

# 'TAKING VOLUNTEERING TO THE PEOPLE'

## An Evaluation of the Host City Volunteers (HCV) Programme

Final Report to Glasgow Life

January 2016



*The behaviour  
change people.*

social  
marketing  
gateway

**smg**



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## Executive Summary

- i. The Host City Volunteers (HCV) programme, part of the 2014 Commonwealth Games, opened up volunteering opportunities to people living, working, studying, or already volunteering in Glasgow and prioritised a number of target groups. Some 1,068 people participated as HCVs during the Games. The Social Marketing Gateway (SMG) was commissioned by Glasgow Life to evaluate:
  - The relationship building and partnership working with external stakeholders involved in the HCV programme and in particular the recruitment of volunteers; and
  - A museum exhibition (Our Games) that was co-produced by staff and thirteen of the HCVs to celebrate the contribution volunteers had made to the Games.

## Approach and methodology

- ii. A mixed-method research approach was followed that included: desk research; consultations with community partners, staff and volunteers; and accompanied museum visits.

## HCV programme

- iii. The HCV programme was established to help maximise the community engagement and volunteering legacies of the Glasgow 2014 Commonwealth Games. With less than a year to raise funding, scope and deliver a project that targeted previously under-represented groups, the project team achieved significant outcomes, including: 30% of applicants hadn't volunteered before; almost four times more disabled people took part than in previous mega-event volunteering, and those unable to apply to a larger Games-related volunteering programme (e.g. asylum seekers, those aged 16-17 years at Games-time) were successfully engaged.
- iv. A targeted recruitment strategy was followed, with under-represented groups being actively 'invited' to take part. By working with community partners who had connections to key target groups, the HCV programme was able to benefit from their experience and networks and was able to overcome a number of barriers to volunteering. In order to achieve the numbers of HCVs required, this approach was later supplemented with open recruitment, which involved working through schools, social media and outdoor media. Overall, a total of 1,939 applications were received. Of these, 1,810 people were eligible. A total of 1,188 completed HCV training and 1,068 people undertook shifts working at Games time.
- v. People volunteered because it presented a unique opportunity to get involved in the Games, to meet people, socialise and have fun, and to learn more about or impart existing knowledge about Glasgow. For the great majority the experience was a very positive one that brought them many valued benefits.

## Our Games Exhibition

- vi. The co-production work involved 13 HCVs and 11 Glasgow Museums' staff, and regular meetings at which staff and volunteers exchanged ideas and shaped the exhibition together. For HCVs, involvement in the exhibition project was undertaken over and above their Games-time commitments. Some staff were very happy to have been selected and relished the challenge, while others did not feel they had relevant experience or training.

Most, but not all (e.g. installation), aspects of the museum development process were developed jointly by staff and volunteers.

- vii. Most of the volunteers had a rough idea at the start of the project about what the joint working (i.e. co-production) might involve, but most were not clear on the detail, or what their role would be. The process was recalled as a very positive social and learning experience. The volunteers found working with staff interesting and beneficial and felt supported throughout. They also felt that their views were heard and acted upon: for them, the exhibition produced was very much 'their exhibition'.
- viii. Staff found the process more challenging than the volunteers and their experience was more mixed and less overwhelmingly positive. Some felt it was worth it, while others were less enthusiastic. Staff would have welcomed a longer timescale to prepare for their own role and to develop the skills and capabilities of the volunteers. Understanding and perceptions of co-production varied, which shaped their experience and views on the process. On balance the staff felt that having volunteers involved in the production of the exhibition was positive and worthwhile, though some questioned whether the process could accurately be described as true co-production.
- ix. Some 18 people participated in the accompanied visits. All enjoyed the experience. While for the large majority the role of volunteers in developing Our Games was not 'front of mind', they were not surprised when told about it. The 'personal touch' came across strongly in the volunteers' quotes and stories and had a powerful authenticity. Visitors' views and intentions towards volunteering had been positively boosted. And, with an estimated 66,000 people having visited Our Games, it seems highly likely it will have had a positive impact on the attitudes and intended behaviours towards volunteering of very many people.

### Legacy and Future Implications

- x. The HCV programme's success in using a large-scale, mega event to open up opportunities for all Glasgow residents has been recognised by several awards. Many people from all sections of the population have become more positively disposed to volunteering, but this new appetite for volunteering is not easy to accommodate due to a lack of opportunities currently available. There is a need to grow the marketplace in order to cater for the interest generated, but there are limits to what established providers of volunteering opportunities can offer. It is appropriate to explore ways that volunteers and their communities can be more actively engaged in a process of identifying and developing sources of new volunteering opportunity.
- xi. The Our Games exhibition was the first project with this level of ambition and scale. The experience highlights the importance of bringing greater clarity to what co-production means, and where it fits into the work of organisations. It will be important to be clear on what is driving a co-production project: e.g. how important is 'service improvement' as opposed to 'community development'? The perspective that is taken will have profound implications for what people should expect and how it should be approached, including who should be involved, timescale, and training and other supports to participants.

