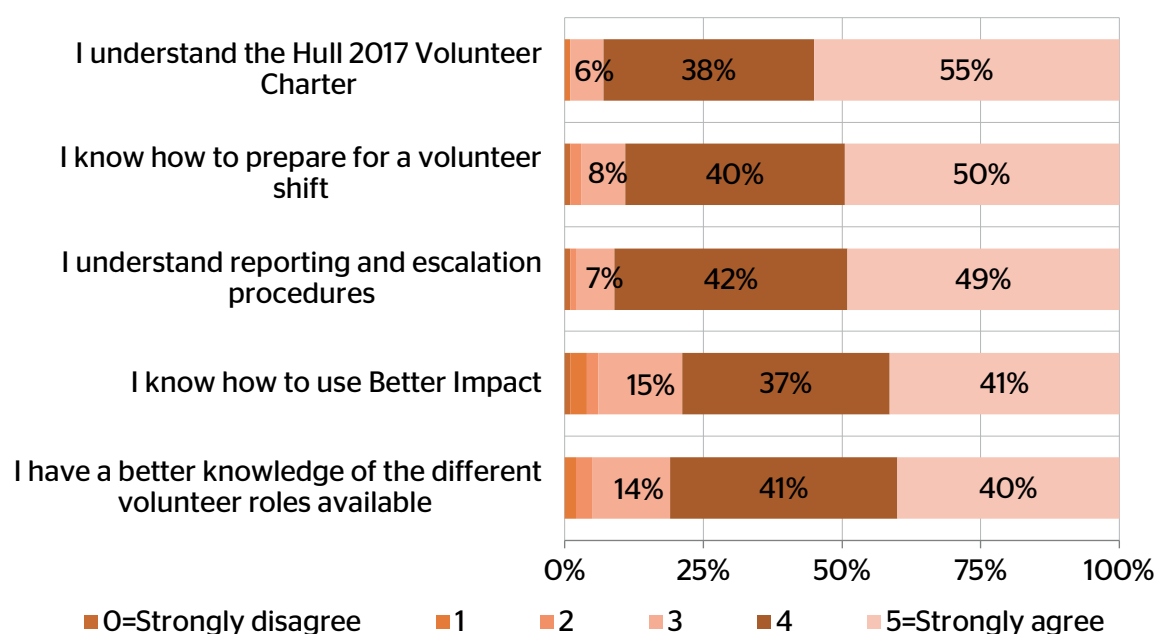
This module elaborated on the Volunteer Handbook (see Chapter 1, Section 1.4.3) and covered the keys essentials of being a volunteer, including safeguarding, appropriate behaviours, welfare expectations, the Better Impact system and other programme processes.

This session was delivered in a classroom-style because of the formal nature of much of the content.

Looking specifically at ‘Welcome to the Family’, Figure 26 shows a general overview of the increased understanding volunteers gained as a result of the training.

As would be expected, the greatest impact on knowledge and understanding as a result of the orientation training was in relation to Hull 2017, though all increases reported were significant.

Figure 26: Welcome to the Family – Effectiveness



Base: 1,210

Supporting data found that nearly 8 in 10 volunteers also agreed with each of the following statements as part of their feedback on the ‘Welcome to the Family’ module:

- I understand the Hull 2017 Volunteer Charter (93% agree/strongly agree)
- I understand reporting and escalating procedures (91% agree/strongly agree)
- I know how to prepare for a volunteer shift (90% agree/strongly agree)
- I have a better knowledge of the different volunteer roles available (81% agree/strongly agree)
- I know how to use Better Impact (78%).
- The trainers delivering the orientation ‘Welcome to the Family’ module were highly rated, with over two thirds (67%) of respondents rating them as ‘excellent’ and over a quarter (27%) rating them as ‘good’.
- The ‘Welcome to the Family’ workbook was rated as excellent by just over half (53%) of respondents and good by over a third (37%).

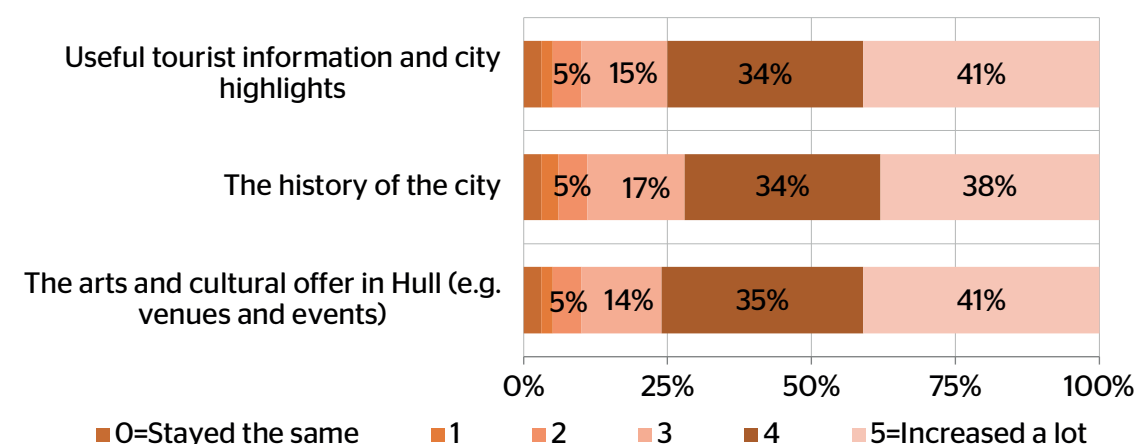
5.5.1.2. Think You Know Hull

This module focussed on ensuring every volunteer knew enough about Hull - its past, present, future - and its status as the UK City of Culture.

Content was delivered via a ‘pub quiz’ style in a theatrical mock-up of an 18th century public house, with actors in character facilitating a fun and interactive team-building experience. One played the role of ‘The pub landlady’ and the other ‘Quiz master’.

Figure 27 shows a general overview of the increased understanding volunteers gained from participating in the ‘Think You Know Hull?’ Module. As can be seen, it had a significant impact on knowledge and understanding of all three areas.

Figure 27: Think You Know Hull? – Effectiveness



The actors delivering the session in the roles of ‘The pub landlady’ and ‘The Quiz Master’ were very highly rated by volunteers, with 85% of respondents rating them as ‘excellent’ and 11% rating them as ‘good’.

The ‘Think You Know Hull?’ workbook was rated as excellent by 60% of respondents and good by a further 32% of respondents.

88% of the volunteers agreed that the module was effective in making them work as part of a team.

The Programme Team described 'Think you Know Hull' quiz concept as highly effective and thoroughly enjoyable, which agreed with feedback provided by volunteers within the focus groups.

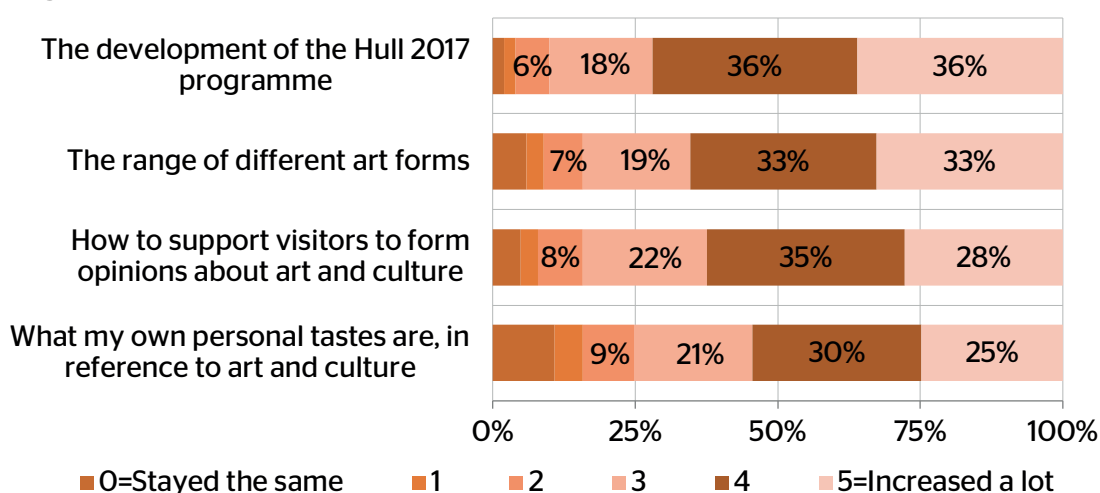
“The pub quiz one. What a novel way of putting the information across.”
(Volunteer: Respondent Focus Group)

5.5.1.3. Dive into Culture

This module involved immersing volunteers in an arts and culture experience, with the primary aim of encouraging volunteers to explore 'to develop and articulate their own opinion on artistic and cultural' experiences.

The 'Dive into Culture' Module was delivered by gallery facilitators in a pop-up gallery space. Figure 28 shows a general overview of the increased understanding volunteers gained from the training.

Figure 28: Dive into Culture – Effectiveness



Base: 1,189

As can be seen, the training had a significant impact on knowledge and understanding of all four areas, with the biggest impact on increased knowledge and understanding of the development of the Hull 2017 programme and the smallest on personal tastes in art and culture.

The gallery facilitators delivering the 'Dive into Culture' module were fairly highly rated by volunteers, with just over half of respondents (51%) rating them as 'excellent' and over a third (35%) rating them as 'good'

The 'Dive into Culture' workbook was rated as excellent by 40% of respondents and good by a further 43% of respondents.

88% of the volunteers agreed that the module was effective in making them work as part of a team.

A very positive impact of the 'Dive into Culture' training and workbook was the extent to which it inspired volunteers to visit the places and websites referenced within the workbook and/or undertake further research of their own - over half (57%) said that it had inspired them in this way and a further 40% said that although they had not yet done anything they planned to in future.

Volunteer Fact File: Kath

Name: Kath Stabler
Age: 56 years old
Gender: Female
Joined programme: March 2016
Number of shifts: 79
Employment status: Employed



Motivation to Volunteer

Kath was a first-time volunteer when she applied to be part of the Hull 2017 Volunteer Programme. She was motivated by the announcement that the city had won the UK City of Culture title, sensing it was an opportunity to spread positive messages about the city.

“When I heard the announcement ... I just knew immediately, straightaway, that I wanted to be involved in it and make sure that other people knew how great Hull was. I've never done volunteering before, so it was a little bit outside my comfort zone. I really had no idea what it would entail, but I just knew straightaway that I wanted to be involved.”

Volunteer Experience

Kath enjoyed the Core Training experience, especially the more creative approaches utilised during some of the modules and had positive interactions and relationships with both fellow volunteers and members of the Hull 2017 team.

“They did a pub quiz where it was just a bit of a fun really, but it gave you the opportunity to sort of meet all the people that were pioneer volunteers at that time. That was a standout part of the training.”

“I've always felt sort of a valued member of the City of Culture.”

Kath felt part of the Hull 2017 story and was certain that the year had changed Hull and importantly, what local people and visitors thought about the city. She talked about her own workplace and how people had been negative at the start of her experience and how she then inspired other work colleagues to volunteer.

“I definitely felt part of it. I think the first week in Made in Hull ... made you feel part of it and what it was going to mean for Hull and the impact it was going to have.”

“The Philip Larkin exhibition, a lot of people came from a way, particularly London ... who had never ever been to Hull before. They just praised it... couldn't believe what was on offer here.”

Her fantastic experience has encouraged her to take more risks, push her boundaries in life and advise others to do the same

Key Moments

Made in Hull played a pivotal role in illuminating the impact Hull 2017 was going to have on herself and her city. This was supported and illustrated again during Duckie's tea party which left a lasting impression on Kath.

“Made in Hull, the first week of the year ... I could never have imagined what it was going to be ... It just like blew me away ... Everybody just stood there, I think was in awe ... There was a lady who spoke to me on the last day who had travelled all the way from Norwich because she'd heard about it, just to actually see it. It helped show what we could do as the City of Culture.”

“The standout one for me was Duckie's Tea Party. I was one of the waitresses there ... It was on a lovely summer's day. We were told to be as diverse as possible, to sit people, four people, at a table. You picked perhaps two couples or four different people who had never, most probably, met. Within the half an hour that they were sat at that table, they became, in quotation marks, the best of friends, and were taking photos of each other, and perhaps would leave the table and never see each other again, but to me that was what the whole event was about.”

Key Personal Outcomes

As a first-time volunteer, Kath truly stepped out of her comfort zone to volunteer for Hull 2017. As a result, she benefitted from several personal outcomes:

- New friendships with fellow volunteers

“It's really widened my circle of friends.”

- Meeting people she would never otherwise have met

“I've met loads of people, old school friends, just a wide variety of people, men and women. I worked with a guy in July on the LGBT Tea Party. We got on really, really well together.”

- Increased knowledge and understanding of Hull and its past

“I was really ignorant of Philip Larkin and his sort of contribution to the arts. As a result of volunteering on [New Eyes Each Year], I can't tell you how many books I've got out at the library... Lily Bilocca ... I really knew nothing about that lady. She was obviously a really inspirational lady. Again, I've got out books and read about her.”

- Enhanced skills she already had, particularly interpersonal skills and leadership

“I strengthened the existing skills that I've got in working with people and managing people... It was just a different challenge for me, something outside my comfort zone.”

- Positive attitude and behaviour shift towards arts and culture

- Increased knowledge and understanding of arts and culture
- Realisation that artforms not previously experienced are “for the likes of me”

“I didn't really know much about The Turner Prize ... That's just completely different to anything that I've, sort of not really been into paintings ... but I've really, really enjoyed doing that ... There's been lots ... that I've never previously been involved in or thought that I would do ... The opera ... The ballet in Queen's Gardens. Never been to a ballet before. I absolutely loved that and would hope that if ballet comes again to Hull, I'd see that ... It's definitely changed my opinion.”

- Pride in her contribution to the UK City of Culture 2017 story

“You really feel so proud of the fact that you've got your uniform on and that the people of Hull really appreciate what the volunteers have done ... Last year when I was on these road shows, I met a lot of cynical people ... “Oh, I don't want to be involved in that. It's not going to work. It'll be a disaster.” It isn't, and I do feel really, really proud of what we've achieved.”

- Greater sense of belonging to the community and city

“The event at the KC Stadium when the volunteers, all we did was walk around the stadium, and people were clapping and cheering. It was my first experience then, before the City of Culture ever really even started, of how people felt about us ... Even I got a tear in my eye then.”

- Commitment to volunteer beyond 2017, including a plan to volunteer for the Tokyo Olympics

“I met this lady ... who's a retired headmistress, who spoke to me about volunteering that she'd done, and in particular volunteering that she'd done for the Olympics in 2012. As a result of meeting this lady, and in fact I met her again last week, both of us are going to apply for the 2020 Olympics in Tokyo. The whole volunteering experience has inspired me to think about doing something like that.”

5.5.2. Lead Volunteer Training

The Leader Volunteer training was provided by Hull Training and Adult Education and Hull Safeguarding Children Board.

Feedback from those attending the Leader Volunteer Training was positive, with 55% of those attending stating that it fully met their expectations and 44% stating it met them to some extent.

Key findings are summarised as follows:

- Received a warm and friendly welcome - 77% strongly agree/18% agree
- Given time to ask all my questions - 68% strongly agree/23% agree
- Information about what would happen during the training was clear - 65% strongly agree/29% agree
- Informed what would happen next - 43% strongly agree/35% agree
- Enjoyed the Leader Volunteer Training experience - 42% strongly agree/41% agree.

Leader Volunteers were also asked to provide their opinions of particular aspects of the Leader Training. Results are positive, particularly in relation to the knowledge of those delivering the training, as can be seen in Table 24.

Table 24: Leader Volunteer Training Rated

Base: 66	% good/excellent	Mean score
Knowledge level of the people delivering training	91%	4.38
Opportunities to interact and share ideas with other volunteers	80%	4.11
Overall atmosphere created	79%	4.08
Confidence level of the people delivering training	77%	4.21
Focus on you as the learner	69%	3.97
Techniques/mediums used	62%	3.82

83% of Leader Volunteers felt that the training prepared them well/extremely well for taking on the role.

Overall, the 'Team Leading Skills' session was reported to be the most useful and most interactive session; and was most likely to have increased Leader Volunteers' confidence in that area.

Table 25 shows the mean scores for each of the sessions in terms of usefulness, interactivity and confidence.

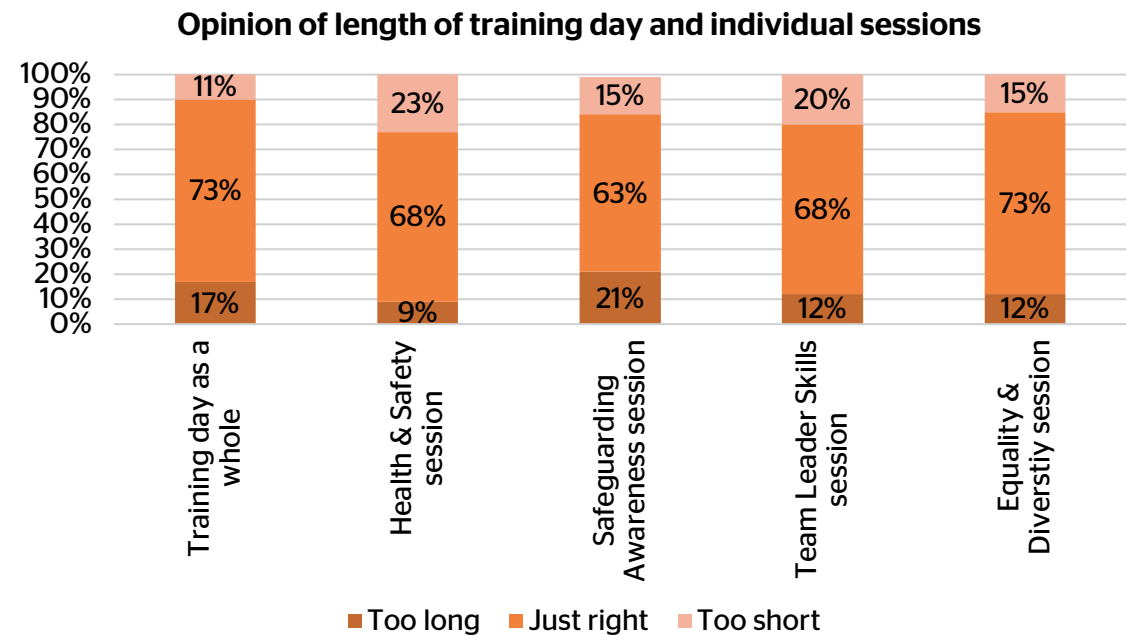
Table 25: Leader Volunteer Training Sessions Rated

Base: 66	Usefulness	Interactivity	Confidence
Team Leader Skills session	4.12	4.20	4.02
Safeguarding Awareness session	4.08	3.76	3.92
Health and Safety session	3.80	3.14	3.89
Equality and Diversity session	3.67	3.18	3.88

On the whole the volunteers attending the Leader Volunteer Training felt the day and sessions were about right in length, as can be seen in Figure 29.

However, around a fifth (21%) felt that the Safeguarding Awareness Session was too long, and a similar number felt the Health and Safety session (23%) and the Team Leader Skills session (20%) were too short.

Figure 29: Length of Training and Sessions



Base: 66

Should similar training be offered by the volunteer programme in 2018 and beyond, the balance of sessions for Leader Volunteer Training could therefore be addressed.

Reflections on the Leader Volunteering training by members of the Volunteer Programme Team were that there was definitely room for improvement. It was felt to have suffered from not being designed specifically for the programme.

“I don't think it was as good as it could have been. I got feedback from one person who felt like the workbook was better than the actual delivery of the session ... I think it would have been better to have written something bespoke instead of get bits and bobs that were kind of off the shelf and packaged together for the volunteers.”

(Volunteer Programme Team Member)

Also, it was felt that not enough opportunities were really offered at the deployment stage for recipients of the training to put what they had learnt into practice, which is reflected in feedback from the volunteers themselves in Chapter 2 (Section 2.8).

There was also a sense that not all of the volunteers attending were necessarily suitable for the role, highlighting a need to be more selective in who got to benefit from the training.

“We did a second lot of Leader Volunteer training after Wave 3, I think. Not entirely sure. And by then, we realised that we had more than enough Leader Volunteers, and we probably weren't going to use them as much as we thought we were going to use them.”

(Volunteer Programme Team Member)

“It’s a shame because I think if the Event Leads had seen the value in having them on more projects, then we could have used them all. But I don’t feel we’ve tested it enough to really see what we’ve got in value out of that whole exercise, which is a shame, because I think it could have been quite useful.”
(Volunteer Programme Team Member)

5.5.3. Masterclasses

A programme of masterclasses was delivered to supplement core training and role and venue-specific training. Masterclasses were a suite of workshops / training sessions, which lasted anywhere from one hour to a full day and covered a range of topics.