- xii. The HCV programme has raised the bar for volunteering at a time when new strategic opportunities and policy fronts are opening up. New forms of volunteering activity are emerging at a grassroots level. These will become more important as the debate about co-producing services hand in hand with local communities develops and as communities (encouraged by the Community Empowerment (Scotland) Act) 2015 exert a greater say over things that are important to them.

## 1. Introduction

- 1.1. Social Marketing Gateway (SMG) was commissioned in May 2015 by Glasgow Life to conduct an evaluation of the Host City Volunteers (HCV) programme. The programme represented an exciting and innovative approach to use the 2014 Commonwealth Games to extend volunteering opportunities in Glasgow, and in particular to groups normally under-represented (or not represented at all) in volunteering.
- 1.2. The HCV programme formed the first part of a three-year volunteer development and community engagement programme, 'Host City Glasgow', which aims to add to the volunteers' experience at the Games through a flexible learning programme, 'Altogether Glasgow', designed to encourage more people to get actively involved in cultural and sporting opportunities in the city.
- 1.3. The programme was not simply about finding volunteers to support the delivery of the Games. As is evident in the following quote, it aspired to push the boundaries of volunteering, and to contribute to key strategic objectives of the City Council such as social inclusion and community engagement:

The city is committed to addressing barriers to volunteering in an attempt to widen participation, and we see the Host City Volunteers programme as a key opportunity to try and support those who have historically been under-represented and/or faced barriers to volunteering to become involved in delivery of the Games. We see this as a key legacy opportunity that will tie in with work being undertaken in the city to further develop volunteering.  
(Source: Glasgow Life, HCV Briefing Information)

- 1.4. Glasgow Life's brief to SMG called for a review of how the HCV programme had worked, what it had achieved and what legacy it has left. Coupled with drawing on other existing evaluative work, the requirement for SMG was to address two specific research objectives:
  - To evaluate the relationship building and partnership working with external stakeholders involved in the HCV programme; and
  - To evaluate a museum exhibition that had been co-produced by staff and volunteers to celebrate the contribution volunteers had made to the Games.
- 1.5. SMG's work, therefore, involved drawing on existing research and delivering a number of fresh research components, including interviews with volunteers, staff and museum visitors, and bringing this evidence together to draw out key learning that will hopefully inform future volunteering practice.
- 1.6. The report begins with an overview of the HCV programme, e.g. why it was set up, who was involved, the role of the volunteers in the Games, and how the programme was delivered. The methodology followed is then outlined. Following this, the findings are presented in sections dealing with:
  - How the HCV recruitment effort was approached and delivered
  - The experience of the HCVs who participated in the programme
  - The 'Our Games' exhibition: co-designed by volunteers and staff to celebrate the role of volunteers in the Games
  - Key learning and legacy of the HCV experience, including on attitudes and thinking around volunteering

## 2. The Host City Volunteers (HCV) Programme

- 2.1 As the host city, Glasgow was keen to maximise opportunities for local people to feel connected with and play an active part in the delivery of the Games. Compared to Scotland as a whole, volunteering in Glasgow stood at only 21%, as opposed to the national average of around 29%<sup>1</sup>. The opportunity offered by the Games was, therefore, a hugely attractive one for Glasgow City Council (GCC) and its partners concerned with developing volunteering.
- 2.3. Despite a general positivity about the Games, the Glasgow Household Survey suggested that many citizens did not feel it would impact directly on them and their families. This perception was born out by early evidence about the type of people coming forward to volunteer. Data provided to Glasgow Life by the Organising Committee (OC) indicated that the level of applications to its volunteer programme – the clyde-siders - from those living within Glasgow (and in particular from socially excluded areas) was lower than had been anticipated.
- 2.3. Limitations associated with the clyde-siders became apparent early in 2013. Hence, from the summer of that year, Glasgow Life started speaking with other Community Planning Partners involved in the Strategic Volunteering Framework and developing the HCV as a genuinely socially inclusive volunteer programme, sharpening the focus on targeting excluded and under-represented groups.
- 2.4. The OC data indicated low levels of applications received from: disabled people, older people, and those living in deprived wards in the city. Anecdotal feedback from community groups also suggested that many people were struggling with the online application, and that some people (including disabled people) were being put off from applying because of perceptions that had, in part, been fed by media coverage:
- 2.5. One perception that had been created was that the application and recruitment process would be highly competitive (media coverage highlighted unprecedented high number of applicants). Also, there was a widespread belief that in order to stand a chance of being selected as a volunteer, a person had to be extremely confident and extroverted.
- 2.6. Some groups that Glasgow Life had hoped would come forward as volunteers were not being accepted because of the OC's eligibility criteria. For example, people had to be 16 years of age at the time of application to the OC's volunteer programmes, effectively meaning they would be 17.5 – 18 years by Games time, thus ruling out younger people. Also, asylum seekers were unable to apply as most would not have been able to access the required documentation to satisfy security vetting.
- 2.7. In light of the limitations of the OC's volunteering programme in relation to the city's priorities, Glasgow Life decided to revisit the focus and core purpose of this component of support for delivery of the Games. Whilst time was limited,

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<sup>1</sup> Scottish Household Survey, <http://www.gov.scot/Topics/ArtsCultureSport/Sport/MajorEvents/Glasgow-2014/Commonwealth-games/Indicators/F7>

it was felt it was important to re-scope the HCV programme in a way that would proactively address identified issues.

- 2.8. The result was a plan for a more tightly focused volunteering programme that would prioritise and target the recruitment from a range of defined population groups and provide additional support to encourage these groups to take part.
- 2.9. Eligibility criteria for the HCV programme required participants to:
  - Live, work, study, or already volunteer in Glasgow city;
  - Be at least 16 years of age as at 1 January 2014;
  - Be prioritised if they were a member of one or more of the identified target groups (i.e. 60 years +; disabled; living in deprived city wards).
  - In addition, there was a commitment to try to identify opportunities for the asylum seeker.
- 2.10. The plan was for the HCVs to be deployed in high footfall thoroughfares and 'live sites' in Glasgow city centre during Games-time. They would complement the support provided by the OC's volunteers (clyde-siders) that were based in and around Games venues. The HCVs would assist with wayfinding and general information for spectators and visitors (including providing information on: games venues; event times; transport links; the 2014 cultural programme; as well as other city attractions and amenities).
- 2.11. It was anticipated that 1,500 HCVs would be required, and this became the working target for the recruitment drive. The intention was not to do an open public call for volunteers (which had been how the OC had recruited for its programmes). Rather, initial recruitment would be targeted, working in conjunction with local networks and a range of community partners.
- 2.12. Alongside the main HCV programme, a plan for a small, but innovative, recognition component was in the form of an exhibition. This was introduced as a specific recognition piece for the contribution of the HCVs to supporting the delivery of the Games. Whilst acknowledging the contribution of all volunteers to the Games, the primary focus of the exhibition would be on the HCVs. The idea was to engage a group of HCVs to work with staff of Glasgow Museums to co-produce an exhibition that would run at the People's Palace (Glasgow's social history museum) after the Games. Later, this exhibition was named 'Our Games'.
- 2.13. The idea of co-producing an exhibition was partly shaped by Glasgow Life's recent experience of the 'Curious' exhibition: an innovative citizenship and community cohesion project delivered by Glasgow Museums and funded via the 2012 Olympic Legacy Fund. Learning from Curious influenced the proposed exhibition as it had highlighted how a co-production model could be used to further enhance participants' sense of achievement and provision of meaningful recognition.
- 2.14. The proposed HCV exhibition would draw on volunteers' experiences using personal testimonies via a variety of media. In addition to demonstrating to HCVs the valued contribution they had made, and hopefully further boosting their self-esteem and confidence, wider aims concerned changing public attitudes towards volunteering. It was hoped the exhibition would:
  - Provide innovative and high profile recognition of the HCV's role

- Raise the visibility of under-represented groups' involvement in public life
- Raise awareness of the impact of volunteering on the lives of under-represented groups
- Provide positive role models, with a view to inspiring others and influencing the practice of other mainstream volunteering providers
- Challenge myths and misconceptions around the role and abilities of under-represented groups in relation to volunteering
- Increase awareness of the personal and societal benefits of volunteering
- Reinforce skills development, confidence, capacity building, self-efficacy and wellbeing of participants
- Encourage people to continue to volunteer in other contexts
- Support implementation of Glasgow's Strategic Volunteering Framework by progressing the above objectives.

2.15. In addition to hosting the exhibition in the People's Palace Museum, the initial project proposal suggested that this would be followed by a single smaller exhibition touring to 6 community sites across the city. This was revised to staging community exhibitions from Nov 2014 to Jan 2015 in each of the 3 cultural hubs across the city, followed by the main exhibition at People's Palace from January – August 2015. It was felt this would: enable an interest and buzz to be created in local communities as a lead-in to the main exhibition at the People's Palace; build on the intended role of the three cultural hubs as a focus in local areas for planning, programming and community engagement; and enable local communities to tailor the smaller exhibitions to content of greatest relevance to their area.

2.16. Plans for the main celebratory exhibition echoed aspirations of 'Our Museum', an ongoing process in Glasgow Museums which aims to have the city's museums and galleries rooted in local needs; with communities being actively and regularly participating and collaborating in dialogue and decision making; developing community skills, capabilities and creativity; creating volunteering opportunities; and supporting staff to learn how to work with communities. The Our Museum Project Manager describes the process as being about *"putting community voice at the heart of the organisation"*<sup>2</sup>.

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<sup>2</sup> Interview with Our Museum Project Manager, Glasgow Museums.