The main aims of the masterclasses were to:

- Enhance existing knowledge and develop new skills
- Improve physical and mental wellbeing for both volunteers and their communities
- Provide a platform to boost community cohesion and pride
- Raise awareness of wider volunteering opportunities within the city
- Break down barriers to trying something completely new and different
- Provide the opportunity to visit new venues within Hull and the surrounding area
- Give people the chance to get creative.

Volunteers could sign up to the masterclasses that interested them via the Better Impact Volunteer Management System (in the same way as they would for any shift opportunity).

In 2016 and 2017, 110 different masterclasses were delivered (a full list of masterclasses is provided in Appendix 15). Some of these were repeated one or more times over the course of the Hull 2017 Volunteer Programme, with 478 masterclass sessions delivered in total. Across the 478 sessions, there were 12,352 instances of volunteer attendance.

The masterclass programme was evaluated following each of the four seasons of the cultural programme:

- 326 responses to the survey at the end of Season 1
- 415 responses to the survey at the end of Season 2
- 276 responses to the survey at the end of Season 3
- 361 responses to the survey at the end of Season 4.

This meant that a total of 1,509 responses were received in terms of providing feedback on the masterclasses. A full write up of the survey findings is provided in Appendix 16.

The average frequency of masterclasses attended among respondents was 3.6, with the highest average frequency, by season, being 4.0 in Season Four.

The most-attended masterclass was the ‘Knowing Hull Walking Tour’, by nearly two-thirds (60%) of respondents. Within the case study interviews, this masterclass was frequently cited as a favourite and one that provided volunteers with new insight into the history and heritage of the city.

Other Masterclasses attended by more than 10% of respondents included:

- Embracing and Respecting Racial Diversity (24% attendance)
- Introduction to Hull History Centre and Archives (23% attendance)
- Terror Threat Awareness (20% attendance)
- LGBTQ Awareness (13% attendance)
- Water Safety Awareness (11%).

Over the lifetime of the project 5% of volunteers reported having not attended any masterclass. Feedback from the surveys, from those who had not attended any of the masterclasses, most frequently cited personal reasons and/or a change in circumstances as their main barrier to engagement with the masterclasses.

In relation to the logistics of masterclasses, average scores gathered from feedback were as follows. Where 0 was Poor and 5 Excellent:

- Pre-event communications and response of Hull 2017 to any queries were generally very good overall. 59 of the 108 masterclasses received a rating, scoring at least 4.5 for this aspect
 - The highest-rated included Hull Philharmonic Orchestra rehearsals (open and final), Knowing Hull Walking Tour, Arctic Corsair Museum Tour, and Introduction to Hull History Centre and Archives.
- Location of the training venue were also very good overall. 64 of the 108 masterclasses received a rating, scoring at least 4.5 for this aspect
 - The highest-rated included the Introduction to Hull History Centre and Archives, Knowing Hull Walking Tour, Hull Philharmonic Orchestra - final rehearsals, Arctic Corsair Museum Tour, and P&O Ferries Masterclass and Big Picture Photo.
- Comfort and facilities of the training venue were slightly lower overall. 34 of the 108 masterclasses received a score of at least 4.5 for this aspect
 - The highest-rated included P&O Ferries Masterclass and Big Picture Photo Opportunity, The Story of the Three Crowns History, Introduction to Hull History Centre and Archives, and the Hull Philharmonic Orchestra - rehearsals (final and open).

The accessibility of venues hosting masterclasses appeared to be of a good quality. However, 16 of the 108 masterclasses received feedback from more than 5% of respondents that they had difficulty in physically accessing the venue. Despite being a low number overall, it highlights a need to further investigate the physical and sensory barriers present in all venues utilised by the volunteer programme in future.

Further comments relating to the venue and Hull 2017's administration of the masterclasses included criticism of the preparation by staff or the venue itself, difficulties in finding venues at Hull University, lack of parking and not enough breaks.

In terms of the experience for volunteers of the masterclass programme, scores recorded were equivalent to those of core training. Where 0 was Poor and 5 Excellent:

- Average agreement scores for 'I received a warm and friendly welcome on arrival' were generally very high, with 72 of the 108 masterclasses rated receiving a score of at least 4.5
- Average agreement scores for 'Information about what would happen during the masterclass was clear' were also very high with 61 of the 108 masterclasses rated receiving a score of at least 4.5
- Average agreement scores for 'I was given time to ask all my questions' were also very high with 69 of the 108 masterclasses rated receiving a score of at least 4.5.

The highest-rated masterclasses were:

- Arctic Corsair Museum Tour
- Knowing Hull Walking Tour
- Disability Awareness - Hull/ Goole
- Introduction to Hull History Centre and Archives.

Qualitative research undertaken as part of the evaluation highlights that the masterclasses provided added value to the volunteer training. The variety of masterclasses was praised as a way to be introduced to new things, including things they otherwise might not have engaged with, as well as deepening people's knowledge of things they already felt they had a good grasp of.

**"The masterclasses were a real bonus. Little tastes of all sorts of things."
(Volunteer: Focus Group Respondent)**

"I think the masterclasses introduced you to things like the culture café or university and the talks of the different aspects of Hull. I don't think I would have gone to those. I probably wouldn't have even known about them if I hadn't done the other things. They sort of, cover everything, you do something and then something else branches off it."

(Volunteer: Focus Group Respondent)

The praise for the masterclasses by Hull 2017 Volunteers supports the belief held by the Volunteer Programme Team who hailed them as a major success. Not only did they know through their conversations with volunteers that these were highly valued in terms of what volunteers learnt, they also discovered that through being linked to the volunteer programme it gave people the confidence to attend something they otherwise would have overlooked or been too afraid to attend.

"Every single volunteer loves the masterclasses ... Lots of the things that we've run have run before in the city but have been undersubscribed. Volunteers have said that they'll sign up to things that they would never have done beforehand, but because they knew there'd be like ten other volunteers there ... I think to break down those boundaries and allow people to learn in a fun environment, and I just think we've hit the jackpot in the masterclasses."

(Volunteer Programme Team Member)

"We're exposing people to lots of new stuff because we're almost like a shop window for them."

(Volunteer Programme Team Member)

"I think it added value to the individuals because they felt they were getting something in return for what they were giving. So I think it added value to the program as a whole, and it helped with engagement in other ways, again, not just engaging the individuals but engaging with third parties across the city."

(Volunteer Programme Team Member)

"I think the opportunity for personal development as well, apart from the core training ... We've got training skills managers can improve with masterclasses and they go from, you know, it could be writing a CV, it could be Morris dancing, it could be anything ... It's given so much pleasure to all our volunteers apart from just the volunteering opportunities they've been able to develop their skills and all that kind of stuff."

(Volunteer Programme Team Member)

"It enriches them."

(Volunteer Programme Team Member)

Equally, the masterclass programme was something that volunteers themselves felt empowered to influence being asked about their interests and training needs. Many also came forward with their own proposals to lead a masterclass.

“Other times where it was a volunteer themselves who said, “I’ve got this skill ... or I’ve got this knowledge, can I give a talk about it? Or can I do a workshop on it?” So, we had a volunteer give a talk about Philip Larkin’s life. We had another volunteer who taught people meditation and relaxation techniques, which went down very well. That’s been really nice to be able to give volunteers the opportunity to kind of share their own expertise as well.”
(Volunteer Programme Team Member)

Suggestions from Hull 2017 Volunteers about how the masterclasses could have been improved, included:

- Providing handouts/notes (where these had not been provided)
- Breaks for drinks/refreshments
- Improvements to venues (e.g. room size, temperature, noise, acoustics)
- More interactive/less scripted talks
- Prompt start/finish times
- Some topics to be covered in greater depth/length.

When asked about masterclasses that would be of most interest or use to volunteers in the future, those most frequently mentioned were:

- History of Hull (maritime history, fishing industry, WW2/Blitz history)
- Art and culture in general
- Creative activities such as theatre, music, photography, dance
- First aid
- City tours
- Behind-the-scenes tours at various venues
- Mental health issues and awareness
- Appreciation of art
- Language skills and classes
- Architecture of the city.

As with the core training, concerns were raised about how sustainable the masterclass programme was in the future. It was stressed that should they continue a process was needed to ensure the programme is not exploited.

“I don’t know how sustainable it is moving forward ... Because we’ve been in a healthy budget situation, I don’t know how much it potentially has raised the expectations of volunteers. So many of them have enjoyed the masterclasses.”
(Volunteer Programme Team Member)

“A challenge of the masterclasses is the fact that a lot of them were quite limited in number, and there was more demand for them than what we could fulfil.”
(Volunteer Programme Team Member)

“The volunteers that booked on didn’t always turn up. And although the masterclasses were free to the volunteers, they weren’t free to us.”
(Volunteer Programme Team Member)

Both the volunteer team and volunteers themselves felt it was important that the masterclasses continued, moving forward, as they were seen as integral to the success of the volunteer experience.

Volunteer Fact File: Janet

Name: Janet Bark
Age: 63 years old
Gender: Female
Joined programme: March 2016
Number of shifts: 218
Employment status: Employed



Motivation to Volunteer

Janet and her husband were both volunteers for Freedom Festival and decided to volunteer for Hull 2017 as it was unknown quantity that they felt would be a great challenge.

“While we were doing Freedom, somebody had said, does anybody want to do City of Culture, Volunteering. And I said, “oh yes that’d be nice, I’d do that.” I hadn’t actually thought it through, I hadn’t thought about what it was actually going to involve ... I get an email saying would I like to be a pioneer volunteer. And I thought to myself, well in for a penny in for a pound here.”

Volunteer Experience

Janet had an extremely positive experience as a Hull 2017 volunteer. She spoke with great enthusiasm about the training she received, her involvement in recruiting future waves of volunteers, and the support provided by the Hull 2017 team.

“I just loved the training ... We were training to get more volunteers and tell the public what was happening for this year ... Being a pioneer, we were only a small group ... We had events such as the [Community Cube] ... So we were with [the Hull 2017 team] ... And yeah, we got to know them, and yeah, we always felt valued, they always looked after you ... They cared for us a lot.”

She forged deep friendships with other Pioneer volunteers, who like her were involved from day one. She felt that the smaller numbers involved in the Pioneer wave had enabled this.

“As a pioneer, there were not many of us, and I think it was easier for us to talk to each other ... We saw the same people more often ... It was a bit more of close-knit family.”

Janet rejoiced in how the community embraced the year, especially given the negativity from many in the lead up to 2017. She witnessed a complete transformation of the city and felt that people were rightly proud, had been given a voice, and were thinking optimistically about the future, which in part was due to increased visitors to the city.

“What it’s done is allowed us to have a voice, so before we might have talked about it, but now we can shout about it ... We can say we are from Hull and start telling people how wonderful Hull is ... There was quite a lot of negativity ... then people’s attitudes started to change and there was a buzz. And people just seemed to be happier ... You just feel it, you know, it’s because there’s so many more people walking about.”

Key Moments

Janet was unable to pick key moments from her volunteer journey. She felt the whole experience was the key moment and one she would benefit for the rest of her life.

“One thing people always talk about is, when we first started, right try and do something that makes you come out of your comfort zone. I now don’t have a comfort zone. It’s gone ... I’m game for anything.”

Key Personal Outcomes

Janet was the embodiment of a pioneer, who embraced the uncertainty of what was ahead and threw herself into every opportunity. This led to significant personal outcomes:

- New friendships with fellow volunteers

“It’s unbelievable. It’s a bit like Facebook is live, Facebook in the street ... I cannot walk through Hull without meeting people that I know. And you don’t even have to be in uniform ... It’s unbelievable, it’s phenomenal. We were going to a Christmas party on Friday, just a whole group of us, there’s probably about sixteen. And we are all pioneers, and this friendship has continued throughout ... I’ve never had so many friends. And good friends, you know?”

- Meeting people she would never otherwise have met

“They’re from different walks of life. And you tend to have your friends, either from your work, friends from relatives or neighbours, like a close circle... But these, I would never have known them at all, from completely different sort of jobs, areas.”

- Increased knowledge and understanding of Hull and its past

“I mean I could always talk to people. But I can now sort of wax lyrically about the history of Hull. Might not be all perfect but I can wax lyrically about it.”

- Skills development, including creative skills inspired by the activities they were involved in

“Right well we had a yellow day, and it spawned a brilliant day in which I decided to knit a yellow fish scarf, for Larkin [the statue of Philip Larkin at Hull Paragon Interchange] ... I don’t know how to knit, so I had to Google how to knit.”

- Growth in self-confidence and an increased sense of adventure

“I’m quite happy to go up to people and help them. And where I probably would have been more reticent. I’m going up to people with a map saying. “Excuse me, can I help you” there’s a phrase that I think I spend my life saying now.”

- Increased knowledge and understanding of different disabilities, and how those with disabilities have a greater independence and ability to do things than she previously thought

“I have two friends ... we sometimes give them lifts to events and they’re, one’s blind and the other is partially sighted. And it’s quite amazing what they do ... That has taught me.”

- Positive attitude and behaviour shift towards arts and culture
 - Increased knowledge and understanding of arts and culture
 - Engagement with a greater diversity of arts and culture

“We used to go to galleries, we used to go the theatre, we used to go to the cinema. I wouldn’t say that John and I would be heading off to the ballet or the opera. But we have done the ballet and the opera and we both go, “Well actually this is quite nice!” ... We’ve learnt to understand things a lot more. We are just game to do anything. You know, whereas before, we would have gone no, that’s not for me no. Or not even looked ... But now we are looking for things.”

- Pride in her contribution to the Hull UK City of Culture 2017 story

“When we had the first training session as a pioneer, we were given this notebook, in the back of it, it said “Be Part of the Story.” And I thought at the time, I don’t know what I’d write in this, what story? I couldn’t quite visualise a story. I now know what being part of the story is... We have gone on a journey through the whole year, of all sorts of things, and off shoots, and done this together... learned so much and developed in our selves. It’s a magnificent story and the memories we’ve got is unbelievable.... I get my uniform on, I’m just proud with my uniform on. I think I’ve gained an inch in height as I’m standing up taller.”

5.5.4. Role and Venue Specific Training

Role-specific training for individual events was carried out on a number of projects, requiring volunteers to have specialist knowledge, skills or a deeper understanding of the event than might normally have been necessary. This was often mandatory, whereby volunteers had to be available to attend the training in order to complete a shift at the event.

There were a number of venues that required venue specific training, to ensure that the volunteers had the necessary knowledge to support the venue. The sessions would invariably cover information about the venue, health and safety procedures, and any venue specific management procedures.

No formal feedback was gathered on volunteers' experience of the role and venue specific training, as this fell outside the control of the Volunteer Programme Team.

However, some of the evidence gathered by focus group and case study research indicates that when done well – the venue specific training, in particular, can pay dividends by creating a team of ambassadors amongst the volunteers, who have an in-depth understanding of the location.

In some instances, such as with Hull Minster, Hull 2017 volunteers also went on to volunteer directly with the venue.

“I did the Turner Prize specialist training ... I didn't volunteer on it, but I did a training session. I think learning the background of it all, about how it all happens and the reasoning behind the arts ... has all been really good. I think things like the Turner Prize that are intended to challenge, but it's shown that it's okay to be challenged, even if you don't like it that's okay because everyone has different opinions.”
(Volunteer: Focus Group Respondent)

5.5.5. Uniform

The uniform was, without doubt, a triumph overall. Volunteers spoke of the pride they felt wearing the uniform, and of how it empowered them and gave them confidence (Chapter 2, Section 2.7.2); whilst the Volunteer Programme Team and Event Leads spoke of how it stood out, was recognisable and had certain values associated with it.

“I think that the jacket, and the shirt, and the bright colours have become more than a uniform, they've become like a badge of honour and a confidence-giver, and that's invaluable ... It's made everybody level and equal. The quality means that they can be volunteering in any weather because they've got the resources that they need.”
(Volunteer Programme Team Member)

As with other elements of the volunteer programme, this was not a coincidence. A great deal of planning and consultation had gone on behind-the-scenes to ensure that it was as good as it could be.

“One of the first things was getting a uniform supplier in as soon as possible and making sure that they would understand the type of gear that we'd need; you'll have four seasons in one day, needs to last for two years, it's got to be iconic. For all of those things, the types of supplier to deliver on that sort of scale ... they'd probably be more accustomed to industrial work wear. Your average bell curve of size distribution for warehouse staff is substantially different to of a volunteer programme where you've got 16-year-olds and 89-year-olds. We knew from the start we were going to be more than 50 per cent women and we're 68 per cent women now ... It takes the best part of 11 months from finalising an order to actually getting your hands on it and being able to distribute it. It was a huge, huge piece of work. I lose track of how many different items there were. There was something like 27 different sizes of trousers that we used.”
(Volunteer Programme Team Member)

**“From the perspective of the uniform, I think it's worked really well and I like the idea that actually it's been not dated.”
(Volunteer Programme Team Member)**

The Uniform Distribution Centres were also felt to have been an efficient and effective way for people to pick up their uniform up.

**“I think the actual Uniform Distribution Centre itself went really smoothly. Like the concept of like, walking onto a slot and then turning up. I mean, I never actually went to one, so this is just from like the amount of emails that come to me inbox. But like, I think the idea of having your own slot and turning up, I think that's a good idea.”
(Volunteer Programme Team Member)**

5.6. Deploy

In order to be deployed on to shift, the Volunteer Programme Team first had to receive shift requests from Event Leads which were then uploaded on to the Better Impact system.

5.6.1. Volunteer Requests and Pre-shift Information

External Event Leads were very positive about the process of requesting and utilising volunteers (see Table 26), with all (100%) strongly agreeing or agreeing that they understood what was required of them and their team; and at least 70% strongly agreeing or agreeing with all other value statements.

Table 26: Event Lead Experience

	External Event Lead (Base: 25)	Hull 2017 Staff (Base: 56)
I understand what is required of me and my team, in terms of briefing Hull 2017 volunteers	100% (n=25)	80% (n=45)
I was properly trained and supported to take on volunteers	95% (n=24)	68% (n=38)
The process of requesting volunteers is clear and straightforward	80% (n=20)	73% (n=41)
Pre-shift information I receive from the Volunteering Team contains sufficient detail	88% (n=22)	64% (n=36)
Pre-shift information I receive from the Volunteering Team arrives sufficiently ahead of the shift opportunity taking place	72% (n=18)	57% (n=32)

Internal staff were slightly less positive overall, though results were still generally high.

As the base figure in Table 26 shows, a total of 56 staff stated within the Hull 2017 Staff Survey that they had worked with Hull 2017 volunteers in some way. Data provided on internal staff who attended Event Lead training sessions, indicates that only 29 members of staff took part. This may go some way to explaining the lower scores from internal staff and their feelings of preparedness in managing and working alongside volunteers.

This finding suggests a potential need to train non-Event Leads, to mitigate this risk in future. It may also indicate that staff who were trained as Event Leads were not effectively passing on information and guidance to other members of their team who had some level of responsibility for volunteers on shift.

It is also of note that a lot of support was provided by the Volunteer Programme Team to internal projects. This additional level of support may have led to internal staff being more reliant on the Volunteer Programme Team to manage the process of requesting, briefing and coordinating volunteers, compared with external partners. As a result, the confidence that comes through familiarity with a process may have been limited.

Qualitative feedback provided by Event Leads provided further insight into their experience of working with the Hull 2017 Volunteer Team, with praise for the systems that were put in place, the resources provided, and the staff who gave advice and support (and the manner in which they did this).

**“Really an easy system [to request volunteers] ... I thought it was very simple and easy to use.”
(Event Lead: Depth Interview)**

**“I think that the information handbook that they gave us was really informative, the way that they detailed the volunteer's training was really useful to know what experience and qualifications or, you know, what training they came with ... Just kind of having that understanding already, and that we could plan sort of the next steps in working with them. It helped to shortcut quite a few corners.”
(Event Lead: Depth Interview)**

**“I liaise with Harriet [the Volunteer Engagement Manager] a lot ... That meant I could then email her and say, “Look, I've got this. Does it fit in with you?” That gave me a really good way in and the confidence that I could ask for volunteers for other things. I think she trusted that we looked after them well and stuff, so that was really crucial and good.”
(Event Lead: Depth Interview)**

**“The organisational team was fantastic. They were friendly, accessible and had a wealth of knowledge that made organising the volunteers so much easier.”
(Event Lead: Event Lead Survey)**

**“I would like to thank Hull 2017 for enabling and supporting me to work on so many great and varied events and also the volunteers for being generally so hard working, enthusiastic and fun to be around.”
(Event Lead: Event Lead Survey)**

**“Throughout the process of actually recruiting them, the Hull 2017 team were very good at advising.”
(Event Lead: Depth Interview)**

**“[The Hull 2017 Volunteer Programme] is much more organised than previous roles that have [involved me working] with volunteers.”
(Event Lead: Depth Interview)**

Not only were the Hull 2017 Volunteer Team seen to be supportive by external Event Leads, but it was also mentioned that they were adaptable and flexible, responding to and learning from the feedback provided by Event Leads.