### 3. Approach and methodology

2.3. To meet the research objectives outlined above, a mixed-method research approach was followed:

2.4. **Desk research** – Glasgow Life made a range of evaluative material available:

- Three pieces of work had been carried out by University of Strathclyde<sup>3</sup>:
  - A pre-Games survey of 838 HCVs
  - A post-Games survey of 208 volunteers
  - Interviews with 26 HCVs, tracking their experiences before, during and after the Games
- Focus groups with staff and volunteers – material generated by two focus groups organised and facilitated by Glasgow Life with people involved in co-producing the Our Games exhibition
- Museum visitor comments – data collected on ‘comments cards’ from visitors to Our Games.

2.5. **Consultations with stakeholders and community partners** – 8 in-depth interviews with bodies involved in the HCV project were carried out by SMG. These consultations explored understanding of and involvement in the programme, and in particular recruiting volunteers and working in partnership with Glasgow Life. Seven of the 8 interviews were conducted face-to-face, with the remaining interview being a telephone depth.

2.6. **Interviews with staff of Glasgow Life and Glasgow Museums** – 14 staff were interviewed by SMG, 11 of whom were directly involved in developing the exhibition. Again, most of these interviews were face-to-face. For staff who were involved in the exhibition, we were particularly interested in what they had taken out of the experience to inform future co-production practice.

2.7. **Interviews with volunteers** – 8 of the 13 volunteers involved in the development of Our Games were interviewed by SMG. These interviews were a mix of face-to-face and telephone, the volunteers being emailed in advance to outline the scope of the conversations and request their help. The discussions covered: their initial understanding of what they thought the work would involve and their experience of, and reflections on, the process.

2.8. **Accompanied museum visits** – SMG recruited 18 visitors to Our Games, secured their cooperation to view the exhibition and then meet with the researcher for a conversation. The conversations gathered visitors’ views on the experience, what it was saying to them about the role of volunteers and volunteering, and probed if their own perceptions of volunteering had changed.

2.9. **Reflections on method**

Overall the above mix of methods worked well. There was some overlap in the data collected by SMG’s primary research and the information from focus groups with staff and volunteers involved in Our Games. However, because the SMG information was gathered through one to one interviews, it is likely

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<sup>3</sup> Rogerson R., Pavoni A. and Duncan T. (2015), Participating as a Host City Volunteer: perspectives from those involved in the Glasgow 2014 Commonwealth Games. Unpublished report to Glasgow Life. University of Strathclyde.

that some staff and volunteers were more comfortable talking about issues that they may not have been in a group setting. Also, the SMG interviews went into individual experiences in some depth, including people's reflections on future co-production practice and lessons for Glasgow Museums.

- 2.10. The quantitative data provided by the University of Strathclyde surveys is caveated by the authors. They point out that the post-Games survey of 208 HCVs cannot claim to be representative of all HCVs, although the high return rate does offer some confidence that the insights are applicable to most people involved in the programme.
- 2.11. For the accompanied museum visitors, the research team decided to interview the visitors once they had viewed the exhibition, rather than as they went round the exhibits. This was due to the amount of background noise in the exhibition space which was considerable and made conversation difficult. However, by meeting and interviewing the visitors immediately after they left the exhibition space, we are confident that we were able to capture people's 'real time' feelings very accurately.

## 4. HCV Programme - findings

### Recruiting to the HCV programme

#### 4.1. The role of stakeholders and community partners

A key part of the HCV programme approach was to actively 'invite' under-represented groups to take part, rather than simply issue a general public announcement about the programme. The plan to extend an invitation was felt to be critically important in terms of involving groups and individuals that may otherwise think they were not 'the kind of people' being sought as volunteers. The initial focus of the recruitment effort was also informed by the identification of three key target groups under-represented amongst applicants to the Clyde-siders from residents of the host city.

4.2. The recruitment strategy involved the HCV team approaching a range of bodies in the city that it felt could help broker contact with the identified target groups through their own memberships and networks. The initial idea was to find key people within partner organisations who would take responsibility to recruit from among their own service users. This, however, did not happen to the extent anticipated. Although the organisations circulated a lot of literature about the project, the main responsibility was shouldered by a small team of HCV staff, with the recruitment effort largely carried out between February and early June 2014.

4.3. The HCV team began by developing a contact list of potential recruitment partners and, over several weeks, started to make contact and arrange appointments to visit and make presentations to them about the HCV programme. The idea of working closely with these partner organisations as 'brokers' was quite deliberate as Glasgow Life wanted to draw on the established, trusted relationships they had with groups that have not traditionally been involved (or were under-represented) in volunteering. Along with the Glasgow Life Area Teams, the HCV team worked in conjunction with these local networks and community partners to get information about the HCV opportunity out as widely as possible.

4.4. The kinds of bodies approached and engaged included third sector membership groups such as: Glasgow Disability Alliance, Enable Glasgow, Volunteer Glasgow, and Age Scotland. Public-sector organisations (e.g. Jobs & Business Glasgow, Glasgow City Council Social Work Services supported employment programme, and Social Work Services looked after & accommodated children's services) also participated.

4.5. In addition, some bodies (e.g. Bridges Project, Violence Reduction Unit and Community Safety Glasgow) found out about the HCV programme through their own contacts and made the first approach to Glasgow Life to discuss possible involvement. All of these three bodies had previously tried unsuccessfully to engage with volunteering opportunities attached to the Games.

- 4.6. For example, the Violence Reduction Unit (VRU) had initially approached the OC and, while initially positive, once it became clear that the VRU's clients had a criminal history discussions went no further. However, on approaching Glasgow Life, VRU found the organisation to be 'very receptive' and 'unbelievably different' to the OC. Glasgow Life was inclusive and welcoming to the whole idea of engaging with ex-offenders: *"There was no attitude of 'Oh look, here comes the criminals' whatsoever, everybody was equal. The dynamic was incredible."*<sup>4</sup>
- 4.7. Community Safety Glasgow (CSG) also works with ex-offenders and had made an unsuccessful effort to engage with the Queens Baton Relay Team. CSG then found out about the HCV programme from a contact in Criminal Justice Social Work and on Twitter. Being included in the programme was described as being *"like a lottery win for us"*<sup>5</sup>. A total of 8 clients and 7 staff became HCVs.
- 4.8. Similarly, the Bridges Project, which works with asylum seekers and refugees, initially approached Glasgow City Council to see if positions would be available for its clients and received what it felt was a disappointing response. When it later approached Glasgow Life, the response was very different. Several presentations were then made by the HCV team to the Project's staff and clients, leading to over 70 applications to the HCV programme being made. It is worth noting that the Scottish Refugee Council also did not envisage that there would be volunteering opportunities for its clients as part of the Games due to media coverage about asylum seekers not being eligible. It was positively surprised when contacted by Glasgow Life about the HCV programme.
- 4.9. It is possible that as a result of Glasgow Life's efforts to develop a network of community partners to support the targeted recruitment strategy it might have approached some of these bodies mentioned above. Nevertheless, the desire of these community partners to find a way of getting involved in the Games, and the growing visibility of plans for the HCV programme, possibly meant that the network of community partners was larger than it otherwise would have been. Consequently, the HCV programme was able to engage some particularly excluded social groups (like ex-offenders) that may have missed out had some community partners not made the initial approach to Glasgow Life.
- 4.10. Across the 8 stakeholders and community partners consulted, there was a variety of practice employed in helping to recruit. In a number of cases, face-to-face contact with the HCV team, with the team giving presentations in the field, meeting their clients and often helping people to fill in applications, was very important. However, in some of these cases, support from the HCV team required to be supplemented by staff from the partner organisation who knew its clients and their particular support needs. For example, this was the case where clients did not have English as their first language, or had difficulty in reading and understanding the information provided about the HCV programme.

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<sup>4</sup> Interview with Violence Reduction Unit.

<sup>5</sup> Interview with Community Safety Glasgow.

- 4.11. In other cases, the partner organisation played an important role in reaching out to its own network of members to circulate information about the HCV opportunity, or work through other bodies it had a relationship with. An example of the former would be the Glasgow Association of Mental Health (GAMH) Young Carers Group, which circulated information packs to its members and then connected those that expressed an interest with the HCV team for training. Similarly, the Guide Dogs Association circulated information among its network of guide dog instructors, service users and through volunteer managers.
- 4.12. A good example of where the partner body worked with other stakeholders in its network was the VRU. It used its own contacts, such as the Celtic Foundation, Jobs and Business Glasgow and prisons to circulate information about the programme: an approach that generated hundreds of expressions of interest. The VRU then interviewed people face-to-face for the 30 positions that were available and organised a week-long residential training camp in Stirling. Although the 30 volunteers (called The Crew) were not formally HCVs<sup>6</sup>, they were closely aligned and were invited to the HCV training. In the case of the Community Safety Unit, its staff liaised closely with the mentors of ex-offenders on its Re-create programme, using them as an important channel to the client group.
- 4.13. Therefore, by working with partners who had connections to key target groups, the HCV programme was able to benefit from their own contacts and experience. This was also a conclusion made by University of Strathclyde following the research team's depth interviews with 27 HCVs, when it was suggested that the targeted recruitment approach had worked well in terms of '*reaching into and through existing networks*'<sup>7</sup>.
- 4.14. SMG's research with the community partners indicates the supportive role that some partners were also able to play in recruiting volunteers. In the case of the Bridges Project, for example, staff helped translate the HCV team's presentation for their clients, many of whom did not have English as their first language, provided encouragement to people to apply and helped them complete the application form. Encouragement from a trusted source was important as one of the main challenges clients faced was anxiety over their language skills; for example, would they be able to understand the Glasgow accent?
- 4.15. There is evidence that some community partners have experienced positive spin-offs as a result of their involvement in the programme. The Violence Reduction Unit (Fig.1), for example, pointed to several things that have resulted that would, almost certainly, not have happened without the new relationship with Glasgow Life being formed. As a result, the VRU has been able to get a number of new initiatives to help its target group up and running and, through its new links with the VRU, Glasgow Life has been able to influence a wider body of practice.