**“We were working over the year on a number of different projects, we got to know the Hull 2017 team well, and so after two, we came out and we said, “That was good, that worked really well. We need to do it slightly different for three,” and then same again for part four. So, that process of going back and feeding back and then changing things, that all worked well.”
(Event Lead: Depth Interview)**

Despite the ease of the process in requesting volunteers, one Event Lead felt the forms were quite formulaic, which made it difficult to do requests for some more unusual requests. A couple of others found the forms less simple to use.

“The form is a bit clumsy is all. Not the people, they were great and accommodating, and go, “Oh, okay, don't do that bit. Just tell me what you need.” That would sometimes happen.”
(Event Lead: Depth Interview)

“I do think that because the form was really simple, it made it really hard to do something that was a little bit unusual with the staffing ... They were just assuming you wanted someone between nine and five on a Saturday, but actually we didn't, we wanted someone at half past one and half past three and then again at half past four till half past six.”
(Event Lead: Depth Interview)

“It was really difficult to do the paperwork for so many diverse events and the online forms were fiendish and kept wiping the information.”
(Event Lead: Event Lead Survey)

Indeed, members of the Volunteer Programme Team reflected on the challenges that came with trying to follow very strict formal procedures within a sector that is much more adaptable and fast-changing than others where volunteers are often utilised (e.g. sporting events).

“It's been a challenge to make those that are very rigorous, structured processes gel with these creative individuals and projects that crave flexibility and change.”
(Volunteer Programme Team Member)

“What we're dealing with is a lot more creative an industry and with that there's the flexibility and the changes and the tweaks in the eleventh hour, so we've just got to be really upfront with the volunteers.”
(Volunteer Programme Team Member)

One Event Lead had feedback from some of the volunteers who supported their shift, which suggested not all the information they provided was making it into the shift description on Better Impact, which caused issues.

“I always send a brief explanation of the event/task. The volunteers told me few times that they didn't know they will have to, for example, be creative and they didn't feel well with that. I would prefer this message to be passed on volunteers before booking so they feel confident enough to support my project.”
(Event Lead: Event Lead Survey)

The information provided on volunteers being deployed to them was felt to contain too much detail for one Event Lead who provided shifts for only a few hours, whilst another felt they would have benefitted from additional guidance on managing the volunteers on shift.

“Some of it I didn't need to know. I know why it was gathered but sometimes it wasn't necessary for us, especially if we weren't giving them lunches ... Other than that, it was fine, it was exactly what we wanted.”
(Event Lead: Depth Interview)

“They didn't really give you any practical information to manage a volunteer team ... I think a few tips and tricks on that would have actually been quite useful.”
(Event Lead: Depth Interview)

There was also some Event Leads who felt that getting the pre-shift information through sooner would have been helpful, and weekends presented a particular challenge when there were issues to address.

“I think that we needed that information earlier than we got it. So, the information that we got, we only ever got the day before the event. And actually that wasn't really helpful for us because if we didn't have enough volunteers, it didn't happen ... But also, if there was anything wrong with those requests, often we got them on a Friday afternoon, and by the time we picked up the email ready to run with it on Saturday, it was too late to ring City of Culture and [cancel].”
(Event Lead: Depth Interview)

“On the day, it was sometimes a bit tricky to find the right person to call if volunteers weren't there or something had happened or anything like that. It's just on a weekend.”
(Event Lead: Depth Interview)

“Needed more notice of volunteers with additional needs. I don't think they had as good an experience as they could have had if I had had time to meet with them prior to the event.”
(Event Lead: Event Lead Survey)

A member of the Volunteer Programme Team felt that some of the challenges caused by the timing of pre-shift information going to Event Leads could have been addressed through the ability to provide updates in between making the request and pre-shift information being received.

“There was a big void in terms of communication that once they'd submitted their request, they didn't hear from us again until they were actually receiving the register, forty-eight hours, seventy-two hours before their event ... People were getting a little bit twitchy 'cause they didn't know whether they were gonna actually gonna have the numbers they wanted. There was no means of actually reviewing their request once the request had been submitted, it had gone ... So I think one of the learnings from that is that there's an additional process to put in place that once an activity is promoted on the software, there's a confirmation sent out to the Event Leads so they know it's gone live, a copy of the request sent back to them so that they can review what they've asked and how it's seen buy us.”
(Event Lead: Event Lead Survey)

Equally, knowing the skills of the volunteers coming on a shift well in advance to inform the planning was something another Event Lead said they would have benefitted from.

“We didn't have time each day to select people on their skills, it would have helped to be able to do this in advance.”
(Event Lead: Event Lead Survey)

Having a process through which the same volunteers could be engaged for the same roles was seen by one Event Lead as a means through which efficiencies could have been improved.

“We can't schedule the same people once they have been trained and have to have new people each time. For some of our activities this didn't matter but for one of our regular slots it was time consuming to training someone every week.”
(Event Lead: Event Lead Survey)

5.6.2. Shift Opportunities

The variety of shift opportunities was seen to be a key strength of the Hull 2017 Volunteer Programme, and something that volunteers themselves commented upon (Chapter 2, Section 2.4). Roles from performing within a community chorus to supporting monitoring and evaluation activity at events and behind-the-scenes; meet and greet to bell wrangling.

Indeed, volunteers responding to the mid-year survey were asked to rate the Hull 2017 Volunteer Programme in terms of the shift opportunities experienced (i.e. events and activities to which they had been deployed) on a scale of 1 to 5 where 1= very poor and 5 = very good. Table 27 shows that over two thirds (69%) felt the opportunities experienced had been good or very good.

Table 27: Rating of Shift Opportunities Experienced

Base: 334	Very Poor	Poor	Neither poor nor good	Good	Very Good
Mid-Year Volunteers	3%	15%	13%	41%	27%

It was mentioned by a Volunteer Programme Team Member that although Event Leads had attended training, and this was mandatory for host organisations, there was perhaps a need to also do follow-up checks to ensure what they were told was being put into practice.

“We put a lot of trust into the Event Leads and maybe there should have been a bit more rocking up and just checking on them.”
(Volunteer Programme Team Member)

“Making sure that [volunteers are] actually used and not like spare parts.”
(Volunteer Programme Team Member)

Those responding to the end of year survey were asked to think about the number of shifts offered to them on a scale of 1 to 5 where 1 = nowhere near enough to choose from and 5 = far too many to choose from. Table 28 shows that 60% felt there were just the right amount however, as reflected by the qualitative feedback, 30% felt there were not enough.

Table 28: Rating of Number of Shifts Made Available

Base: 385	Nowhere near enough to choose from	Too few to choose from	Just the right amount	Too many to choose from	Far too many to choose from
End of Year Volunteers	6%	24%	60%	9%	4%

Given that Hull 2017 Volunteers estimated their average number of shifts to be 25 and their average number of hours worked to be 124, the fact that so many felt that there were not enough opportunities to choose from shows how enthusiastic and dedicated they were – and potentially will be going forward.

In some of the volunteer case studies, criticism was levelled at the deployment of volunteers. The Better Impact system and the timing of shift opportunities being posted was seen to have not been fully effective, especially at the beginning. As a result, some volunteers felt they were unfairly treated, as the system tended to favour the most active volunteers, many of whom were retired and therefore had more free time to log into the system during the day when others were at work. This led to a by-line of **“a lot of the sexy shifts were hogged”**.

It was also highlighted by some that a number of shift opportunities they would have been interested in never seemed to be made visible to them, which some said was likely caused by the interests they stated they had at the application and VSC stage. This suggests that volunteers would have benefitted from being able to update their preferences within Better Impact to take on roles, which at the start, they may not have thought they would be interested in.

Despite these criticisms it was acknowledged that the Volunteer Programme Team had taken this feedback on board and improvements were made throughout the year.

Given the challenge that deployment presented to the Volunteer Programme Team, such positive results are testament to the hard work and commitment of those responsible for this area of work. The sheer volume of events being supported, and the processes involved, meant that people were pushed to their limit and a large staff team was required to support the ongoing delivery of the programme.

“What we have done and achieved is incredible, the number of events we’ve supported is in the hundreds, and the number of volunteer opportunities is in the many, many thousands. It’s been relatively smooth and not too many problems, but it has been such hard work and we’ve had to have a huge team to resource it, where if we designed it differently, we probably could have let the system that we’ve bought do more work.”

(Volunteer Programme Team Member)

“I might have hundreds of events happening in one month, and there could be maybe 30 different organisations running them. One thing might be every day, twice a day, with 10 volunteers, but one thing might just be once with three volunteers, or a hundred volunteers, but they’ll all need exactly the same support ... That Event Lead could be really needy, so you’ll be on the phone on a night to people, or you’re getting emails all hours of the day ... It almost feels like suffocating, the volume, and at points.”

(Volunteer Programme Team Member)

“It’s really challenging, both to meet the expectation and the needs of the volunteers themselves, but also to meet the needs of those leading the events, especially when sometimes those leading the events and wanting volunteers don’t listen to advice or don’t get their requests in on time.”

(Volunteer Programme Team Member)

“The Better Impact system is the best out there, we know that, but we know that the company, Better Impact tell us on a regular basis that we are stretching it as much as anyone has ever stretched it, because of the amount that we use it. We have to backfill with a lot of staff time because it needs that human touch and we want to make sure we get distributions right as well. We want to make sure that everybody gets a fair bite, a fair piece of the pie, lots of variety in the shift offers that they get.”

(Volunteer Programme Team Member)

Digitising the register process that recorded which volunteers turned up their shift was felt to have been a way that could have made the records both more accurate and efficient, whilst also reducing perceived environmental impacts from large amounts of paper being used.

Event Leads were very positive about how they and their teams worked with volunteers, especially when compared with Hull 2017 staff (see Table 29) who appeared to struggle much more than external Event Leads around their ability to provide the level of support that they would wish to the volunteers, and adequate notice of their request for volunteers to the Volunteer Team.

This may again be reflective of the higher level of engagement with the Event Lead training among external staff but is also symptomatic of the extremely high workload and pressures experienced by staff at Hull 2017.

One member of staff's observation, about where requests had gone wrong, was of instances where too many volunteers were on a shift. This aligns with some of the feedback from the volunteers (Chapter 2, Section 2.4.1).

“I sometimes think volunteers are over supplied at certain events or sites and are left with little to do or be engaged with.”
(Hull 2017 Staff Survey)

Another Event Lead also reflected on their organisation's own failure to comprehend the time and resource required to offer the type of volunteer experience that was expected from Hull 2017.

“I don't think any of us realised how much effort and time you have to put into it, because I've got my normal job to do and it's been quite hard because you have to do your briefings with them, and your debriefs, and your training, so you're constantly there.”
(Event Lead: Depth Interview)

Table 29: Effectiveness of Working with Volunteers

	External Event Lead (Base: 25)	Hull 2017 Staff (Base: 56)
Me and my team provide our Hull 2017 Volunteers with a high-quality briefing	92% (n=23)	82% (n=46)
Me and my team ensure there are clear roles before recruiting volunteers	88% (n=22)	77% (n=43)
Me and my team are able to offer Hull 2017 Volunteers the level of support that we would like to	88% (n=22)	71% (n=40)
Me and my team provide the Volunteering Team with adequate notice of our request	76% (n=19)	50% (n=28)

5.6.3. Drop Outs and No Shows

Some observations were shared by Event Leads and Hull 2017 staff linked to the reliability of some Hull 2017 Volunteers. Overall, they were extremely reliable, though there did seem to be a slight change in this towards the latter part of the year.

“Towards the end of the year ... we were probably averaging about thirty per cent dropout ... It was quite noticeable towards the end of the year, I guess because it's winter and illness and stuff.”
(Event Lead: Depth Interview)

“We had a bit of a challenge in the autumn when we had some front-of-house volunteer opportunities. There was a fair amount of drop off from people who had signed up to a place and then couldn't do it, but I think that that was because it was a particularly busy time and there was a lot of opportunities, and then a lot of demand on people's time.”
(Event Lead: Depth Interview)

Where drop outs did take place, one Event Lead felt there was a lack of flexibility within the request system to try and mitigate the impact of this.

“I think the most negative was an inconsistency (not always a number of requested volunteers turn up) and the fact we only find out about it two to three days before the event. Sometimes when I realised I had two, not five volunteers, I asked to open this offer again on the system, but apparently it was impossible.”
(Event Lead: Event Lead Survey)

Volunteer Fact File: Lesley

Name: Lesley Brown
Age: 59 years old
Gender: Female
Joined programme: March 2016
Number of shifts: 305
Employment status: Unknown



Motivation to Volunteer

Lesley was born and raised in Hull. Having moved away from the city, a series of life challenges led her to return at the end of 2012. Her deep love for Hull, combined with a sense that she had nothing to lose, acted as a catalyst to her decision to volunteer.

"I've always loved the city. The city has always been home wherever I've been ... By the time I came back to the city I had literally nothing left ... Financially I was in a mess, my health was not so good, and my sister and brother-in-law said, 'Why don't you come back and live with us, and then rebuild yourself from there.' ... When I got that opportunity [to volunteer], I thought why not. Why wouldn't you? ... I also looked upon it because in a way ... I felt that my life was over."

Volunteer Experience

As well as volunteering herself, Lesley supported another volunteer, with whom she has developed a close friendship. It was this experience and seeing how the volunteer programme aspired to be inclusive and accessible that led her to encourage a visually impaired couple (Jason and Enid Adams) to volunteer.

"I am a support for another volunteer. I work with a young woman [Amy] who has Downs syndrome and we have become very firm friends."

Her shift opportunities were consistently excellent, as were her interactions with the internal Hull 2017 team. She was particularly impressed with the accommodation of her mental health issues and the tangible ways that the team expressed their appreciation to the volunteers over the year.

"The team have been fantastic ... in the sense that they care of us, if you like, the welfare, I think, has been second to none ... Because they're a very small team on the whole, I think they need to be commended for that ... The celebrations they've organised, the feedback that people have had, the comments that the team have made, the photographs that have been done, and the fact that we have been told that we have done a fantastic job."

Having done more than three hundred shifts, Lesley embraced what Hull 2017 had to offer, and seemingly surprised herself in doing so.

"I would say my journey ... has been one of vast opportunity across a whole range of different activities ... At one point I took myself out of myself. You know sometimes how you actually look down at yourself and you think you are actually doing this."

Key Moments

Lesley was touched and moved by many events, whether volunteering at them or not. The shared quality of those that stood out to her, was experiencing something she never had before.

"Flood I would say was a highlight probably purely and simply because I've never done anything like it before ... Going to see The Hypocrite, and actually having an opportunity to be part of [the] filming for the RSC website ... A photo shoot for The Culture, which is the play that Hull City of Culture has commissioned ... I'm one of the people dressed in volunteer uniform on that poster. Seeing my picture on that is just bizarre, and the lovely thing about that was the other week I met the writer, and so I've got a photograph with the writer."

Key Personal Outcomes

Through taking risks, pushing her personal boundaries and participating Lesley discovered a new chapter of and enthusiasm for, not just Hull but her entire life. Her personal outcomes included:

- New friendships with fellow volunteers, including Amy who she supports

"I've met Amy, and I now spend some time with her during the week as well, not volunteering ... She and her sister are coming later today to help decorate the Christmas tree ... We'll have a lovely time because we're going to have some party food."

- Meeting people she would never otherwise have met

"At the pod [Visitor Welcome Information Point] you meet quite a number of different people ... You began to realise that there were a number of people going through the station who actually came out, for example, for a walk because they lived alone, and may not see anybody."

- Increased knowledge and understanding of Hull and its past

"[The Hull Walking Tour with] Paul Schofield ... there were places that I hadn't been ... There are things that I have learned about my city. For me, it's even more home than it was before ... As for Lillian Bilocca, I didn't know all of the stuff that had gone on with that."

- Development of skills, including digital and interpersonal skills

"My technological skills have got better ... Before this year I had a phone that worked on steam as one of my friends called it, so I invested in a smart phone ... I've been able to do little videos and stuff like that, which I would not have done before ... I would say that I'm a people person, but it was something that I would say not I'd lost but had been hidden for lots of reasons. I would say that I've re-found that and developed it."

- Increased self-confidence and self-esteem
- Positive attitude and behaviour shift towards arts and culture
 - Increased knowledge and understanding of arts and culture
 - Engagement in a greater diversity of arts and culture
 - Realisation that artforms not previously experienced are "for the likes of me"

"I wouldn't necessarily say that I was a great gallery visitor ... I did some volunteering at the Brynmor Jones Library for the Lines of Thought Exhibition, which was just amazing ... I got an opportunity later in the year to take part in Flood ... I have never ever been in theatre before... I went to the ballet in Queen's Gardens ... I don't know anything about ballet, but it was beautiful ... I've been to see opera, which I would never have done before."

- Greater sense of belonging to the community and city

"That uniform makes you part of the story, because people will talk to you ... I mean, you can't fail to see that I'm in this uniform ... People will stop and talk to me who maybe didn't talk to me before. I'll get onto the bus, and the driver... actually says to me, "So, where are you going today then, Love?" ... I do feel part of the story, and I will continue to feel part of the story."

- Pride in her contribution to the Hull UK City of Culture 2017 story

"I feel proud of the collective contribution. I mean, when you gather at 4:30am in the morning for a photograph on Humber Bridge, and you look around at all these people with blue jackets. You think, wow, this has galvanised people in a way I've never seen people galvanised before."

- Commitment to volunteer beyond 2017, including for Hull Minster (formerly Holy Trinity)

"I love Holy Trinity, Hull Minster, and I have met a whole group of different people there. I will probably continue to volunteer with them because I've been given a form to do that because they obviously like me, and I like them."

5.7. Celebrate

The celebration events detailed within Chapter 1 (Section 1.4.7), were not a particular focus of the evaluation. However, within the case study and focus group research, a number of the approaches that the Volunteer Programme Team had used to celebrate volunteer contribution to the year were highlighted.

“Doing all the photographs ... They've kept drip-feeding these little ‘thank you’s’ along the line ... I remember thinking, “Whoever came up with the idea of just giving us tea and cake in City Hall midway, they played a blinder. You know, everybody likes a cup of tea and a bit of cake. They could have done buffets and really wasted a lot of money, but they just did it on a nice, simple way. And that was just wonderful, and it was a thank you again.”

(Volunteer: Focus Group Respondent)

“I thought that scroll that the council gave us was brilliant as well, because that was so unexpected. It was like an official recognition, and something that you keep on your wall at home, and it’s just for you, it’s not a big trumpet from the rooftops it’s for you personally.”

(Volunteer: Focus Group Respondent)

“And the Christmas cards as well. It looks like they’re all hand signed. It must’ve taken ages. I was just blown away by that.”

(Volunteer: Focus Group Respondent)

These comments provide an indication of how the celebration events and smaller gestures of thanks played in reducing attrition rates amongst the Hull 2017 Volunteer cohort and retaining volunteers’ enthusiasm and passion.

“It’s just been a really nice celebration with a family feel. The volunteers seem to have really appreciated feeling valued with a quality event that they can come and get together and kind of spend time with each other. I think it’s good that the focus has been on getting together ... a bit of food and drink, a bit of entertainment, bit of an update from us, but mostly just a chance to mill, see each other, enjoy themselves, and not be on shift, I think it’s really important.”

(Volunteer Programme Team Member)

5.8. Profile of Volunteers

Overall, it was felt by the Volunteer Programme Team and Event Leads that a diverse group of individuals had been attracted to the Hull 2017 Volunteer Programme. This was particularly the case in terms of age, disability and life experiences.

“Contrary to belief we do have quite a lot of young people under 25 who are on our system ... I think the challenge that we have is that those people who are out volunteering the most are middle aged to elderly people who are predominantly white and retired ... They’re more likely to be out there because they have more time to give, and it’s more likely that they’re on during the day, so they’re more likely to be seen, whereas actually we do have quite a breadth of people who span all sorts of backgrounds and interests.”

(Volunteer Programme Team Member)

“We’ve engaged people from all walks of life and all parts of the city, it’s this really inclusive environment, so everybody feels really part of it. So, it doesn’t matter if you’re in a wheelchair, or that you’re 16, or you’re 84, or you’re black, or white. You’re alongside people, volunteering with them and you’ve all got this same overall aim that you want to make a difference in the city.”

(Volunteer Programme Team Member)

“I know we have a certain kind of sub-set of the usual suspects in terms of demographic, but actually the intention was to go a lot wider than that, so we got 16-year-olds through to, I think our oldest is 84, 85? Really wanted to pull that cross-generational thing together so that we had the broad spectrum of experiences from the city and surrounding areas.”

(Volunteer Programme Team Member)

“We’ve had some really good successes with people with disabilities, that they feel really part of the programme and that they felt it’s really inclusive.”

(Volunteer Programme Team Member)

“We have volunteers that are vision impaired, have a physical or sensory impairment. We’ve got volunteers who acknowledge that they’ve got mental health needs, or we’ve picked up that they need a little bit of extra support whether they acknowledge it themselves or not ... you might look at them and not think they’re particularly diverse, but actually when you delve into their backgrounds.”

(Volunteer Programme Team Member)

“A number of people with mental health conditions are volunteers. A lot have said that it has helped with their anxiety and managing sort of their condition. Some people have found it very challenging to be involved and sometimes people maybe been involved and then had to take a step back for a time and then become more involved again.”