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<sup>6</sup> VRU programme participants were not eligible to be involved in the main HCV programme as they received payment for participation in the VRU programme, so it would not have been appropriate for them to fulfill the same role as volunteers.

<sup>7</sup> Rogerson R. et al. (2015), p.4.

#### 4.16. **Figure 1: Positive partnership spin offs (Violence Reduction Unit)**

- **Man Up' Group** - VRU work with this group in a deprived community in Alloa whose members have issues with unemployment, drugs and alcohol. Staff at Glasgow Life asked the VRU how they could help and get involved. A senior member of staff at the GMRC has since created a great relationship with members of the group. The group was not involved in the Games, but it has now had two or three visits to the GMRC to explore new ideas. The VRU team point out that it was because they were working so closely with Glasgow Life that this relationship came about: *"It wasn't just a tokenistic gesture. Glasgow Life really wanted to deliver the legacy they had promised. It wasn't a case of chasing people, Glasgow Life staff were coming up to the VRU and saying "right, we're really interested, what can we do?" It wasn't tokenistic. They followed up with emails and formal invitations"*.
- **A sustainable, ongoing volunteer group** - After the Games the volunteers involved as The Crew decided they wanted to come together once a month to try and form their own therapeutic group. VRU told Glasgow Life of their plans and Glasgow Life said to let them know how they could help. VRU ended up getting access to Glasgow Life premises (Woodside Halls) at a very low rate for the group to meet in. Various other events have also been set up – including an employability event that brought together a range of employers.
- **Glasgow Life and Tattoo Project** – This is another project connected to Glasgow Life. Leading up to the Edinburgh Tattoo in 2015, it will involve eight men on a long distance cycle with some members from the Army. A member of Glasgow Life is at the velodrome setting them up with eight bikes and training them. Although only eight will go on the cycle some 12-15 will be involved in the process.
- **Connections between the Charlie Canning Centre and the Alloa 'Man Up' group** - An older man the VRU had involved as a volunteer at the Games is also involved with the Charlie Canning Centre (a 'drop in' for people with an alcohol problem in East Glasgow run by its users). This has resulted in the Centre connecting up with the people from 'Man Up' in Alloa who are now coming through to the Charlie Canning Centre. The Alloa group is learning from the Centre and getting help from it to develop its own support community.

**4.17 Figure 2: Role of stakeholders and community partners**

<b>Partner name</b>	<b>Target group</b>	<b>How recruitment was approached</b>	<b>No. of volunteers recruited</b>	<b>Comments – e.g. volunteer outcomes / other lessons learned</b>
Bridges Project	Asylum seekers, refugees, English not first language	HCV team visited project several times to present to clients and assist them to apply. Project staff helped translate the presentation and encouraged clients to apply	74 applications made, 54 accepted, 27 HCV volunteers recruited. None of the 27 had volunteered before.	Volunteering supported projects' focus on improving employability. Greater sense of belonging, hard skills gained and stronger personal networks among volunteers.
Violence Reduction Unit	Serious ex-offenders who have shown a commitment to change	VRU worked through its networks, such as the Celtic Foundation, Jobs and Business Glasgow, and prisons	Hundreds of applications received. A team of 3 staff carried out interviews face-to-face. 30 people 18-53 years were recruited	Of 30 volunteers involved, 23 were in paid employment and 2 in full-time education when VRU staff were interviewed. All were previously unemployed and very disconnected with the job market. One has been taken on by VRU as a peer mentor
GAMH Young Carers Group	Young people who are caring for family members with a mental health problem	Information packs were circulated to some members and, for those that showed interest, the HCV team then got in touch directly with the young people about training	8 young people expressed an interest, but only 2-3 applied to be volunteers (GAMH's contact with members decreases over the Summer)	Volunteers were asked to be part of 'Altogether Glasgow'. GAMH feels volunteers could have been supported further had resource been available to fund backfill care. Glasgow Life, however, has pointed out that funding was available for additional support needs, but this is not something that GAMH appear to have been aware of.
Glasgow Disability Alliance (GDA)	Disabled people in Glasgow. Membership of around 2,300	GL piggy-backed on a GDA event allowing many people to sign up. GDA promoted the opportunity through its own channels that work with the client group. Members knew that they would get good support to perform the volunteer role	Some 24 GDA members expressed an interest at the event, and others responded to the information circulated. Approx. 25 people became volunteers	A willingness by GL to meet the individual support needs of volunteers. It was exemplary that disabled people were asked about how best to engage them and make it easy for them to participate
Community Safety Glasgow (CSG)	Ex-offenders living in Glasgow who have completed a custodial sentence or order and are on the Re-create	CSG staff spoke to the mentors of people on the Re-create programme and got them to speak directly with clients. CSG staff also approached clients and gave them information about the HCV	8 volunteers, all long-term unemployed, came from the Re-create client base. Also, 7 CSG staff volunteered to help	All volunteers grew in confidence. Speaking to people from overseas had a big impact as they have never experienced anything like this. The volunteers were delighted to receive their certificates from the HCV programme - they are