(Volunteer Programme Team Member)

“We do have a number of individuals who have visible disabilities and then we have a number with invisible disabilities. Obviously, some of whom haven’t disclosed them but have come to light as time has gone on.”

(Volunteer Programme Team Member)

“Getting people from different backgrounds, so you know, teachers or there was a solicitor at one of the events. And sort of the whole pool of volunteers at the festival brought a completely different attitude towards our practices and the way that we did things.”

(Event Lead: Depth Interview)

Attracting a diverse group of people in terms of ethnic background was always going to be a challenge in a city that is predominantly White British, and this was reflected upon by the team, though some felt it was perhaps more diverse than it appeared in this regard. However, the team also faced challenges in terms of the rules and regulations that needed to be met by volunteers.

“Lots of different nationalities as well. We probably know the number of different nationalities we have a lot of languages spoken.”

(Volunteer Programme Team Member)

“I guess the other thing that’s been a challenge is the vetting process, it’s harder for someone who’s from a different country, and that’s added a challenge of making sure that those people are represented, because they might not pass their vetting just because they’ve not got a history of addresses in this country.”

(Volunteer Programme Team Member)

“It was just a bit of a struggle to get ethnic diversity amongst our volunteers.”

(Event Lead: Event Lead Survey)

Beyond ‘diversity’, the key adjectives that all agreed on to describe the Hull 2017 Volunteer were ‘approachable’, ‘proud’, ‘enthusiastic’ and ‘willing’.

5.9. Barriers to Engagement and Participation

191 volunteers completed all their training and were issued uniform and accreditation but did not undertake a volunteer opportunity.

The remaining volunteers were deployed on at least one shift. Despite this, evidence shows the majority of volunteers faced at least one or more barriers to participation.

The end of year survey found that nearly a third (31%) of respondents had been able to get involved in as many Hull 2017 shift opportunities as they would have liked compared to two-thirds (67%) who had not.

Those who had undertaken 49 or fewer shift opportunities were less likely to have been able to get involved in as many opportunities as they would have liked (NB: high engagers completed 50+ shifts, medium engagers completed 10-49 shifts, and low engagers completed 0-9 shifts):

- 57% for high engagers
- 24% for medium engagers
- 25% for low engagers.

The prevalent barriers to volunteering tended to be personal or environmental, rather than barriers arising from the approach to programme delivery.

Many volunteers stated that they did not have enough time to maximise their experience of the programme or were already busy when shifts and opportunities of interest were presented by the system. Table 30 shows a summary of survey data relating to this area of research.

Table 30: Barriers to Participation

	Mid-Year Volunteers (Base: 334)	End of Year Volunteers (Base: 385)
Lack of time generally	26%	48%
Not available when opportunities of interest have arisen/timing of opportunities	12%	35%
Not enough choice of opportunities		18%
Arranging travel to and from opportunities	5%	8%
Cost of getting to and from opportunities	2%	6%
Unsure if the opportunities are for me		9%
Nervousness to try something new		3%
Knowing who I will be volunteering with		3%
Other reason	56%	30%

Other reasons specified included:

- Lack of opportunities offered
- The speed at which opportunities booked up
- Work or study commitments
- Personal or family circumstances
- Not having sufficient online access or skills to use Better Impact
- Not being offered particular shifts
- The short notice of some opportunities
- A fear of meeting and/or talking to people
- Physical limitations
- Inability to attend the precursory and compulsory masterclass.

Focus groups with volunteers and those interviewed as part of the case study research provided further insight into these barriers.

"I would have to make a decision on how much of a negative impact it was going to have on the family, how much I was going to have to rearrange to be able to do it. And what stood in the way adding more stress to what I was doing, even though I wanted to do the shift. So yeah, there's been a lot of choices to have to be made to that."

(Volunteer: Focus Group Respondent)

"The only negative I had was this frustration of not being able to do certain, quite a few things really, because of work and family commitments."

(Volunteer: Focus Group Respondent)

"I hadn't necessarily done as much as I wanted to do, because obviously you're working Monday to Friday and occasionally on some weekends. It means you can only do evenings and weekend shifts."

(Volunteer: Focus Group Respondent)

"I haven't quite done as much as I wanted to, but everything I have done I've enjoyed. That's because I have work and uni and I can't always get to the shifts that I'd want to."

(Volunteer: Focus Group Respondent)

In the mid-year results, 14% of Hull 2017 Volunteers said they had not experienced any barriers to volunteering. This figure fell to 9% in the end of year, implying an increase in barriers to engagement, and / or that volunteers recruited in the later waves faced more barriers to engagement than those recruited in the earlier waves.

The online focus of the systems at all stages, however, did come up in research with volunteers and members of the Volunteer Programme Team as an area that still needed further consideration.

"I think that the fact that we do predominantly use email to communicate with people and an online kind of portal, it's always going to be off-putting for some people. That's not the way that they work, particularly some of those older, more isolated individuals or people who maybe are a bit suspicious of using technology or something like that. There are some people that that's a turn off for."

(Volunteer Programme Team Member)

"I suppose one of my concerns might be that someone might slip through the net and we might not know about it, because we are so kind of digitally focused ... I always wonder, not having a physical hub that people can just literally drop in and see a member of welfare staff to kind of go, "Oh, how're you doing? Have a cup of tea. Let's sit and chat." And to pick up on those that might be more vulnerable. I wonder whether there may be some people out there that we're missing in terms of their needs."

(Volunteer Programme Team Member)

"I think what you've got with an issue like that is the individuals that maybe aren't on the internet or are just not computer savvy enough ... what we do with the guys that are not able to engage with the internet or the digital version of the program ... This lady I was talking to last night, she gets tremendous migraines whenever she's sat in front of a computer, so it's just not fair, it doesn't work for her."

(Volunteer Programme Team Member)

Not knowing the content of the artistic programme until September of 2016 also created barriers to engaging people.

**“It was only when we launched it on 22 of September that people started to actually know what was coming to Hull.”
(Volunteer Programme Team Member)**

5.10. Other Key Learnings

Other key learnings that were highlighted through the research with the Volunteer Programme Team were:

- Being mindful of the time and resource required to do HR properly, particularly as many people coming forward to volunteer were vulnerable.
- Not underestimating how central a part volunteering could come to play in the lives of individuals and the potential risks this came with.
- Not having set numerical targets to work to (i.e. KPIs) came with both positives and negatives – providing a freedom to be creative, but also removing the ability to say that this target had been met and so it was ok to stop. In turn, this meant there was no time in year for any real reflection.

**“We underestimated the level of HR we'd need to do and the support that we'd need to give people emotionally, and maybe how quickly people come to rely on the volunteer programme as a source of a lot of their interest, and excitement, and life.”
(Volunteer Programme Team Member)**

**“Some people are quite vulnerable who've come to us and they've found in us a sense of family and belonging and value, which is great, but I think quite early on, we were aware that we needed to walk a careful line, really, of looking after volunteers' needs to the right level, but then at the point at which they needed sign-posting or additional support, that wasn't our role to suddenly take over and be adult social services for the city.”
(Volunteer Programme Team Member)**

**“[In previous roles] I've had really, really specific objectives to achieve, like twenty events, or two hundred people engaged. Like a real solid number. We've had a much looser structure here, which has meant we have been able to be more creative and less bound by objectives, but also I felt it's not given us a point where we're like, "We can stop now" ... which has meant that we've just worked, and worked, and worked, and worked, because of the very nature of the people in our team.”
(Volunteer Programme Team Member)**

**“Probably the biggest weakness, that there was no point where we could say, "Do you know what? We've done that, we've done it this week. Shall we go to the pub? Should we reflect? Should we take stock?" It's just been relentless because in a way it's been one event, one gig after another.”
(Volunteer Programme Team Member)**

Members of the Volunteer Programme Team also spoke about other challenges they faced in their roles, including:

- Knowing volunteers who needed specific types of support (e.g. financial or psychological), but being unable to do anything to help, as it was not their role or appropriate for them to.
- A loss on anonymity, as even in leisure time out in the city, staff were being stopped in the street and asked about work related topics.
- Ensuring Event Leads recognised the value of the time volunteers were giving up supporting their events and demonstrated an appropriate level of respect.

“So some event leads, both internally and externally, I think expected the volunteers were just coming, do their briefing straight away, and then disappear off and forget the fact that actually they’re people with feelings, and thoughts, and ideas, and lots and lots of skills. They’re not all just dense beings that are there to smile and wave and check tickets. Actually, there’s an awful lot going on there.”
(Volunteer Programme Team Member)

5.11. Best Practice and Industry Recognition

The quality and commitment of the Volunteer Programme was officially recognised when it acquired the ‘Investors In Volunteering’ quality kitemark. For this an independent assessment was undertaken by the awarding National Council for Volunteer Organisations (NCVO).

Within the assessment of the Hull 2017 Volunteer Programme, extensive evidence was provided of how the Hull 2017 Volunteer Programme contributed to each of the ‘Investing In Volunteering’ indicators:

- There is an expressed commitment to the involvement of volunteers, and recognition throughout the organisation that volunteering is a two-way process which benefits volunteers and the organisation.
- The organisation commits appropriate resources to working with all volunteers, such as money, management, staff time and materials.
- The organisation is open to involving volunteers who reflect the diversity of the local community and actively seeks to do this in accordance with its stated aims.
- The organisation develops appropriate roles for volunteers in line with its aims and objectives, which are of value to the volunteers.
- The organisation is committed to ensuring that, as far as possible, volunteers are protected from physical, financial and emotional harm arising from volunteering.
- The organisation is committed to using fair, efficient and consistent recruitment procedures for all potential volunteers.
- Clear procedures are put into action for introducing new volunteers to their role, the organisation, its work, policies, practices and relevant personnel.
- The organisation takes account of the varying support and supervision needs of volunteers.
- The whole organisation is aware of the need to give volunteers recognition.

Indeed, the Hull 2017 Volunteers were full of praise for the staff who delivered the Hull 2017 Volunteer Programme and spoke of them with great fondness. In addition, one volunteer was also keen to point out how the team enabled and empowered the Hull 2017 Volunteers to contribute to the programme, beyond just doing their shifts.

“I think the one thing the team have consistently done throughout the year is they listen to our ideas. They’ve been very, very good at that. Whether they thought they were any good or not, they listened and then you saw some things happen as a result of that ... They are lovely personalities.”
(Hull 2017 Volunteer: Case Study Respondent)

The research with the Volunteer Programme Team made it clear they felt they had created something special and unique for Hull, which was distinctive in the arts and culture, and voluntary sectors. Key features mentioned were:

- Size and scale of the programme and opportunities it supported
- The longevity of the event being supported
- Being informal and personal, yet professional and high-quality
- The enthusiasm, passion and drive of the individual volunteers
- The high level of flexibility volunteers have around the shifts they choose
- The variety of opportunities offered.

“We've taken the essence of the two main types of volunteering ... massive scale volunteer opportunities like the Olympics, where it's high quality, amazing uniforms, brilliant training, high profile, and then there's grassroots volunteering where you are passionate about what you do, and there's a small group of you, and you're like a family, and everybody knows everybody. I feel like we've taken the best from both types of volunteering and made this entirely unique scenario ... They feel really empowered.”

(Volunteer Programme Team Member)

“Well, I think it makes it distinctive because of the longevity of it, really, and the fact that it's in a place like Hull. It's not London; it's not a massive metropolis. I think it stands out because it says to other places, "You could do this as well," which is a good thing, I think. You can recruit keen, excitable, willing, friendly people to be those ambassadors, and there is that desire within people to be like that, to represent their hometown, their home city in a good way.”

(Volunteer Programme Team Member)

“I think the fact as well that it's really personal. So not only do we sort of tailor opportunities to individuals, they sort of feel like they know us and like we know them on like their first name basis.”

(Volunteer Programme Team Member)

“[The Hull 2017 Volunteer Programme] is person-centered. So, it's about each volunteer, what they want to do and how we can support them to do that to the best of our abilities as well as their abilities.”

(Volunteer Programme Team Member)

“I think the beauty of it for volunteers is you can dip in and out as much as you want. So, you could do a shift a day if there were sufficient shifts available, but you can just do one a week. I think that flexibility of the whole program has been, for me, one of the best things about it. There was very positive feedback from the volunteers. It's not a set number of hours. You're not doing five hours prescriptively and so many days a week. You can just dip in and out.”

(Volunteer Programme Team Member)

“And the opportunity to try something new, like maybe they've not ticked as an interest in the initial interview, but after being on a few shifts and I think they get talking to each other and think, "Oh, I'll try something." That pushes them out of their comfort zone, and they try some amazing things.”

(Volunteer Programme Team Member)

“The depth of the opportunities and the variety of the opportunities they get and over such a long period of time as well.”

(Volunteer Programme Team Member)

The Head of Volunteering was also awarded Business Manager of the Year 2017 at the nationally recognised Professional Clothing Awards for the management of the partnership with the uniform supplier ARCO. This included work designing, sourcing and planning the logistics for the distribution of the volunteer wardrobe.

Volunteer Fact File: Graham and Meg

Name: Graham and Meg Reedier

Age: 64 years old

Gender: Male and female

Joined programme: March 2016

Number of shifts: 227

Employment status: Retired



Motivation to Volunteer

Both retired secondary school teachers who had worked with local communities in Hull for a significant part of their careers, Graham and Meg are passionate advocates for the city. They saw volunteering for Hull 2017 as an opportunity to challenge negativity within and towards Hull.

"I taught for thirty-eight years ... in a challenging school, but it was brilliant. I loved it, but the children there and the parents had low opinions of the city and of themselves and their own capabilities ... People tell you you're rubbish and you'll never amount to anything, you come to believe it ... Then there was the people who said it was a terrible place to live ... who'd never even been to the city. I wanted to do what I could to change that." - Meg

Volunteer Experience

Both Graham and Meg trained as Leader Volunteers and were extremely positive about this, and how the Leader Volunteer roles added to their volunteering experience. They were also full of praise for the team at Hull 2017, who they felt showed the volunteers great respect.

"They listened to us. Asked us what we thought." - Meg

"I think it's because they treat us like friends, like colleagues ... They're not asking us to do anything that they wouldn't do themselves." - Graham

They felt the volunteer programme had been inclusive and accessible and spoke passionately about how meeting and doing shifts alongside volunteers with disabilities had been inspiring.

"I think my life's been enriched by actually meeting people like Jason [a volunteer with visual impairment]. His attitude is that he can do certain things." - Graham

"I filled out Enid's application form with her [Jason's wife] ... When they left I said, "They're just amazing!" I could feel the tears in my eyes ... You think about the things that people complain about ... things that have stopped them enjoying life ... They just got on with it." - Meg

The biggest legacy the couple experienced was a fundamental shift in the attitudes towards Hull, both internally from residents and externally from visitors.

"People thought it was, when the City of Culture status was first announced, "Well, Hull, we won't be able to do that," but as time has gone on, you have seen the chests come up and the heads lift. People know that we can do it. There have been people from all over the country and all over the world have visited Hull. It is now a destination of choice." - Meg

Key Moments

The *Gold Nose of Green Ginger*, part of *Land of Green Ginger* project, was mentioned by Graham and Meg as a highlight of their experience, as was the *Fishing Heritage Exhibition*.

"We did a volunteering at the fishing heritage exhibition ... It was in Hessle Road, which is the heart of the fishing community ... The people that came in and they looked at the pictures and it was their world, their relations. They knew all about it. They wanted to talk about it, a lot of them, not everybody. Some people just wanted to be left with the thought, but just listening to what they had to say. It was, we loved it, didn't we?" - Meg

Key Personal Outcomes

Graham and Meg spoke of many positive outcomes that volunteering had, both on their lives and experience of the year, individually and as a couple:

- New friendships with fellow volunteers

“We started March 2016, so from then until where the ones started in September 2017, there were only something like one hundred and twenty-five of us. You saw the same people again and again. We developed friendships that will last for the rest of our lives, really.” - Meg

- Meeting people they would never otherwise have met

“I have interacted with a greater variety of people than I normally would have done, but that's bound to happen, because I have just interacted with more people. People with different backgrounds, different beliefs, different problems in life.” - Meg

- Increased knowledge and understanding of Hull and its past

“We were doing this city training ... [Hull Walking Tour with Paul Scofield] ... I learned things about this city that I never knew. I was embarrassed... The training got you to think about [visiting places in the city] in a totally different light.” - Graham

- Development of skills, particularly engaging with younger children

“We have been involved with projects involving children, smaller children. We both taught sixteen-year olds in my case, eleven to eighteen-year olds in Graham's case.” - Meg

- Growth in self-confidence

“I think my confidence has improved. I'm more confident. I mean, I was pretty confident before, but I think I'm more confident now.” - Meg

- Increased knowledge and understanding of arts and culture

“My art appreciation went up about three million percent, because I look at art. I know what I like, but then I now look at things and I question.” - Graham

- Greater sense of belonging to the community and city

“We've lived there for thirty-one years and met a fellow volunteer who lives across the road ... He's been there thirty-one years, and it's the first time we've spoken and seen each other. We were walking to get the bus in our uniform. He was on the other side and he waved.” - Graham

- Improved wellbeing through a renewed passion and purpose

“I think because I've retired. We had two or three years of doing lots of things and spending lots of money. Then suddenly the realisation we can't keep doing this ... It got to the point where you're getting up later and later ... Because I've done this, my enthusiasm, if you want, for life, has gone up a notch because I was on a bit of a downhill ... This has been a godsend because I now get up and I meet people.” - Graham

“I can remember my sister in law saying to me, "Graham needs something. He needs to volunteer." When we started it, she said, "I can just see the difference in him.”” - Meg

- Commitment to volunteer beyond 2017, due to the flexibility and diversity that this particular volunteer programme offers

“The reason why we didn't really do anything before was because it's set, you've got to say, right, every Wednesday afternoon, I will do this ... There's so many different opportunities now with City of Culture, and it's flexible. You can choose when you want to do it. If you don't want to do any this week, you don't have to.” - Meg

“Other volunteering opportunities have been opened up to us. We have volunteered, the year before last, we volunteered for the Freedom Festival through City of Culture. This year, we were asked to be Freedom ambassadors.” - Meg

5.12. Knowledge Sharing

Post 2017 the body of evidence, practical and strategic experience, and established learnings have begun to, and will continue to be shared through relationships with other similar current and prospective initiatives of a similar scale.

Events and activities already delivered:

- Event Lead training sessions took place regularly throughout 2017 to upskill local organisations in volunteer management and share expectations around quality standards.
- Presented their approaches and learnings to date with bidding cities for the UK City of Culture 2021 in March 2017, as part of a knowledge sharing event with other colleagues from Hull 2017.
- Presented the volunteer programme and best practice with the European Capitals of Culture Network in both Aarhus, Denmark and Rijeka, Croatia in early 2018.
- Presented the volunteer programme and best practice at a knowledge sharing day with for Coventry 2021, London Borough of Brent, Light Night Leeds, Leeds 2023, Groundwork and Wirral Council in September 2018.
- Presented at and developed workshops for a number of different conferences linked to the voluntary sector, including the Association of Volunteer Managers, NCVO and Heritage Volunteering Group.
- Regularly engaged with Hull Community and Voluntary Services (Hull CVS) throughout 2017, including presenting at their Annual General Meeting.
- Offered teams from member organisations of the local CVS the chance to access Hull 2017 Volunteers through the masterclass programme, where they were invited to share information about their organisation and voluntary opportunities they had available.

Continuing and future knowledge sharing will include:

- European Capitals of Culture Network
- Ongoing meetings with Hull CVS
- Hosting regular three to four hour mini-conferences with local host organisations, to share best practice - attendees range from grassroots organisations up to large cultural institutions.
- Providing advice and guidance to other UK Cities striving to plan for large-scale volunteer initiatives, e.g.:
 - Commonwealth Games
 - London Boroughs of Culture
 - Prospective future UK Cities of Culture
 - London Boroughs of Culture
 - Rugby League World Cup Host Bid locations.

**“What we can do is we can go to Coventry, we can have a great conversation with Coventry 2021 now and say, in terms of managing expectations and setting targets, we can give them a good chunk of understanding.”
(Volunteer Programme Team Member)**

Further generic learning will also continue to be shared through learning days led by the volunteer programme that will engage a range of stakeholders, including:

- Multi-sector peers
- Funder network organisations
- Existing and prospective host organisations and their Volunteer Managers.

5.13. The Future of the Volunteer Programme

Prior to the Hull 2017 Volunteer Programme being launched, the Hull 2017 team were aware that Hull is unlikely to require a volunteer workforce of the scale achieved to support UK City of Culture year in the next few decades. However, there was a commitment to build a legacy for the programme, with a focus on the long-term social impact that it could create.

With this in mind, a key element of the Hull 2017 Volunteer Programme was to integrate existing volunteering programmes from the city (attached to cultural events), alongside recruiting new volunteers.

Through Hull 2017 and their cultural partners co-supporting these pre-existing volunteers, the intention was that they would maintain their relationship with the original organisation and be more likely to continue volunteering for them once 2017 was over.

Equally, Hull 2017 appreciated that for a number of people, they were volunteering for a year of culture as one-off experience to make a positive contribution to the area in which they live, or to be a part of something that only comes along once in a generation.

This was accepted, but there was also a hope that they could work with a majority of the volunteer workforce to encourage them to continue volunteering in 2018 and beyond.

5.13.1. Key Priorities from the Research

It was recognised within the research that one area to focus on in 2018 and beyond was on those relationships with the local voluntary sector.

“I think there is still work to do with the local volunteer sector ... to just start exploring in more detail, really, how the programme can work with other local agencies in a way that, like I say, doesn't step on toes or anything. I think one thing we haven't done well enough this year is keep other organisations informed about where we're at, and what we're doing, and what the plans are.”
(Volunteer Programme Team Member)

“As I mentioned earlier as well, having closer communications, closer working really, partnership working with the local voluntary sector and working out, really clearly, what are our strengths; where can we compliment what's already happening; and where can we learn from others.”
(Volunteer Programme Team Member)

“Not losing sight of all your agencies across Hull. You can benefit from the enthusiasm of the volunteers, so linking it with all of those of the third sector and smaller charities, bigger organisations. There's definitely a vast amount of thirst out there for people to give their time to support the communities.”
(Volunteer Programme Team Member)

“They will become more and more of a stakeholder, the existing infrastructure, organisations at that strategic level, like your CVSs. Then also your grassroots voluntary programmes ... We've upskilled. We've built the confidence to go and volunteer, and we've upskilled on volunteer management techniques as well.”
(Volunteer Programme Team Member)

In addition to this, retaining ongoing communications with the volunteers and fully managing their expectations for what 2018 and beyond will be, were considered vitally important. Given the intensity and uniqueness of UK City of Culture year and the budgets that come with this it will not have the same pace or number of opportunities.

“For it to be a success it needs to keep being fresh, and exciting, and flexible, and intuitive.”
(Volunteer Programme Team Member)

“Keeping clear communications with the volunteers is definitely, definitely a must, and keeping the momentum up as much as possible.”
(Volunteer Programme Team Member)

“Ensuring that volunteers understand the scale of the programme moving forward.”
(Volunteer Programme Team Member)

“We're constantly stoking the fire with the volunteers and letting them know that we want their input. Just from that, you get that sense ... we'll retain good numbers.”
(Volunteer Programme Team Member)

However, there was also recognition that the end of Hull 2017 also came with new opportunities. Principally, the volunteer programme could look to diversify into supporting other sectors and focus on how the potential of volunteers will be unlocked as true community ambassadors for their neighbourhoods and city.

“It needs to be something special otherwise there's no point of it happening. It needs to be having an impact, not just on the people but on the city.”
(Volunteer Programme Team Member)

Building on the above, and the success of the delivery in 2016 and 2017 the volunteer programme will continue and develop in line with the Volunteer Programme Development Plan which is summarised below.

The main beneficiaries linked to the volunteer programme as it moves into 2018 and beyond are:

- Volunteers
- Volunteer Hosting Agencies
- The city.

Four main themes that the programme will focus on are:

- The model is promoted as good practice - includes maintaining the 'Investors in Volunteer' kitemark standard and being a benchmark for European Capitals of Culture
- Increase the wellbeing of Hull residents - volunteering should be mentally and physically rewarding
- Residents are proud to live in Hull - volunteers are City Ambassadors and Community Champions
- Volunteers are integrated into the fabric of the city - they are the iconic image of the city and volunteering is seen as aspirational).

These themes will be addressed through the volunteer programme's main areas of work, which are set out over a five-year period of 2018-2022:

- Governance and Management
- Staffing
- Volunteer Co-Creation
- Welfare
- MarComms
- Partnerships
- Systems
- Recruitment and Engagement
- Core Delivery
- Activism
- Training
- Monitoring and Evaluation
- Recognition
- Outreach
- Sustainability.

There are four key time periods within which all the above are operating:

- A - Core (3-6 months)
- B - Growth (Year 1-2)
- C - Maturity (Year 2-3)
- D - Sustainability (Year 2-5).

6. CONCLUSIONS AND RECOMMENDATIONS

“ Just to be part of it, it's like nothing else really. ”

(Event Lead)



6. Conclusions and Recommendations

6.1. Introduction

As outlined in Chapter 1 of this report, the Hull 2017 Volunteer Programme had a vision and a number of project-specific aims and objectives to deliver; as well as contributing towards the aims and objectives within the Hull 2017 Monitoring and Evaluation (M&E) Framework.

This concluding chapter will review these the aims and objectives to determine the extent to which the Volunteer Programme delivered against these targets, hopes and expectations.

6.2. Project Vision, Aims & Objectives

Hull's Volunteer Programme to deliver on promises set out in the UK City of Culture bid document developed in 2013. The vision for the Hull 2017 Volunteer Programme was that through volunteering it would nurture a sense of belonging and ownership amongst the communities delivering Hull's UK City of Culture year.

In doing so, it would set out to support individuals to be the makers and creators of a thriving place to live; realised through a series of incredible cultural experiences. The programme itself would create a world-class volunteering community in the City with a resilience and sustainability that, at the end of 2017, would allow the UK Hull City of Culture legacy to live on.

In doing so, leaving a network of engaged volunteers with knowledge, experience and skills to the cultural sector and the city beyond 2017.

6.2.1. Aims and Objectives of project

Hull 2017 Volunteer Programme had three main aims and a range of supporting objectives. These were developed as part of a feasibility study commissioned in 2015 and further enhanced on the appointment of a programme delivery team.

- **Aim 1: To engage and empower individuals (in particular local residents) to volunteer in order to be the makers and creators of Hull as a thriving place to live**
 - **Objective 1:** Train and deploy up to 4,000 individual volunteers.
 - **Objective 2:** Attract at least 20% first time volunteers.
 - **Objective 3:** Provide core training for all volunteers and ensure they gain life and employability skills.
 - **Objective 4:** Provide enhanced training (including leadership and safeguarding) for at least 10% of volunteers.
 - **Objective 5:** Offer progressive masterclasses for volunteers in areas of interest.

- **Aim 2: To work with Hull 2017 staff, delivery partners and the voluntary community sector to provide opportunities for volunteers to experience and participate in activities in the build up to and throughout 2017**
 - **Objective 6:** Provide volunteers with high quality, enjoyable and rewarding volunteering experiences.
 - **Objective 7:** Provide role and venue specific training for volunteers.
 - **Objective 8:** Develop volunteers into ambassadors for the city and its heritage; and for arts and culture.
 - **Objective 9:** Build the city's capacity to deliver enhanced cultural programming in the future as a result of volunteering.
 - **Objective 10:** Strengthen and enhance the existing volunteering infrastructure in Hull.
 - **Objective 11:** Integrate volunteers successfully with paid staff in the cultural, tourism and hospitality sectors.
- **Aim 3: To develop, share and demonstrate best practice in volunteering through the Hull 2017 Volunteer Programme**
 - **Objective 12:** Ensure 60% of Hull 2017 volunteers continue volunteering in 2018 and beyond.
 - **Objective 13:** Gain industry recognition for the quality of volunteer programme delivered.
 - **Objective 14:** Develop networks to share the learnings from the Hull 2017 Volunteer Programme with similar programmes and initiatives.
 - **Objective 15:** Foster the commitment to volunteering in future iterations of the UK City of Culture project and throughout the city.

Table 31, overleaf, presents these aims and objectives and provides evidence from the preceding chapters to illustrate how all the aims and objectives have been achieved, and to what extent.

Table 31: Performance Against Project Aims & Objectives

Aim	Objective	Achieved?
To engage and empower individuals (in particular local residents) to volunteer in order to be the makers and creators of Hull as a thriving place to live	Train and deploy up to 4,000 individual volunteers	<p>Yes (4,000 target was revised down due to reasons stated below)</p> <ul style="list-style-type: none"> Phased recruitment to manage deployment, maintain interest and allow for a ripple-effect of earlier recruits promoting the scheme 2,488 volunteers were recruited across the year from a total of 4,536 initial applications By the end of 2017 volunteers had undertaken over 84,000 shifts – this equates to: <ul style="list-style-type: none"> More than 337,000 hours (approximately 45,000 days), eight times greater than the suggested number of volunteer hours in 2013 A value that is in excess of £5.4 million Attrition levels across the Hull 2017 Programme were much lower than expected The average number of shifts and the longevity of commitment by volunteers far exceeded the predicted levels in 2013 <ul style="list-style-type: none"> 59% of volunteers did 10 or more shifts. 40% of volunteers did 25 or more shifts 21% of volunteers did 50 or more shifts 11% of volunteers did 75 or more shifts Recruiting 4,000 volunteers would have had a detrimental impact on the number and variety of shifts being offered to existing volunteers The variety of shift opportunities was seen to be a key strength of the Hull 2017 Volunteer Programme
	Attract at least 20% first time volunteers	<p>Yes</p> <ul style="list-style-type: none"> 20% of volunteers had no previous experience of volunteering prior to becoming a Hull 2017 Volunteer
	Provide core training for all volunteers and ensure they gain life and employability skills	<p>Yes</p> <ul style="list-style-type: none"> Core training was mandatory for all volunteers and they were unable to progress without completing all three modules: 47% of volunteers felt that core training had prepared them for volunteering extremely well and 48% that it had prepared them well At the end of the Welcome to the Family module: <ul style="list-style-type: none"> 93% agreed or strongly agreed that they understood the Hull 2017 Volunteer Charter 91% agreed or strongly agreed that they understood reporting and escalating procedures 90% agreed or strongly agreed how to prepare for a volunteer shift 81% agreed or strongly agreed they had a better knowledge of the different volunteer roles available 78% agreed or strongly agreed they knew how to use Better Impact The 'Welcome to the Family' workbook was rated as excellent by 53% of volunteers and good by 37% of volunteers At the end of the Think you Know Hull? module: <ul style="list-style-type: none"> 75% said their knowledge of useful tourist information and city highlights had increased by 4 to 5 out of 5 72% said their knowledge of the history of the city had increased by 4 to 5 out of 5 76% said their knowledge of the arts and cultural offer in Hull had increased by 4 to 5 out of 5 The 'Think You Know Hull?' workbook was rated as excellent by 60% of respondents and good by a further 32% of respondents At the end of the Dive into Culture module: <ul style="list-style-type: none"> 72% said their knowledge of the development of the Hull 2017 programme had increased by 4 to 5 out of 5 66% said their knowledge of the range of different art forms had increased by 4 to 5 out of 5 63% said their knowledge of how to support visitors to form opinions about art and culture had increased by 4 to 5 out of 5 55% said their knowledge of their own personal tastes, in reference to arts and culture had increased by 4 to 5 out of 5 The 'Dive into Culture' workbook was rated as excellent by 40% of volunteers and good by a further 43% of volunteers 57% said The Dive into Culture workbook inspired them to visit the places and websites referenced in the workbook, with a further 40% stating that although they had not yet done so, they planned to in future 77% of volunteers felt they gained skills that can be used in other parts of their lives from their overall experience as a Hull 2017 Volunteer 40% of volunteers agreed with the statement 'my volunteering experience with Hull 2017's Volunteer Programme has prepared me for the workplace or improved my skills at my current place of work' 38% of volunteers agreed that their leadership skills had improved from being a Hull 2017 Volunteer <p>The main skills and knowledge that Hull 2017 Volunteers felt they had gained were communication skills; interpersonal skills; knowledge of Hull's history; social awareness, especially disability awareness; increased personal confidence; knowledge of what Hull has to offer as a city artistic and creative skills; customer service skills; and tolerance, patience and understanding.</p>

Aim	Objective	Achieved?
To engage and empower individuals (in particular local residents) to volunteer in order to be the makers and creators of Hull as a thriving place to live	Provide enhanced training (including leadership and safeguarding) for at least 10% of volunteers	<p>Yes, to some extent</p> <ul style="list-style-type: none"> • Leader Volunteer training was provided by Hull Training and Adult Education and Hull Safeguarding Children Board • 8% of volunteers completed the Leader Volunteer Training • 83% of Leader Volunteers felt that the training prepared them well/extremely well for taking on the role • The Team Leading Skills session was reported to be the most useful session, and was most likely to have increased confidence in that area • It was recognised by the Volunteer Programme Team and volunteers that Leader Volunteer shift opportunities were too few
	Offer progressive masterclasses for volunteers in areas of interest	<p>Yes</p> <ul style="list-style-type: none"> • 110 different masterclasses were delivered in 2017 • Due to some being repeated, 478 masterclass sessions were delivered in total in 2017 • Across the 478 sessions, there were 12,352 instances of volunteer attendance • The average frequency of masterclasses attended among respondents was 3.6 • The most attended masterclass was the 'Knowing Hull Walking Tour', by 60% of volunteers • Over the lifetime of the project, only 5% of volunteers reported having not attended any masterclass • The highest-rated masterclasses were the Arctic Corsair Museum Tour; Knowing Hull Walking Tour; Disability Awareness; Introduction to Hull History Centre and Archives • Average scores for the change in confidence level about masterclass subjects, as a result of attending, were generally in excess of 4 out of 5 • The masterclasses that produced the greatest average increase in confidence were: <ul style="list-style-type: none"> – Knowing Hull Walking Tour (4.5 out of 5) – Arctic Corsair Museum Tour (4.5 out of 5) – Introduction to Hull History Centre and Archives (4.4 out of 5) – Disability Awareness – Hull (4.4 out of 5) – LGBTQ Awareness – Uni of Hull (4.4 out of 5) • Masterclasses provided added value to the volunteer training and introduced volunteers to new things they might not otherwise have tried • The masterclass programme was something that volunteers felt empowered to influence
To work with Hull 2017 staff, delivery partners and the voluntary community sector to provide opportunities for volunteers to experience and participate in activities in the build up to and throughout 2017	Provide volunteers with high quality, enjoyable and rewarding volunteering experiences	<p>Yes</p> <ul style="list-style-type: none"> • 99.5% of volunteers stated that they had liked or loved the UK City of Culture year overall • 84% rated the overall opportunities experienced as a volunteer as 4 or 5 stars out of 5 - the mean score was 4.23 • 69% of volunteers felt the opportunities experienced had been good or very good at mid-point • 60% of volunteers felt they were offered just the right amount of shift opportunities - 30% felt they had not been offered enough • The more time individuals put into their volunteering, the more likely they were to rate the overall opportunities highly <ul style="list-style-type: none"> – 96% of high engagers gave a score of 4 or 5 – 85% of medium engagers gave a score of 4 or 5 – 75% of low engagers gave a score of 4 or 5 • A high-quality uniform was provided to all volunteers in partnership with Arco - it generated pride and confidence and empowered volunteers • Two major celebration events delivered in Summer and Winter 2017 to thank volunteers for their contribution • Two major creative celebration projects - Big Picture and Grains of Scandalous Blue - to recognise volunteers' contribution • Ongoing tokens of appreciation, e.g. thank you cards, emails and a scroll from Hull City Council • Extensive choice of roles across the five areas of Welcome & Host, Front of House, On Stage, Back of House, and Production and Backstage • Qualitative feedback highlighted the following as key reasons the Hull 2017 Volunteer Programme was so highly regarded by volunteers: <ul style="list-style-type: none"> – The variety of shift opportunities offered – The ability to pick and choose shift opportunities around other demands – The scale of the opportunity meant the impact on the city would be greater • 84% of volunteers felt gave a rating of good or very good for how valued they felt by non-volunteers in the event environment • Some volunteers felt that too few shift opportunities allowed volunteers to use their existing skills to the benefit of the programme

Alim	Objective	Achieved?
To work with Hull 2017 staff, delivery partners and the voluntary community sector to provide opportunities for volunteers to experience and participate in activities in the build up to and throughout 2017	Provide role and venue specific training for volunteers	<p>Yes</p> <ul style="list-style-type: none"> All Event Leads were required to attend Event Lead Training All shift opportunities involved briefing sessions with the Event Lead Role specific training was carried out on a number of projects, which required volunteers to have specialist knowledge, skills or a deeper understanding of the event than might normally have been necessary Venue specific training was carried out to ensure that the volunteers had the necessary knowledge to support the venue Qualitative evidence indicates that when done well - the venue specific training, in particular, can pay dividends by creating a team of ambassadors amongst the volunteers, who have an in-depth understanding of the location. In some instances, Hull 2017 volunteers went on to volunteer directly with the venue.
	Develop volunteers into ambassadors for the city and its heritage; and for arts and culture	<p>Yes</p> <ul style="list-style-type: none"> Pride and passion in Hull and 'their city' were the key drivers to people feeling inspired to become a Hull 2017 Volunteer Volunteers saw being a Hull 2017 Volunteer as an opportunity to showcase Hull and communicate to others a positive image of the city Positivity and enthusiasm were commonly used to describe volunteers across different stakeholder groups Of the 6 in 10 residents who had interacted with a Hull 2017 Volunteer, 9 in 10 agreed that they were: <ul style="list-style-type: none"> Friendly and welcoming Knowledgeable about Hull Provided useful information about Hull 2017 events Represented the city positively Audience feedback on individual events found: <ul style="list-style-type: none"> 94% (n=600) of audiences felt welcomed by volunteers at Made in Hull 90% (n=2,216) of audiences felt welcomed by volunteers at Look Up 97% (n=735) of audiences welcomed by volunteers at Back to Ours 96% (n=615) of audiences felt welcomed by volunteers at Humber Street Gallery 65% of volunteers agreed that as a Hull 2017 Volunteer they were able to make a difference/positively change their city 99% of volunteers said the colours of the uniform made them stand out in the crowd 98% of volunteers said they were proud to wear their uniform Hull 2017 Volunteers were seen to give a local "voice" to an event The scandalous blue army of volunteers became synonymous with Hull and developed strong positive brand associations
	Build the city's capacity to deliver enhanced cultural programming in the future as a result of volunteering	<p>Yes, to some extent</p> <ul style="list-style-type: none"> 80% (n=20) of Event Leads and 84% (n=47) of Hull 2017 staff agreed volunteers enabled them to deliver projects on a larger scale 84% (n=21) of Event Leads and 75% (n=42) of Hull 2017 staff agreed volunteers enabled them to deliver more ambitious projects 84% (n=21) of Event Leads and 75% (n=42) of Hull 2017 staff agreed volunteers enabled them to do things they otherwise would not have had time to 72% (n=18) of Event Leads and 63% (n=35) of Hull 2017 staff agreed volunteers enabled them to deliver higher quality projects 96% (n=24) of Event Leads and 98% (n=55) of Hull 2017 staff agreed volunteers were able to offer a more personalised experience to the public 92% (n=23) of Event Leads and 98% (n=55) of Hull 2017 staff agreed volunteers acted as advocates for their event(s)/organisation(s) with the wider public 84% (n=21) of Event Leads and 96% (n=54) agreed that volunteers acted as advocates for their event(s)/organisation(s) in the local community 84% (n=21) of Event Leads and 95% (n=53) of Hull 2017 staff agreed that volunteers made their event(s) more accessible to the public 80% (n=20) of Event Leads and 96% (n=54) of Hull 2017 staff agreed that volunteers helped their event/organisation to build stronger links with the local community Qualitative feedback from Event Leads said involving Hull 2017 Volunteers had developed their approaches to their creative work