	programme	opportunity		not used to being treated in this way
Scottish Refugee Council (SRC)	Asylum seekers and refugees	GL gave a number of presentations to well attended SRC monthly meetings. People were inspired by the enthusiasm of the HCV team and spread the word to friends and family	Some 36 people applied as a result of what they heard at (or after) the presentations and it is believed that all of them were accepted as HCVs	SRC is not aware of anyone dropping out. The feedback received suggests people's horizons were broadened along with attitudes towards what volunteering can be (i.e. previous experience restricted to work in SRC)
Volunteer Glasgow (VG)	Glasgow citizens, in particular people in poorer communities where participation in volunteering is around half the rate for the city as a whole	VG worked with the OC to try and maximise applications from Glasgow residents to the clyde-siders and sought regular updates on the profile of applicants. When the HCV used 'open recruitment' it was promoted via the VG website	Approx. 50 people registered an interest through the VG website (several needing adult literacy and numeracy support) and around a dozen became volunteers	VG has seen a huge increase in volunteering in the aftermath of the HCV programme – numbers visiting the website rose from 39k in 2011-12 to 81k in 2014-15, and the ratio of people interested to positions available has risen from 11:1 to 15:1 since the Games
Guide Dogs Association (GDA)	Visually impaired clients and others who are not visually impaired who volunteer as helpers	GDA promoted the HCV opportunity by speaking to guide dog instructors and leaving leaflets with them to pass onto guide dog owners and service users. GDA's volunteer managers also communicated information to other volunteers and encouraged word of mouth sharing	Around 4 volunteers were at the HCV Induction Meeting with their guide dogs. Some 16 people, 14 HCVs and 2 Glasgow Life staff, came together to receive training in dealing with members of the public with sight loss	Volunteers all enjoyed the experience. GDA's input exposed the organization to a new group of volunteers and, following the HCV programme, 5 new volunteers have become involved with GDA. More could have been achieved with longer lead in time. GDA's HCVs continue to communicate with other HCVs on the social network VAMOS

Source: SMG's consultations with stakeholders and community partners

4.18. Figure 3: Addressing barriers to volunteering in the target groups

Partner name	Target group	Barriers to volunteering	Overcoming barriers
Bridges Project	Asylum seekers, refugees, English not first language	Prejudice towards immigrants undermining belief that volunteering opportunities open to them. Worries over ability in English language. Difficulties understanding presentation/information and completing application form	Support from project staff was given to help clients understand the information material about the HCV and to complete the application form
Violence Reduction Unit (VRU)	Ex-offenders of serious crimes, who have shown a commitment to change	Many ex-offenders had tried to apply to be volunteers in the Commonwealth Games, but were rejected when their background was known. Self-stigma is also a barrier – people hold back from applying as they anticipate rejection.	Volunteering can help get people back on the ladder to employment, but in itself is unlikely to be enough because of the many barriers from employers. The VRU's programme (based on a US model) has successfully placed many of its volunteers into work
GAMH Young Carers Group	Young people 12-18 years providing support to a relative with a mental health problem. Between 50-60 young people in Glasgow	This client group can be fragile, disengaged and need additional support above and beyond what other groups of volunteers require in order to access and have a good experience from a volunteer programme like HCV. E.g. financial support to provide cover for family members is often needed	Careful selection in the type of volunteer opportunities they are offered and ongoing support from a body that understands the pressures that they have to deal with at home. Pro-active engagement on one-to-one basis is often required, as is an allowance to pay for care cover when they are not at home
Glasgow Disability Alliance (GDA)	Disabled people in Glasgow. Membership of around 2,300	Transport is the biggest barrier – many volunteers need taxis. Other barriers include: physical challenges presented by volunteering environments/buildings; self-perception and self-image; and difficulties in application process (e.g. problems experienced with online system for the clyde-siders)	Involvement at early stage enabled GDA to offer consultancy/advice about engaging disabled people in the HCV and better planning of the engagement process. This ensured that a good, tailored support package was put in place for disabled volunteers – e.g. taxis were provided for those unable to access public transport
Community Safety Glasgow (CSG)	Ex-offenders living in Glasgow who have completed a custodial sentence or order and are on the Re-create programme	Perception that 'if you have committed an offence no-one will take you on'. Idea of 'working for nothing' seems silly to some clients. Confusion between 'work experience and volunteering', particularly for a group with experience of 'mandatory volunteering'. Addiction a major barrier. Lack of social support and negative peer pressure where people return to a family involved in crime	CSG stresses the benefits of volunteering and rewards clients with a CSG badge and a reference once they have volunteered for 3 months or more. Over a period of 6 months on Re-create, CSG try and move people into employment. Also, by staff volunteering themselves, clients saw them in a positive light and it helped give credibility to the idea that volunteering is valuable and worthwhile