Aim	Objective	Achieved?
To work with Hull 2017 staff, delivery partners and the voluntary community sector to provide opportunities for volunteers to experience and participate in activities in the build up to and throughout 2017	Strengthen and enhance the existing volunteering infrastructure in Hull	Yes, to some extent <ul style="list-style-type: none"> Members of the Hull 2017 Programme Team gained and developed a range of skills and knowledge, including <ul style="list-style-type: none"> Communication skills Emotional intelligence Team working Negotiation, persuasion and influencing skills Problem-solving and decision-making skills Resilience Delegation Event management Qualitative feedback from Event Leads said involving Hull 2017 Volunteers had developed their organisation's volunteer management skills Qualitative feedback from Event Leads said involving Hull 2017 Volunteers had developed their organisational skills It was believed by the Volunteer Programme Team that some organisations used volunteers for the first time during 2017 After working with volunteers who had additional needs and / or self-identified as having a disability 31% (n=5) of Event Leads reported that their perceptions of people with disabilities were more positive 39% of volunteers stated that they had attended a Hull 2017 event or activity prior to becoming a Hull 2017 volunteer. Of those 81% said that it made volunteering look fun and 68% said it influenced their decision to become a Hull 2017 Volunteer.
	Integrate volunteers successfully with paid staff in the cultural, tourism and hospitality sectors	Yes <ul style="list-style-type: none"> 92% (n=23) of Event Leads and 93% (n=52) of Hull 2017 Staff agreed that their paid staff and Hull 2017 Volunteers complemented one another when working together Only 4% (n=1) of Event Leads and 13% (n=7) of Hull 2017 Staff agreed that tensions often existed between Hull 2017 Volunteers and paid staff Only 4% (n=1) of Event Leads and 9% (n=5) of Hull 2017 Staff agreed that Hull 2017 Volunteers need more support than they can offer to projects No Event Leads and only 5% (n=3) of Hull 2017 Staff agreed that Hull 2017 Volunteers interfere with staff being able to do their job properly Both Hull 2017 Staff and Event Leads spoke of the enthusiasm and positivity that Hull 2017 Volunteers brought to the table Hull 2017 Volunteers were reported by Event Leads to have set a good example to others and boosted staff morale
	Ensure 60% of Hull 2017 volunteers continue volunteering in 2018 and beyond	Yes <ul style="list-style-type: none"> 84% of volunteers were likely to continue volunteering in 2018 and beyond for Hull 2017 or its legacy company 83% of volunteers were likely to continue to volunteer in 2018 and beyond on some other project or activity 78% of volunteers were still volunteering for Hull 2017 in January 2018 55% of volunteers were continuing with other existing volunteering opportunities they were involved with outside of Hull 2017 Celebration events and ongoing gestures of thanks were highly appreciated by volunteers and may have helped keep attrition rates down
To develop, share and demonstrate best practice in volunteering through the Hull 2017 Volunteer Programme	Gain industry recognition for the quality of volunteer programme delivered.	Yes <ul style="list-style-type: none"> The Hull 2017 Volunteer Programme was officially recognised when it acquired the 'Investors In Volunteering' quality kitemark The Head of Volunteering was awarded Business Manager of the Year 2017 at the nationally recognised Professional Clothing Awards Hull 2017 Volunteers won the REMARKABLE East Yorkshire Passion Award at the 2018 REYTA's (Remarkable East Yorkshire Tourism Awards)
	Develop networks to share the learnings from the Hull 2017 Volunteer Programme with similar programmes and initiatives	Yes <ul style="list-style-type: none"> Event Lead training sessions throughout 2017 to upskill local organisations in volunteer management (including quality standards) Knowledge sharing event for bidding cities for the UK City of Culture 2021, with colleagues from Hull 2017, in 2017 Presented to European Capitals of Culture Network in Aarhus, Denmark and Rijeka, Croatia in 2018 Knowledge sharing day for a range of cultural organisations, with colleagues from Hull 2017, in 2018 Presented at and developed workshops for a number of different conferences linked to the voluntary sector Regularly engaged with Hull Community and Voluntary Services (Hull CVS) throughout 2017, including presenting at their Annual General Meeting. Offered teams from member organisations of the local CVS the chance to access Hull 2017 Volunteers through the masterclass programme Qualitative feedback highlighted a need to build deeper and more effective partnerships with the local voluntary sector in 2018 and beyond
	Foster the commitment to volunteering in future iterations of the UK City of Culture project and throughout the city	Yes <ul style="list-style-type: none"> All organisations who worked with the Hull 2017 volunteers stated that they would engage volunteers in their events in future 97% of volunteers agreed with the decision to keep the company set up to deliver Hull 2017 as a permanent organisation in the city 92% of volunteers agreed with the decision to continue with the citywide Volunteer Programme established for Hull 2017 in future years

6.3. Hull 2017 Aims & Objectives

In addition to these project specific aims and objectives, the Hull 2017 Volunteer Programme will contribute to many of the following aims and objectives from Hull 2017's overarching Monitoring and Evaluation Framework:

- **Aim 1: To produce a high-quality, exemplary programme of arts, culture and heritage, helping to position the UK City of Culture as a quadrennial national event**
 - **Objective 1:** Deliver a 365-day programme that is 'of the city' yet outward looking, and which includes 60 commissions.
 - **Objective 2:** Improve understanding and appreciation of Hull's heritage.
- **Aim 2: To develop (new and existing) audiences for Hull and East Riding's cultural offer locally, regionally, nationally and internationally**
 - **Objective 3:** Increase total audiences for Hull's arts, culture and heritage offer.
 - **Objective 4:** Increase engagement and participation in arts and heritage amongst Hull residents.
 - **Objective 5:** Increase the diversity of audiences for Hull's arts and heritage offer.
- **Aim 3: To develop the capacity and capabilities of the cultural sector**
 - **Objective 6:** Develop the city's cultural infrastructure through capacity building and collaborative work undertaken by/with Hull 2017 and its partners.
- **Aim 4: To improve perceptions of Hull as a place to live, work, study and visit**
 - **Objective 7:** Enhance the profile of Hull's arts, culture and heritage offer through positive media coverage and marketing activity.
 - **Objective 8:** Increase the number of Hull residents who are proud to live in Hull and would speak positively about the city to others.
 - **Objective 9:** Improve external attitudes towards Hull.
- **Aim 5: To strengthen Hull and East Riding's economy, with a focus on tourism and the cultural sector**
 - **Objective 10:** Increase visitor numbers to Hull.
 - **Objective 11:** Deliver economic benefits for the city and city region.
- **Aim 6: To increase public and private sector investment and regeneration in Hull (through both cultural and wider investment)**
 - **Objective 12:** Support new investment and regeneration in the city.

- **Aim 7: To improve wellbeing of residents through engagement and participation**
 - **Objective 13:** Increase levels of confidence and community cohesion among local audiences and participants.
 - **Objective 14:** Increase levels of happiness and engagement, through arts and culture.
 - **Objective 15:** Engage individuals from Hull and beyond to volunteer.
- **Aim 8: To raise the aspirations, abilities and knowledge of residents through increased participation and learning**
 - **Objective 16:** Through all Hull-based education institutions, provide young people of school-age with the opportunity to engage with arts, culture and creativity.
 - **Objective 17:** Deliver training, development and participation opportunities for residents through arts and culture initiatives.
- **Aim 9: To demonstrate exemplary programme delivery and partnerships, establishing Hull 2017 as a blueprint for successful delivery**
 - **Objective 18:** Demonstrate Hull as best practice of how to successfully deliver UK City of Culture.
 - **Objective 19:** Develop strong partnerships, where partners are satisfied with their experience.
 - **Objective 20:** Establish a suitable delivery model and approach for the UK City of Culture project.

Table 32, overleaf, presents these aims and objectives and provides evidence from the preceding chapters to illustrate how the Hull 2017 Volunteer Programme has delivered against almost all aims and objectives from the Hull 2017 M&E Framework.

Table 32: Performance Against Hull 2017 Aims & Objectives

Aim	Objective	Achieved?
To produce a high-quality, exemplary programme of arts, culture and heritage, helping to position the UK City of Culture as a quadrennial national event	Deliver a 365-day programme that is 'of the city' yet outward looking, and which includes 60 commissions	Yes, to some extent <ul style="list-style-type: none"> Volunteers supported the 2,800 events, cultural activities, installations and exhibitions that made up the Hull 2017 programme Volunteers supported 300+ venues and spaces Volunteers supported 465 new commissions
	Improve understanding and appreciation of Hull's heritage	Yes <ul style="list-style-type: none"> Following their induction over 67% Pioneer Volunteers said they would feel confident when speaking to people about heritage 46% gave a score of 9 or 10 out of 10 for how much they had learnt about Hull's history and heritage through being a Hull 2017 Volunteer - the mean score was 8.17 out of 10. Topics referenced included the city's built environment, maritime history, the Civil War, abolition of slavery and "historical characters" of note Of the volunteers who attended the Introduction to Hull History Centre and Archives masterclass <ul style="list-style-type: none"> 57% had been inspired to attend exhibitions at Hull History Centre 45% had gone on to undertake research into family history and into local history 43% had gone on to attend events at Hull History Centre Volunteers reported that they shared what they had learnt about the history of Hull with others (i.e. friends, family and audiences)
	Increase total audiences for Hull's arts, culture and heritage offer	Yes <ul style="list-style-type: none"> 19% of volunteers found out about the Hull 2017 Volunteer Programme by seeing Hull 2017 volunteers helping at events 14% of volunteers found out about the Hull 2017 Volunteer Programme by being told about it via a Hull Volunteer Pioneer Volunteers were singled out for the ambassadorial role they played whilst undertaking community engagement activity Qualitative feedback highlighted how Hull 2017 Volunteers informed visitors and residents about what was on and places they could visit
To develop (new and existing) audiences for Hull and East Riding's cultural offer locally, regionally, nationally and internationally	Increase engagement and participation in arts and heritage amongst Hull residents	Yes <ul style="list-style-type: none"> 88% of volunteers attended more arts and cultural events and activities than they normally would, and 76% took part in more arts and cultural events and activities than they normally would because they were a Hull 2017 Volunteer 67% of volunteers took more risks in the arts and cultural events / activities that they chose to attend and 58% the arts and cultural events and activities that they chose to take part in because they were a Hull 2017 Volunteer 54% had attended arts and cultural events and activities for the first time, and 50% had taken part in arts and cultural events and activities for the first time because they were a Hull 2017 Volunteer Following their induction over half of Pioneer Volunteers (53%) said they would feel confident speaking about art 14% of volunteers said they had not experienced any barriers to volunteering at mid-point and this reduced to 9% at end point Peer assessors, audiences, artists and production reported that Hull 2017 volunteers increased audience engagement with and understanding of projects Hull 2017 Volunteers presence at events was credited with breaking down audiences' barriers to engagement: <ul style="list-style-type: none"> They were associated with UK City of Culture They had a reputation for being welcoming, helpful and supportive They provided a 'safe space' Qualitative feedback showed some volunteers felt their training and shift opportunities led to an increased knowledge of arts and culture Qualitative feedback showed the main barrier to engagement for volunteers was being so heavily based online (organisational barrier)
	Increase the diversity of audiences for Hull's arts and heritage offer	Yes <ul style="list-style-type: none"> The volunteer programme was designed to be open, inclusive and accessible, attracting individuals from all backgrounds and abilities The Super Engagement Programme sought to overcome life circumstances that could prevent volunteers from engaging as they wished to The profile of volunteers was broadly representative of the general population of Hull, except for an overrepresentation of females and retirees and an underrepresentation of males, 35-44-year olds, employed people and those unable to work Hull 2017 Volunteers speak more than 60 different languages between them Hull 2017 Volunteers represent all wards of the city (among volunteers' resident in Hull) Attrition rates were observed to have been higher among transgender and BAME volunteers, but it is unclear as to why this is

Alm	Objective	Achieved?
To develop the capacity and capabilities of the cultural sector	Develop the city's cultural infrastructure through capacity building and collaborative work undertaken by/with Hull 2017 and its partners	Yes <ul style="list-style-type: none"> See Alm 2 in Table 31
To improve perceptions of Hull as a place to live, work, study and visit	Enhance the profile of Hull's arts, culture and heritage offer through positive media coverage and marketing activity	Yes, to some extent <ul style="list-style-type: none"> The Hull 2017 Volunteer Programme secured a total coverage volume of 1,810 across print, online and broadcast (01/06/2016 - 07/01/2018) 43% of coverage containing references to Hull 2017 Volunteers were positive in sentiment, the rest being neutral This coverage equated to a total readership of 3.1 billion and estimated AVE (Advertising Value Equivalent) of more than £3.9 billion More than 226 articles referencing the Hull 2017 Volunteers by local news outlets 40 mentions referencing the Hull 2017 Volunteers across TV and radio 842 online articles referencing the Hull 2017 Volunteers Coverage about the volunteers has been shared over 79,000 times on social media, mostly Facebook, Twitter and LinkedIn 1,682 click-throughs from online coverage referencing the Hull 2017 Volunteers to www.hull2017.co.uk
	Increase the number of Hull residents who are proud to live in Hull and would speak positively about the city to others	Yes, to some extent <ul style="list-style-type: none"> 90% of volunteers agreed or strongly agreed they were proud to live in Hull (higher than Hull residents overall - 75%) 95% of volunteers said they would speak highly of Hull, 71% without being asked and 24% if asked (higher than Hull residents overall - 71%) However, it is of note that a key motivation to volunteer was a intense pride and passion for the city of Hull, which already existed Qualitative feedback shows pride for the city grew among volunteers, as they observed how residents embraced the UK City of Culture year
	Improve external attitudes towards Hull	Yes <ul style="list-style-type: none"> See Alm 2 in Table 31
	Increase visitor numbers to Hull	Unknown
To strengthen Hull and East Riding's economy, with a focus on tourism and the cultural sector	Deliver economic benefits for the city and city region	Yes, to some extent <ul style="list-style-type: none"> However, Alm 2 in Table 31 shows how powerful volunteers were as ambassadors for the city, which likely had an impact on visitor numbers See Alm 1 in Table 31 See Alm 2 in Table 31
To increase public and private sector investment and regeneration in Hull (through cultural and wider investment)	Support new investment and regeneration in the city	Yes, to some extent <ul style="list-style-type: none"> £250,000 of public funding secured from Spirit of 2012 for the Volunteer Programme for 2018-2020 £250,000 of public funding secured from Nesta for the Volunteer Programme for 2018-2020
To improve wellbeing of residents through engagement and participation	Increase levels of confidence and community cohesion among local audiences and participants	Yes <ul style="list-style-type: none"> Volunteer Programme Team members surprised themselves with how they held up against the workload and relentless pressure of their role Volunteer Programme Team members said their role and the support they received within the team had allowed them to go way beyond their comfort zone, which resulted in a growth in confidence (personally and professionally) 97% of volunteers agreed they interacted with people who they would not normally have interacted as a result of being a Hull 2017 Volunteer Volunteers reported being better able to understand those with different life experiences and backgrounds, as well as learning the similarities they shared with these people Amongst volunteers who attended the Disability Awareness Masterclass <ul style="list-style-type: none"> 79% reported an increased understanding of the different types of disability, both physical and hidden 83% reported an increased understanding of how different types of disability impact on individuals' lives 68% reported an increased understanding of the Equalities Act from a personal perspective 75% reported an increased understanding of the Equalities Act from a legal perspective 61% reported an increased understanding of the difference between the social and medical model with regard to disability As a result of attending the Disability Awareness Masterclass the main changes in attitudes and behaviour among volunteers were said to be more confidence in dealing with people with disabilities, e.g. not being afraid to ask whether a person has a disability that is not visible or obvious; and more understanding and greater awareness of the problems faced by people with disabilities Volunteers who said they felt part of the story as a Hull 2017 Volunteer increased from a mid-point of 89% to an end point of 93% Volunteers who said they felt they belonged as a Hull 2017 Volunteer increased from a mid-point of 88% to an end point of 92% 6 in 10 Hull 2017 Volunteers felt that being part of Hull 2017 had given them a voice in their community

Aim	Objective	Achieved?
To improve wellbeing of residents through engagement and participation	Increase levels of confidence and community cohesion among local audiences and participants	<ul style="list-style-type: none"> • 8 in 10 volunteers felt that their views were heard by other Hull 2017 Volunteers • 7 in 10 volunteers felt that they were able to challenge the ideas and perspectives of other Hull 2017 Volunteers • Volunteers self-confidence and self-esteem increased from the mid-point to end point: <ul style="list-style-type: none"> – Those who agreed or strongly agreed being a Hull 2017 had impacted positively on their self-confidence increased from 67% to 68% – Those who agreed or strongly agreed being a Hull 2017 had impacted positively on their self-esteem increased from 70% to 72% • Volunteers confidence to join in or take part in a range of activities increased from the mid-point to end point: <ul style="list-style-type: none"> – Volunteering - % who were confident or very confident increased from 61% to 87% – Arts and cultural activities - % who were confident or very confident increased from 54% to 84% – Community-led activities - % who were confident or very confident increased from 46% to 78% – Leisure and recreational activities - % who were confident or very confident increased from 41% to 89% – Sports and physical activities - % who were confident or very confident increased from 24% to 63% • When asked how, as a result of their volunteering experience with Hull 2017, they felt their confidence in attending or taking part in the variety of activities had changed: <ul style="list-style-type: none"> – 62% reported increased confidence to take part in Volunteering – 63% reported increased confidence to attend or take part in arts and cultural activities – 52% reported increased confidence to attend or take part community-led activities – 46% reported increased confidence to attend or take part in leisure and recreational activities – 31% reported increased confidence to attend or take part in sporting and physical activities • 92% of volunteers agreed with the statement 'thinking about the volunteering I did as a Hull 2017 Volunteer, it made me feel that people can take action to improve their community' • Volunteers stated via qualitative feedback that being a Hull 2017 Volunteer had led to friendships; a greater sense of belonging to the community and city; skills and knowledge development; confidence to join in and take part; and increased self-confidence and self-esteem
	Increase levels of happiness and engagement, through arts and culture	<p>Yes</p> <ul style="list-style-type: none"> • 50% of volunteers rated their life satisfaction as a 9 or 10 at the end point, compared to 45% at the mid-point • 55% of volunteers rated their life as worthwhile as a 9 or 10 at the end point, compared with 51% during the mid-point • When asked how aspects of their life had changed as a result of their overall experience as a Hull 2017 Volunteer: <ul style="list-style-type: none"> – Satisfaction with life increased for 59% of volunteers – Feeling that life is worthwhile increased for 52% of volunteers – Happiness increased for 51% of volunteers – Levels of anxiety reduced for 35% of volunteers. • The proportion of volunteers who rated their overall experience as good or very good increased from 93% at mid-point to 98% at end point • The likelihood that volunteers would recommend volunteering with Hull 2017 to family and friends scored an average of 9.1 out of 10 • Volunteers gave a mean score of 4.5 out of 5 for how much they felt the general public valued them and the Volunteer Programme • 94% of volunteers said they felt engaged or very engaged with the community of Hull • 98% of volunteers were mostly or very proud of their contribution to the community of Hull, generally • 97% of volunteers agreed they were able to make a difference / positively change the lives of local people as a Hull 2017 Volunteer • 65% of volunteers agreed they were able to make a difference/ positively change the city as a Hull 2017 Volunteer • 88% of volunteers agreed they had a stake in society • 45% of volunteers were taking up / had taken up new social activities as a result of volunteering for Hull 2017 • 37% of volunteers were getting / had got more involved in their local community / community projects as a result of volunteering for Hull 2017 • 16% of volunteers were starting / had started a new job, or were getting a promotion as a result of volunteering for Hull 2017 • 4% of volunteers were setting up / had set up their own charity, social enterprise or business as a result of being a Hull 2017 Volunteer • A couple of volunteers reported feelings of guilt leaving their family at home to volunteer, and stress due to managing lots of shifts

Aim	Objective	Achieved?
To improve wellbeing of residents through engagement and participation	Engage individuals from Hull and beyond to volunteer	Yes, to some extent <ul style="list-style-type: none"> 49% of volunteers were Hull residents, 44% were East Riding Residents and 8% were resident elsewhere 15% of Hull residents and 19% of East Riding residents at the end of 2017 said they would consider volunteering in future 26% of Hull residents and 25% of East Riding residents at the end of 2017 said they might consider volunteering in future
To raise the aspirations, abilities and knowledge of residents through increased participation and learning	Through all Hull-based education institutions, provide young people of school-age with the opportunity to engage with arts, culture and creativity Deliver training, development and participation opportunities for residents through arts and culture initiatives	No <ul style="list-style-type: none"> This was not part of the Hull 2017 Volunteer Programme's aims and objectives, however, Hull 2017 Volunteers did support numerous projects within the No Limits Learning & Participation programme
	Demonstrate Hull as best practice of how to successfully deliver UK City of Culture	Yes <ul style="list-style-type: none"> See Aims 1 and 2 in Table 31
To demonstrate exemplary programme delivery and partnerships, establishing Hull 2017 as a blueprint for successful delivery	Develop strong partnerships, where partners are satisfied with their experience	Yes <ul style="list-style-type: none"> See Aim 3 in Table 31 Key features that were felt to make the Hull 2017 Volunteer Programme distinctive were: <ul style="list-style-type: none"> Size and scale of the programme and opportunities it supported The longevity of the event being supported Being informal and personal, yet professional and high-quality The enthusiasm, passion and drive of the individual volunteers The high level of flexibility volunteers have around the shifts they choose The variety of opportunities offered
	Establish a suitable delivery model and approach for the UK City of Culture project	Yes, to some extent <ul style="list-style-type: none"> At least 8 in 10 volunteers were positive about the application and sign up process At least 7 in 10 volunteers were positive about different aspects of the Volunteer Selection Centre experience Volunteer scoring and agreement with a series of value statements about the administration, communications, venues and teaching quality linked to each stage of the volunteer journey were mostly high (4 out of 5 or above; or 80%+ agreement) Event Lead agreement with a series of value statements about the administration and processes of requesting volunteers, Event Lead Training and pre-shift information were mostly good to high (60%+ agreement) Hull 2017 agreement with a series of value statements about the administration and processes of requesting volunteers, Event Lead Training and pre-shift information were mostly high (80%+ agreement) The Volunteer Programme Team were commended by volunteers and Event Leads for listening to and responding to feedback See Aims 1 to 3 in Table 31
		Yes – in terms of a Volunteer Programme to support a UK City of Culture project <ul style="list-style-type: none"> See Aim 3 in Table 31

6.4. Key Learnings

The following section outlines the key learnings highlighted throughout the Hull 2017 Volunteer Programme Evaluation Report.

6.4.1. Variety, self-selection and the once-in-a-lifetime opportunity are three unique selling points (USPs) for long-running cultural mega events, whilst the civic and social benefits of participating are key messages.

The variety of opportunities offered was singled out as one reason why the Hull 2017 Volunteer Programme was so highly regarded. Due to the sheer variety and number of events on offer, and its longevity, it also set the Hull 2017 Volunteer Programme apart from other mega cultural events, such as the Olympic Games.

Equally important to volunteers was the flexibility of the programme, being able to pick and choose shift opportunities around other demands on their life rather than having to commit to the same day and time every week.

“Having done the Olympics and the Commonwealth Games, you get your set shifts and that’s it. It was a lovely experience, don’t get me wrong, but it was over a very short period of time and it was very, very, “This is your package, no matter what.” Whereas this, the variety is incredible, and the opportunities are so varied.”

(Volunteer: Focus Group Respondent)

“It can suit my time of when I need to be with my family ... So it does, it enables you to mould something.”

(Volunteer: Focus Group Respondent)

6.4.2. Engaging volunteers in face-to-face community engagement, armed with tangible examples of the opportunities that will be available to people can have a significant impact on volunteer recruitment.

Project 22 demonstrated the power of going into harder-to-reach communities and neighbourhoods across the city, to begin a conversation with people on their own turf. Having tangible examples of the type of projects that individuals could attend or get involved with as a volunteer aided these conversations, whilst the chance to directly communicate with an existing volunteer enabled them to hear what it involved “straight from the horse’s mouth”. The result was the biggest spike in applications to be a Hull 2017 Volunteer experienced across all four waves of recruitment.

Equally, using volunteers to undertake the Volunteer Selection centre “interviews” reduced the formality of the situation and enabled prospective volunteers to ask questions of their peers.

“Tying in with the first season launch on 22nd of September ... lots and lots of different, quite creative and innovative ways of reaching people, having volunteers sat on the bus kind of talking to people as their traveling on the bus, or get into football match and wave your flags around, through to being on streets and making art happen kind of out and about when people are shopping ... We saw a real spike in applications happen then.”

(Volunteer Programme Team Member)

“One of the most positive aspects is that audiences identify with volunteers and are drawn to them. They are familiar and trusted. This has proved really helpful when working in areas of lower engagement where people are more sceptical of Hull 2017’s activities and has helped reduce barriers to engagement.”
(Hull 2017 Staff Survey)

6.4.3. Hull 2017 Volunteers are invaluable to engaging people and enhancing audience experience.

Hull 2017 Volunteers reported an increased confidence to help people and give advice. This confidence in helping people was recognised by audiences, peer assessors, artists Events Leads and production teams across projects, who spoke of volunteers’ enthusiasm, positivity and knowledge. Their smile and approach created a warm and friendly visitor welcome, whilst their knowledge allowed them to direct audiences and engage in a dialogue about the artwork or the city. In turn this enabled audiences to get a much deeper level of engagement. They also played a key role in increasing the accessibility of events and venues.

“I just thought [the volunteers] were so good and they were so informative, you know, they were just great ... They’re so enthusiastic and so positive.”
(Audience Member: Made in Hull)

“We’ve had some brilliant feedback from people who’ve never been to Hull before, who’ve come in and had a wonderful welcome, and they’ve been given extra recommendations of where to go or kind of been shown the way, guided to where they needed to get to. The fact that it’s been kind of the cherry on top or the sparkle that’s added to people’s experience of local events and visiting the city, I think is great.”
(Volunteer Programme Team Member)

6.4.4. ‘Clothes mean nothing until someone lives in them’ - the uniform and the Hull 2017 Volunteers who donned them became one of the most significant elements of the city’s visual identity.

The scandalous blue uniform became synonymous with Hull 2017. It is bright, distinctive, recognisable and eye catching, and worn with pride by the volunteers. Due to their enthusiasm and positivity, the excellent training they received and their ability to smile, the values associated with this visual identity became **quality, welcome, safe, helpful, supportive** and a **smile**.

In turn both the uniform and the volunteers became a source of civic pride for the city and its residents.

“I think a recognised sense of branding, which was really important. In everyone that they were involved with, I think people saw that uniform and thought, “Well there’s something going on there. It’s City Culture.”
(Event Lead: Depth Interview)

“Volunteers can change perceptions through conversations ... It’s as if the person is having a conversation with the city, because the volunteers are representing the city.”
(Volunteer: Focus Group Respondent)

“The number of people that just come up and they even just, “Aw, thank you very much. You’ve done a wonderful job.” You know, it’s nothing to do with the exhibition or wherever you are. They just walk past and say, “You’re doing a wonderful job, thank you very much.”
(Volunteer: Focus Group Respondent)

- 6.4.5. The celebration events were a key to ensuring volunteers felt valued and special, creating a sense of community through coming together en masse. That's not to say that the small gestures of thanks along the way were not equally valued.

Volunteer reminiscence about the two celebration events in the summer and winter of 2017 demonstrated the impact that these moments of recognition had. For many they were a significant memory in their volunteering journey and many made efforts to attend with friends they had made through the programme.

Equally powerful, however, were the personally signed cards, emails and postcards that came post-event or at special times of year.

It suggests that both the large and small gestures played a role in limiting attrition.

“Doing all the photographs ... They've kept drip-feeding these little thank you's along the line ... I remember thinking, “Whoever came up with the idea of just giving us tea and cake in City Hall midway, they played a blinder.” You know, everybody likes a cup of tea and a bit of cake. They could have done buffets and really wasted a lot of money, but they just did it in a nice, simple way. And that was just wonderful, and it was a thank you again.”

(Volunteer: Focus Group Respondent)

“I thought that scroll that the council gave us was brilliant as well, because that was so unexpected. It was like an official recognition, and something that you keep on your wall at home, and it's just for you, it's not a big trumpet from the rooftops it's for you personally.”

(Volunteer: Focus Group Respondent)

- 6.4.6. For a number of volunteers, the life-changing potential of a volunteer programme like that of Hull 2017 can present risks and create a challenge for staff.

Members of the Volunteer Programme Team observed that there were several volunteers for whom the opportunity and experience of being part of the programme became significantly important and central to their happiness. As a result, this put additional pressure on staff who often struggled about where they should draw the line in terms of the level and type of support offered.

Some volunteers also reflected on how important a part volunteering had come to play in their day-to-day life, expressing concern for how they would adapt once the year was over.

Planning for and managing the transition period post UK City of Culture year therefore becomes an additional and important part of the volunteer journey. Celebration is all well and good, but what next?

“I think we underestimated the level of HR we'd need to do and the support that we'd need to give people emotionally, and maybe how quickly people come to rely on the volunteer programme as a source of a lot of their interest, and excitement, and life.” (Volunteer Programme Team Member)

“One of my fears, or not fears, but one of my realisations is obviously from this year onwards, things will be different, so I'm just trying to mentally prepare myself for whatever that difference is going to be.”

(Volunteers: Case Study Respondent)

“Keeping clear communications with the volunteers is definitely, definitely a must, and keeping the momentum up as much as possible.”

(Volunteer Programme Team Member)

6.4.7. Dissatisfaction among volunteers arises when they feel underutilised or are not having a fair crack at the whip.

Volunteers are giving their time because they wish to be useful and make a difference. Their sense of whether they are being enabled to do this is heavily connected to the type of roles they are offered and tasks they are given, the extent to which they are kept busy whilst on shift and feeling like they have had a fair chance to sign up to all opportunities available.

“I've had some shifts that have been very, very quiet and I think the number of volunteers needed has been miscalculated. Then you can find yourself hanging around like a spare part.”

(Volunteer: Focus Group Respondent)

“A lot of the sexy shifts were hogged.”

(Volunteer: Volunteer Focus Group Respondent)

6.4.8. Event Lead training is a key part of a successful host-volunteer relationship, whilst the opportunity for them to have pre-meets ahead of shift opportunities could ensure volunteers are better utilised.

Where staff working alongside volunteers had not attended the Event Lead training, the efficiency and effectiveness of the working relationship suffered. It is therefore important that all people working with volunteers, not just Event Leads, be trained or fully briefed on the requirements expected by the volunteer programme.

There was also a suggestion that a review of the request to deployment phase take place, to determine how host organisations can be better informed to plan for receiving volunteers. This included the chance to meet interested volunteers' pre-live delivery, to enable them to gain an increased understanding of the skills and experience of volunteers. In turn this may help to ensure that volunteers feel better utilised and host organisations benefit from the new ideas and fresh approach that volunteers can bring.

“What I'd actually really like to do in future is have the volunteers in at the very early planning stages so that they can really feed in the programme selection and make it very much sort of community as opposed to just being something we put on the people.” (Event Lead: Depth Interview)

“Getting people from different backgrounds, so you know, teachers or there was a solicitor at one of the events. And sort of the whole pool of volunteers that brought to the festival brought a completely different attitude towards our practices and the way that we did things. Actually, they were able to say, ‘Well, why are you doing it like that? Why don't you try this?’ And it would be a way that we'd never thought of. You know, so in that sense they brought a lot of diversity and a lot of different ways of doing things.” (Event Lead: Depth Interview)

6.4.9. Strong leadership, the right team, a supportive working environment, a clear goal and an openness to risk-taking and innovation are key elements of a volunteer programme of such scale.

The strong leadership within the Volunteer Programme Team fostered an excellent working environment, where staff felt empowered to go beyond their comfort zone and influence decision-making.

There was one clear goal for them to work towards - to ensure that volunteers had the best experience possible. With a strategic approach to recruitment, which secured a team with a strong work ethic and no 'egos', they successfully delivered on this goal, despite the immense pressure they were under.

**“We’re always protecting that human side of volunteering, which are the people that are involved and trying to prevent them becoming a commodity.”
(Volunteer Programme Team Member)**

**“I just feel like a completely different person. I put a lot of that down to my managers, by just having the confidence in me. My previous boss was pretty rotten to me and I think I had totally lost all confidence in myself ... I've been given the opportunity to manage people which I've always wanted to do, and I feel like I've done that really well. I've learnt to be incredibly diplomatic, because I'm dealing with different people from different walks of life and backgrounds ... The senior management who have impacted me, have allowed me to do that and that's been so refreshing that support.”
(Volunteer Programme Team Member)**

6.4.10. Numerical targets are both a blessing and a curse, but where they exist there needs to be the ability to revise them in light of new information.

The one numerical target that the Volunteer Programme had to hit - recruiting 4,000 volunteers - was based on the limited information available in 2013. As the programme entered live delivery, the appetite of the Hull 2017 Volunteers for shift opportunities meant that such a target was not only unnecessary, but potentially detrimental to the programme. The ability to decide not to continue recruitment to hit this target meant that volunteer concerns over shift allocations could be addressed.

The overall lack of numerical targets was seen to have both positives and negatives within the team. In one way it provided them with the freedom to be creative and take risks, because when something did not work the target would not be missed. However, it also meant that there was no ability to say that the target had been met and so it was ok to stop. In turn, what this meant, was there was no time for ongoing reflection.

**“Probably the biggest weakness, that there was no point where we could say, “Do you know what? We’ve done that, we’ve done it this week. Shall we go to the pub? Should we reflect? Should we take stock?” It’s just been relentless because in a way it’s been one event, one gig after another ... No real opportunity to monitor and evaluate in that sense.”
(Volunteer Programme Team Member)**

6.4.11. Time to develop and test the different systems is key and should not be underestimated.

Not one single stage in the volunteer journey is straightforward. It all required a significant amount of planning, consultation and development and as such the length of time to get the processes in place should not be underestimated.

Time should be factored in to consult from the bottom up, to establish the vision, aims and objectives of a volunteer programme; whilst the more technical and practical aspects (especially when doing something at a scale and longevity not seen before) also need time to be developed and tested, and tested again.

Having the Pioneer Volunteer phase was invaluable to the learning of the Volunteer Programme Team, as was the support of the NCVO.

**“The Better Impact system is the best out there, we know that, but we know that the company, Better Impact tell us on a regular basis that we are stretching it as much as anyone has ever stretched it, because of the amount that we use it. We have to backfill with a lot of staff time because it needs that human touch and we want to make sure we get distributions right as well.”
(Volunteer Programme Team Member)**

“One of the first things was getting a uniform supplier in as soon as possible and making sure that they would understand the type of gear that we'd need; you'll have four seasons in one day, needs to last for two years, it's got to be iconic ... It takes the best part of 11 months from finalising an order to actually getting your hands on it and being able to distribute it.”
(Volunteer Programme Team Member)

6.4.12. Fun, informal, friendly and supportive were the elements that made the Hull 2017 Volunteer Programme so appealing and accessible.

The warm and friendly welcome that personified the Volunteer Programme Team transferred across into the Hull 2017 Volunteers and was a key ingredient in the success of the programme. Equally important was the emphasis put on application forms being a fact-finding exercise (rather than a selection tool); and Volunteer Selection Centres a chance to meet existing volunteers and have a chat. The invitation to stay as long as you wished and have a cup of tea or coffee reinforced that this was an informal 'get to know you' process, rather than an interview.

Incorporating innovative and creative approaches, such as a pub quiz and pop up gallery in the core training, continued this theme. It ensured that people could enjoy the experience whilst learning and it worked effectively for a range of learners.

The extra behind-the-scenes support structures also meant that where any of the approaches did not work for individuals, a personal contact existed within the team who could ensure they were not excluded from taking part.

“Another strength was offering a follow up telephone interview for people who couldn't necessarily attend the selection centre ... And we also have the backup option of second interview for people who needed face to face due to security background checks that were done. So, we were fairly robust in supporting people who couldn't get to the selection centres.”
(Volunteer Programme Team Member)

6.4.13. There is momentum behind the Volunteer Programme diversifying into areas beyond arts and culture, with a desire to focus on community engagement activity.

As well as there being a high level of agreement for the Hull 2017 Volunteer Programme to continue in the long-term, volunteers also had some strong ideas about the direction it should take. Engaging directly with Hull's communities in their own neighbourhoods and spaces was a clear priority, whilst targeting children and young people was also seen to be important by many.

“When I went into the schools to talk to the students, why can't we do the same to the universities and sick homes?”
(Volunteer: Focus Group Respondent)

6.4.14. The title UK City of Culture often comes with a budget that is not sustainable in the long-term.

It has been stated that UK City of Culture is a once-in-a-lifetime opportunity for a city. With this in mind it also means that the activity experienced within year is not sustainable in the long-term. It is always supposed to be a catalyst to change rather than the new norm. As such, any volunteer programme set up to support such an event, needs to ensure that expectations are managed should it continue to have a life beyond the year itself. This is particularly true in the case of managing volunteer expectations.

Particular concerns for the Hull 2017 Volunteer Programme link to the sustainability of the current core training and masterclass programmes. Despite a strong sense that these should continue, being highly valued by volunteers, it is recognised that the time and resources needed for both are significant.

“The only negative is how much work [core training] is. So now if we're to continue into the future, how do we continue to resource something as highly valued, and it's so well rounded and full but it needs a team of people to deliver, so it is resource heavy. I guess that's the only negative, if it is sustainable or not.”
(Volunteer Programme Team Member)

“I don't know how sustainable [the masterclass programme] is moving forward ... Because we've been in a healthy budget situation, I don't know how much it potentially has raised the expectations of volunteers. So many of them have enjoyed the masterclasses.”
(Volunteer Programme Team Member)

6.5. Conclusion

Overall, the Hull 2017 Volunteer Programme achieved all its project aims and objectives and delivered on its vision ‘to nurture a sense of belonging and ownership amongst the communities delivering Hull’s UK City of Culture year.’ It officially launched on the 9 March 2016. It also made a significant contribution towards the broader aims and objectives of Hull 2017.

The evidence presented throughout this report demonstrates how this is down to the skill and commitment of the Volunteer Programme Team at Hull 2017; the cultural, visitor and community sectors within the city and in neighbouring East Riding who embraced the opportunity to utilise volunteers; and last but not least, the unrivalled enthusiasm and positivity of the Hull 2017 Volunteers who continue to be a ‘jewel in the crown’ of Kingston upon Hull.

6.6. Recommendations

The experience of the Hull 2017 Volunteer Programme highlights several recommendations for volunteering programmes in Hull or elsewhere (both timebound and ongoing).

6.6.1. Volunteer Programme Development and Sustainability

- Set a small number of SMART targets with associated KPIs (Key Performance Indicators), which are based on comprehensive information and evidence.
- Provide time, space and opportunities for reflection, to enable the team to review KPIs, and adapt and respond to learnings as they arise.
- Work with partners to identify processes that will enable them to make better use of volunteer skillsets.
- Ensure that everything delivered is of high-quality and properly resourced.
- Consider a booking fee / fine system for added value elements that incur a cost to the programme to mitigate against the risk of no-shows.
- Create a supportive atmosphere that encourages innovation, creativity and social interaction across all stages of the volunteer journey.

- When targeting specific socio-demographics, identify existing volunteers who would be effective peer-to-peer recruiters.
- Collect ongoing evidence to demonstrate the value of non-essential parts of the programme to assist in fundraising activity that could support their continuation.
- Ensure that training programmes enable and empower volunteers to learn more about their place and its past.
- Utilise the NCVO 'Investing in Volunteers' guidance on good practice to assist the design of any volunteer programme, so it can be the best it can be.
- Where originally timebound, volunteer programmes that decide to continue beyond the event they were set up to support, need to have a clear idea of what it wishes to be in the longer-term and have the funding in place for a transition period whilst the necessary strategic plans can be put in place.

6.6.2. Community Engagement

- Ensure that significant time and resource is made available for community engagement activity so that it is targeted, robust and ongoing - existing volunteers should be central to this area of work.
- Identify who your target communities are and go to them, rather than expecting them to come to you, especially those who are in harder-to-reach groups.
- Build on the immense volunteer pride and passion for their city through further enabling and empowering volunteers to work directly with Hull's communities.

6.6.3. Volunteer Engagement

- Treat volunteers as individuals and not a resource at all times.
- Value, appreciate and celebrate the contributions made by volunteers to generate buy-in, mitigate the risk of attrition, secure them as ambassadors for the programme and host organisations they support, and empower them to share their stories and experiences.
- Build and secure a variety of roles and opportunities into the programme and offer as much flexibility as possible in terms of the days and times, and frequency with which volunteers can sign up to shift opportunities.
- Where shift opportunities offered are based on areas of interest stated at the application stage, enable volunteers to update their preferences in response to any changes in attitude they may have on their journey.
- Keep communications with volunteer ongoing and open and never be 'too busy' to respond to their concerns and queries.
- Manage volunteer expectations to ensure that any changes in future provision or offer are fully explained and understood.
- Provision of ongoing opportunities for volunteers to augment and share existing skills, as well as learn new skills, will aid volunteer retention.

6.6.4. Accessibility

- Accessibility audits of venues should be requested or undertaken when planning events or providing host organisation information to ensure that all opportunities are as inclusive as possible.
- The processes used throughout a volunteer journey should be assessed for their accessibility and where potential barriers to participation exist, accessible alternatives offered.

6.6.5. Marketing and Communications

- Ensure that relationships with the marketing and communications team are positive and effective.
- Maximise all opportunities linked to marketing and communications, gaining a comprehensive understanding of each platform and communication channel available and how this can be utilised by the volunteer programme.
- Develop key messaging for recruitment which focuses on the following aspects of the volunteering experience: representing and being an ambassador for the city; the chance to meet people and make new friends; the 'once-in-a-lifetime' nature of the opportunity; and the chance to challenge yourself.
- Incentivise and arm volunteers with the information they need to recruit prospective volunteers - tangible examples of the roles and opportunities available through shifts and added value 'extras' will be key elements of this.
- Identify and plan in stories and key moments for the volunteer programme that can be utilised to secure media and editorial coverage.
- Remind host organisations that volunteers are also potential audience members, so not only should they be treated as such, but opportunities to promote and engage them with the organisations' 'product' should be maximised.

- Where applicable, establish transition arrangements for volunteers where a programme is coming to an end or will be significantly downsized, to ensure those volunteers who feel more dependent on the programme feel supported.
- Diversifying audiences and engaging those who are the most hard-to-reach requires more than marketing and communications. Targeted outreach and engagement activity will be necessary to make real changes in this area.

6.6.6. Partnerships

- Ensure that all partners respect and follow the rules and regulations attached to utilising volunteers attached to the programme, by supporting them with training, resources and ongoing support and advice.
- Build flexibility in to the request process for arts and culture events to ensure that more unusual requests can be accommodated.
- Where possible, enable host organisations to preview their listing before it goes live, and to have access to updates on how many people are signing up to their opportunities to aid their planning and decision-making.
- Continue to build on the partnerships established with Hull's voluntary community sector to identify ways that organisations within it can better work together and offer joined up opportunities for their volunteers.

6.6.7. Sector Development

- Long-running volunteer programmes attached to mega events, especially ones of such ambition and scale, have the potential to generate significant sector knowledge.
- Identify opportunities for knowledge transfer, including presentations, seminars and masterclasses. This will have the added value of building both awareness of the programme, its volunteers and the team involved in its delivery.

Volunteer Fact File: Mhairi

Name: Mhairi Rees
Age: 62 years old
Gender: Female
Joined programme: September 2016
Number of shifts: 47
Employment status: Employed (Full Time)



Motivation to Volunteer

Mhairi saw volunteering for Hull 2017 as a chance to do something new, whilst at the same time giving something back to the city.

“I'm not from Hull ... We have now lived in the city for, it will be ten years now ... When I thought I'd like to do this, it was I think just to be involved in something that was clearly going to be different and there was also going to be lots of opportunities to do lots of different things. And just, I suppose, to give something back to the city a little bit as well living here.”

Volunteer Experience

Mhairi's desire to get involved in lots of opportunities was realised. She felt a part of the story because of the number and variety of events and projects she signed up for. Equally, she always felt valued by the team at Hull 2017, and the majority of host organisations she supported.

“I thought any of team that I met, and I have met a few of them now ... I would say that they all, without exception, really valued what the volunteers were doing ... I was lucky, I got a lot of diverse stuff to do. I did feel involved.”

Mhairi's regret was that she was unable to do more of the masterclasses, which she felt would have resulted in a greater impact on her skills development. Working full-time prevented her from doing so, as she had to make a choice between shift opportunities and masterclasses. In the main the shift opportunities were what she chose to prioritise.

“I didn't do many of the masterclasses although they all sounded amazing. I didn't have the time.”

In her role as a volunteer, Mhari noticed a change in the city, with more people talking to each other about what was going on.

“I think in Hull in general there's a definite change ... You can see it in the city and even if you're travelling about, travelling about in buses and things, you can hear people talking, some people not everyone, talking about the city and things that have been going on.”

Key Moments

The standout moments for Mhari were the ones that moved her and local people on an emotional level, and events that she would not have otherwise had the chance to be involved in. *Made in Hull*, *Poppies* and being in the community cast for *Flood* were the highlights of her year, but she found it very hard to narrow these memorable moments down.

“The opening installation, *Made in Hull*, which was just amazing ... The installation itself was incredible, but to watch people's reactions was wonderful as well ... People from Hull just coming in and seeing this amazing spectacle in their city ... *Flood*, which was my, probably, all-time favourite ... I was in the community cast for that and that was an amazing experience. You were standing on a floating stage in the middle of the dock, which I've never done before, getting in and out of boats. I suppose more pushing yourself just that bit further really.”

Key Personal Outcomes

As a result of her varied experiences during Hull 2017, Mhairi felt an enormous pride for what she and her fellow volunteers had achieved. A number of other personal outcomes also resulted:

- New friendships with fellow volunteers

“People who were acquaintances at the beginning I would certainly class as friends now. What is interesting is that we're meeting now... the volunteers are still getting together socially.”

- Meeting a diverse group of people, she would never otherwise have met

“You've absolutely no idea of who you'll be on shift with. You might turn up to do Ferens Art Gallery or something and there's maybe seven or eight, maybe more, volunteers there and they were always a real mix of ages and types of people. They'll be professional people, or they might be retired people or people who were working, or students of whatever ... I would say there were people there that I met that I probably wouldn't have necessarily made acquaintances with or had any contact with.”

- Increased knowledge and understanding of Hull and its past

“I tried to make a point when we first moved here of really just trying to find out about where I was living and the city, so there was quite a lot of it that I was aware of ... I suppose like anything, when you're in a city and you're wandering about every day, you don't see things, do you? But going on [the Hull Walking Tour], which was really, really interesting, the buildings that were pointed out, buildings that I knew about, more about the history behind them was, I would say, was probably one the big things I learnt.”

- Development of existing skills

“It's augmented skills or knowledge that I already had.”

- Positive attitude and behaviour shift towards arts and culture
 - Engagement in a greater diversity of arts and culture

“I have been involved in the past working in theatre ... so that really didn't change ... Brilliant to be able to see the Turner Prize, which I probably wouldn't have seen ... I was able to see or be involved with different art forms that I may not have done before.”

- Greater sense of connection to the community and city

“Being part of something unique ... Just that feeling of being involved with Hull, a city that I've lived in for all this time and I was able to be involved in it as an outsider. Because that's the other thing, as an incomer, sometimes it's quite difficult to get involved locally and it enabled me to do that ... When I'm working, sometimes people would ask, and I would say, “Well, I am a City of Culture volunteer,” and then it would open up different conversations.”

- Continuation of volunteering beyond 2017, despite the demands of full-time work

“I'm already volunteering within the City of Culture for the next few months and on if I can.”

Volunteer Fact File: Pauline

Name: Pauline Phillips
Age: 66 years old
Gender: Female
Joined programme: April 2016
Number of shifts: 97
Employment status: Retired



Motivation to Volunteer

Originally from Hull, Pauline moved back to the city just before UK City of Culture year to care for her father. Having lived in Liverpool during its time as European Capital of Culture, where she also volunteered, it felt like a natural choice to get involved in Hull 2017.

"I was from Hull, originally, moved to Liverpool when I was eighteen to train to be a teacher, got a job there and stayed. I didn't move back till three years ago ... I was in Liverpool when it was... European [Capital of Culture] ... So, I'd been there done that, and when I moved back here to look after my dad who was terminally ill, I saw this was coming up and I thought, I've been there, done that, I'll do it again."

Volunteer Experience

Pauline had an extremely positive experience as a Hull 2017 Volunteer, feeling that the management and training had been second to none, the diversity of the volunteer pool a key strength, and the staff at Hull 2017 supportive. She felt thoroughly valued by them as a volunteer.

"It was amazing. Having worked in education and also in higher education, I've sort of got a fair bit of experience about organisation, not volunteering specifically, but management of people and it's been fantastic. I cannot fault the volunteer team ... Every meeting you go to, it's carefully planned. You know exactly what's happening. You sort of feel secure, but it's professional without being patronising. It's considerate of everybody's needs, everybody's experience ... You feel needed, wanted, valued, all those things."

She also felt incredibly valued by the community of Hull.

"The times people would say their day was made by volunteers ... makes you feel positive and you give more, don't you? It's good psychology ... The public have expressed it spontaneously, which is just so nice."

There were some shift opportunities that Pauline chose not to take part in because of her mobility issues. This was influenced by the need to stand for long periods of time. However, she did not feel that her experience was limited by this, just that she was more selective in her choices.

"I think at the end of the day, if people have disabilities they make the choices and, I think, to a larger extent now, opportunities are open to everyone."

Pauline was inspired by the history and heritage of Hull in ways that surprised her having not enjoyed history at school. The local stories and context fascinated her.

Key Moments

During her journey Pauline had an experience with a homeless man that will stay with her forever. He came to the sound installation *Trent Falls to Spurn Point*, by BAFTA award winner Chris Watson at the University's Gulbenkian Centre. When the installation ended she never saw him again, but their conversations and his situation had touched her indelibly.

“This chap had been to Hull University, he's now out of work and homeless ... He knows his way around and comes regularly ... He discovered that this event was on and there were beanbags, and he came every day to get on the beanbag and have a sleep. Because, during the night, he didn't feel safe sleeping rough ... He would come every day to night, because it was so beautiful ... This articulate, interesting person had found something that's part of City of Culture, not just so he could feel safe for a sleep in the warm of each day but feel the calmness from it.”

In addition to this, Pauline's participation as a community cast member in the *Last Testament of Lillian Bilocca*, a play written by Maxine Peake, was the highlight of the year for her. The combination of working with Maxine Peake in the stunning surroundings of the Guildhall, steeped in history, was a magical one for her.

“Not everybody gets a chance very often to go in the Guildhall, and I was there six weeks in and around every space that they let us use. I was just in awe of this most magnificent building that's part of our heritage, and I felt very humbled that I was able to be in and around it on a daily basis.”

Key Personal Outcomes

Pauline commented that her one disappointment was not being able to utilise her professional experience more within her volunteering journey. Despite this, she did share several personal outcomes that had resulted from her experiences:

- New friendships with fellow volunteers

“It's provided me with the opportunity to get to know a group of people more quickly than I would have done if I'd just moved back to Hull. So, it sort of speeded up that process, amazingly. I go into Hull now, and I must say "hello" in between six and twelve times, just when I nip into town to go to Marks & Spencer's.”

- Increased knowledge and understanding of Hull and its past

“I didn't really like history at school, and it also wasn't relevant to me, whereas Hull's history is relevant to me ... I just love finding out all the things that happened in Hull and working at the three docks. Also, in the pubs I've been in recently on these history tours, there's one outside the Guildhall, and it's got the most amazing photograph of Queen's Gardens when it was full of ships. And you think, "Whoa, I wouldn't have even bothered to look at that when I was a young teenager." Yeah, really good.”

- Provided an opportunity for her to put her skills back into practice

“It's not given me new skills, it's just allowed me to enjoy using them again.”

- Reconnected her to her community and city

“I'm in a bit of a curious situation, in that I've come back from Liverpool. I have a wealth of friends in Liverpool, and I had a life there. I came back to Hull not having lived here for forty-five years. I knew my dad, my sister, my niece and nephew; so, I've come back to a whole new city where I didn't know anybody ... What City of Culture has provided me with is perfect timing. It's just introduced me to a wealth, a magnitude, of like-minded people who are interested in the arts, interested in supporting people, interested in what's going on, rediscovering my city ... I feel so privileged that it's helped me find my city again, and more.”

- Positive attitude and behaviour shift towards arts and culture
 - Engagement with a greater frequency and diversity of arts and cultural events
 - Increased awareness and knowledge of Hull's arts and cultural offer

“I think as a dance and drama teacher, I'm already sort of tuned into culture. I don't think it's changed my attitude to culture, it's just widened my opportunities to experience it ... It's opened my eyes to the culture in Hull.”

Volunteer Fact File: Syeda

Name: Syeda Nudrat
Age: 36 years old
Gender: Female
Joined programme: April 2017
Number of shifts: 109
Employment status: Looking after the home/family



Motivation to Volunteer

Syeda is an experienced volunteer and is motivated to do so by a desire for personal satisfaction, which paid work often fails to provide, and to give something back. The opportunity to be involved in the Hull 2017 Volunteer Programme was therefore an unmissable opportunity.

“I always love volunteering, even if you do any paid work, but you know you still want to do something to satisfy yourself ... to make you happy. So, I always love volunteering and then when I saw the opportunity, I just immediately signed up for that.”

Volunteer Experience

Syeda is from Pakistan and moved to Hull in 2016. As a Hull 2017 Volunteer, Syeda embraced the core values of Hull 2017 and the aims of the Volunteer Programme to the extent that she now feels like a permanent ambassador and volunteer whether on shift or not.

“Even if I am not on shift, I feel I am on shift. Even if I'm just going to the desk, or buying milk, or anything, you know, just as a mum ... In my head, I think I am volunteer. So, whenever I see people or anything I quickly go, "Can I help you?" It's just like that.”

She was very complementary about the way the Hull 2017 leadership and volunteer staff engaged with volunteers and felt this had a large impact on the success of the volunteer programme and her positive experience, recounting instances of how they showed their appreciation.

“I got a very, very long certificate ... It mean a lot for me. It like, you know, how much valued I can feel. Beyond what I value myself actually. It was so emotional. It brought tears to my eyes when I saw that. It has a stamp. You know, like red endorsement stamp on it ... And not only the certificate ... They gave us cards, like Christmas cards ... with the signatures of different people. I was so excited ... We have fantastic team. They look after us. They respect us.”

“[A] smile is a magic. It's first and last message... [The Hull 2017 staff], their face were like smiley face, you know. From day one, I just take that as a magic, that a smile is part of uniform ... Just give you a soft image ... By looking at them, each and every single person was smiling, approachable ... They know me with my name.”

Key Moments

Syeda said that the entire year was a wonderful experience. She struggled to pick key moments, but the opportunity to take part in the community cast for *The Last Testament of Lilian Bilocca* moved her emotionally on a number of levels and enabled her to explore her passion for acting.

“Lil Bilocca, I should say that is the highlight because that was really emotional play. Although I was in the community cast ... they were giving us same respect, same opportunities ... Yeah, it was so emotional. Oh my god. I'm so emotional about my volunteering journey actually.”

Key Personal Outcomes

Syeda's experience as a Hull 2017 volunteer had a profound effect on her and led to a number of personal outcomes:

- New friendships with fellow volunteers, and a sense that she was connected to all the other volunteers whether she had met them or not

"We laugh together. We go places together. We enjoy. We go as a bunch. If we are not volunteering, then we just make plan and we go ... different exhibitions."

"I can say I have two thousand five hundred friends. I don't know if I've met all of them or not. But yeah, I'm sure even if they meet me somewhere, because sometimes I'm very quiet, my hat outside and wearing my bag, and if they see you, they just come to you. I do the same thing for them. If I see anyone wearing anything, you know, related with Hull City of Culture, I quickly go there, and say hello... We just start talking."

- Increased knowledge and understanding of Hull and its past

"I didn't know anything about Hull before I was volunteer. I've learned everything ... First, they have given me an opportunity to go for a guided tour run by Paul Schofield. It was called Knowing Hull. You will laugh on me because I did that twice because first time I did it ... I got no clue about the places, and people were talking ... I was missing a lot of information. Then I signed up again because curiosity really started at that point ... I should be able to tell you about the history, about the museums, history of museums, history of buildings, history of Guildhall, history of other surrounding buildings."

- Development of skills and knowledge, including interpersonal skills and a greater understanding of British culture and traditions

"Public facing is increased ... I can face any kind of public - if they're angry or if they are happy or if they are whatever they are, you know? So, I can see their face, I can read their face because I met a lot of people and I know how to talk, and I know who to talk to."

"Like I didn't know about mulled wine ... People told me about mulled wine and a lot of other things ... So, I know a lot of things... from volunteers plus other people like public."

- Growth in self-confidence

"Confidence-wise, I was confident but maybe eighty per cent, yes? But now I feel like one hundred and ten per cent."

- Increased awareness of different disabilities, especially hidden disabilities

"They have different disabilities, hidden or ... It doesn't mean that somebody has to show something, like holding a stick, or sitting on the wheelchair, yes? ... Some people have dyslexia, some people have different, other things, which they have shared with me as a friend."

- Greater connection to the community and city

"I just fell in love with this city, to be honest ... I'm just so much connected with this city and the heritage and the art and culture ... Emotional connection built up now. Now I feel that maybe I was born here, which I was not."

- Positive shift in attitudes and behaviour towards arts and culture:

- Engagement with a greater frequency and diversity of arts and cultural events
- Opportunities to take some of her hobbies to the next level through participation

"I was always passionate about acting and fine arts and singing and poetry and all these things. ... I actually got a chance to take part, not only as a volunteer, but as a performer ... I performed in Flood Part 3, which was being broadcasted on BBC Two ... As a volunteer, I got a chance to actually taste what I really wanted, and taste that passion."

Volunteer Fact File: Trevor



Name: Trevor Sylvester

Age: 52 years old

Gender: Male

Volunteer Wave: September 2016

Number of shifts: 245

Employment status: Self-employed (took sabbatical to volunteer in 2017)

Motivation to Volunteer

Trevor was suffering from depression when he chose to volunteer for Hull 2017, encouraged by his partner. Despite feeling vulnerable and unsure, he had a strong sense that the year would be a key moment in Hull's history and was therefore something he needed to be a part of.

"A leaflet that came through the door, and there was one of those kind of pop-up places in Victoria Dock, in the Village Hall. It was saying there was going to be representatives from Hull 2017 there if you want to go and sign up and have a chat. I was kind of in two minds. I wasn't particularly in a good position at that time, I was a bit depressed ... But, anyway, I signed up ... I went back home, and I was literally on a high ... It felt such a momentous thing for Hull, you know? It felt as though you were going to be part of history of the city."

Volunteer Experience

Trevor was extremely enthusiastic about the volunteer training and praised the Hull 2017 team's management and support. His experience on shift was on the whole a positive one, though there were some inconsistencies in how volunteers were looked after across opportunities.

"I do [feel valued by Hull 2017] ... You could argue that not every time, not every shift, not every event has the same merit to it in terms of looking after the volunteers. But, generally, yeah, I do feel a warmth and a consideration from the team, and a sense of caring."

Trevor felt strongly that he had been part of the Hull story and that the story had been transformational for the city, bringing more visitors to the city and encouraging local people back to the city centre, which had been emotional to contribute to and witness.

"I volunteered from September last year, so before, if you like, the story began ... I remember being out, it was kind of at a launch of the season one programme ... you know, getting the public to kind of change their perspective on Hull and accepting art and culture. Then, kind of throughout the year, I've felt as though I've been a little bit involved in a life changing thing for the city ... It's been quite exciting because the amount of people, the crowds have been growing and growing and growing. I've got quite emotional sometimes because I've felt, well, you know, I've been a little bit part of that ... It's definitely brought in out of town visitors... They'll say, "You know, we haven't been to Hull, we can't understand why." Also, what's good is that local people have been coming more to spend their time in Hull ... and they've been bringing in visitors, you know, their relatives or friends ... There are more things to do in the city as well ... There are more opportunities to have a meal or drinks ... It feels more alive in the city."

Key Moments

The key aspect of the City of Culture year for Trevor was how it had transformed Hull from within and how that had attracted new opportunities and visitors to the city, as well as the friendships that he had made.

“Last year, you'd go around the city centre, you could be the only one it would seem. It was quite desolate, and just felt lonely and cold. Now, there's a vibe in the city, and there are just people about, doing things. The city seems to be smiling, you know? There's a warmth from having people around.”

Key Personal Outcomes

Trevor's journey as a volunteer was extremely positive and delivered many personal outcomes:

- New friendships with fellow volunteers

“I was at the pantomime last night, and I think there was like one hundred volunteers ... I've been on all kinds of social things with them ... I'm going for a meal on the sixteenth with my partner, but, also, I've invited two volunteers, just to say thank you ... They've given me lifts in their car and everything and been really thoughtful and helpful.”

- Meeting people that he would not otherwise have met

“I am a chatty, social kind of person, but, yeah, most of them I just wouldn't have ... I might have chatted to them in the queue of Tesco or something, but not otherwise ... our paths would not cross for whatever reason.”

- Increased knowledge and understanding of Hull and its past

“Living, being born here and growing up here, I have been aware of things, but I hadn't gone into understanding the detail or background. So, I've learnt a lot more about Hull's history and the people involved with it, the why's and wherefores and that type of thing ... I've appreciated its involvement in the UK and the world much more, and the depth to it.”

- Development of skills, including customer service and leadership skills, and increased creativity and self-awareness

“Before this year, I hadn't really dealt face-to-face with the general public ... Dealing with the general public, you don't really have a script or a thing to follow ... you've got a whole array of different types of people that you have to deal with ... I've quite enjoyed that ... I thought I'd be clumsy or nervous, but I've kind of warmed to that for some reason. So, that's kind of, in my head, opened up all kinds of opportunities.”

“The thing is, throughout this whole year really, I've felt as though I've progressed. You know, I've learnt a little bit from each shift ... You just kind of learn insights on how you interact with people or behave, and you think I could have done that a bit better, or, okay, I'll do it like that again because it worked really well. So, I seem more aware of myself.”

- Increased knowledge and awareness of different disabilities

“There have been people of all kind of walks of life with all kinds of disabilities ... people in wheelchairs, people in motorised scooters, people with sight issues ... people with more mental health issues ... I volunteered with several of those people. It's great, actually ... It makes you think about an event or a situation from a different perspective, because a lot of times you just take things for granted. You know, you have to consider other ways of looking at something, and approaching it, which is of benefit to everybody really.”

- Positive shift in attitudes and behaviour towards arts and culture
 - Engagement with a greater diversity of arts and culture

– Increased awareness of and engagement with Hull’s arts and cultural offer

“I’m a designer, so I have been involved with the arts and design. I used to live in London, which was obviously a very prolific cultural place. I did used to go to ballet, and theatres and stuff there. But, what it has done is it’s made me more culturally involved in Hull ... I’ve tended to go out of the city to do stuff [before] ... Also, because of the programme ... it has introduced me to other kind of types of culture and artistic events, which I might not have considered.”

• Improved wellbeing

“I’ve often gone away from a shift feeling as though I’m on a high ... I’m just so enthused and energetic from the experience ... It does give you a thirst to want to be involved more and do more... One of my realisations is obviously from this year onwards, things will be different, so I’m just trying to mentally prepare myself for whatever that difference is going to be... This year, I’ve never felt depressed or down. I wouldn’t say I’ve never felt negative about anything, but it’s been to a manageable degree.”

Appendices can be found in part 2 and 3



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- RSM
- Spencer Group
- The Deep

HULL 2017 SUPPLIERS

- Edwards & Pearce
- FirstGroup
- House of Townend
- Hull Trains
- Lincoln & York
- magneticNorth
- Pipers Crisps
- Shoosmiths
- Spektrix
- Star Events
- Strata Group
- TransPennine Express
- UK LED Lighting

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