Scottish Refugee Council (SRC)	Asylum seekers and refugees	Difficulties with the application process (people are frightened of forms), not understanding the language, the requirement for long-term references for many positions, and (unspoken) practices that exclude foreigners	The application process created enough space for people to identify the barriers they faced, and the HCV team did everything they could to remove them and make it easy for people to engage. One to one help was given to fill in application forms
Volunteer Glasgow (VG)	Glasgow citizens, in particular people in poorer communities where participation in volunteering is around half the rate for the city as a whole	Barriers to volunteering are set out in the Poverty Leadership Panel Action Plan for Change. Specifically in relation to the Commonwealth Games, the criteria for the clyde-sider volunteer programme was not inclusive for all, and the digital application process excluded many	It was important to have a senior member of staff from Glasgow Life involved who was also closely involved in the Strategic Volunteering Framework and who brought a strong professional and personal commitment to equality and social inclusion
Guide Dogs Association (GDA)	Visually impaired clients and others who are not visually impaired who volunteer as helpers	Visually impaired people are not thought of as being suitable. Also low awareness of the opportunity to be sighted guides for visually impaired people	With the right sort of support many visually impaired people are very well able to take on a range of volunteer roles. More time to advertise the opportunity to GDA service users could have made it possible for more to become volunteers (e.g. by including information in quarterly newsletters)

Source: SMG's consultations with stakeholders and community partners

#### 4.19. **Barriers to volunteering**

Community partners highlighted a number of barriers that people in their networks face in relation to participating in volunteering (see Fig. 2). While some of these are general barriers that impede participation for many people, others point to some fairly specific difficulties faced by particular groups targeted by the HCV programme (such as asylum seekers and refugees, disabled people, ex-offenders and young carers). Partners were also able to usefully comment on things that might be done to help to remove these barriers.

#### 4.20. For example:

- Community partners (like the Bridges Project and the Scottish Refugee Council) pointed to a widespread **prejudice towards refugees and asylum seekers** within host populations and employers, which can translate into a belief among asylum seekers and refugees that opportunities will not be open to them. As one community partner put it, their clients often take the view that: *“Even though I have a British passport I am not British. I’m still an immigrant.”* Other problems faced by many people who do not have English as their first language are that it can often be difficult for them to understand promotional literature about the opportunities on offer and to go through the application process without assistance. Both the Bridges Project and the Scottish Refugee Council were highly complementary of what the HCV team did to enable their clients to highlight challenges they faced, and then to make it as easy as possible for them to engage in the programme.
- For **disabled people**, transport is the biggest barrier: many disabled volunteers do not drive and have difficulty using public transport. Many need taxis. Other barriers include: the physical challenges that can be presented in the environment and buildings where volunteers operate; poor self-perception and self-image; and (again) difficulties filling in application forms. The Glasgow Disability Alliance (GDA) reported numerous difficulties experienced by its clients who had tried to complete the online application for the clyde-siders programme. However, involving the GDA at an early stage allowed it to offer consultancy/advice to the HCV team about engaging disabled people and better planning of the engagement process. This helped ensure that a good, tailored support package was put in place for disabled volunteers – e.g. taxis were provided for those that needed them.
- For **ex-offenders**, many had tried to apply to be volunteers in the Games, but were rejected when their background was known. Partners reported a widespread perception among clients that *‘if you have committed an offence no-one will take you on’*. Also, many clients are uncomfortable with what they see as ‘working for nothing’, which is partly shaped by their previous experience of ‘mandatory volunteering’. Addiction is another major barrier, as is a lack of social and family support and negative peer pressure, e.g. where a person returns to his/her family involved in crime. Self-stigma is also a barrier and holds people back from putting themselves forward because they anticipate rejection: *‘they think they’re not good enough to be a part of society in this way’*. The VRU, while recognising that volunteering can help get people back on the ladder to employment, believes that volunteering is in itself unlikely to be enough and has based its multi-faceted programme on a successful US model that has enabled it to place many volunteers into work. For the CSG staff who also volunteered as HCVs, they felt that this was a constructive move as it

helped give credibility to the idea that volunteering is valuable and worthwhile.

- **Young carers** of family members who are living with mental health problems was the client group for the Glasgow Association of Mental Health (GAMH). This partner stressed that its clients can be fragile, disengaged, and need additional support above and beyond what other groups of volunteers require in order to access and have a good experience from a volunteer programme like HCV. For example, financial support to provide care cover for family members is often needed, but not often available. GAMH points out that careful selection of the type of volunteer opportunities offered to young carers and ongoing support from a body (like GAMH) that understands the pressures that they have to deal with at home is very important within a volunteer programme.

4.21. An important reflection offered by a number of the community partners concerned the importance of **early involvement** in a volunteer programme, so that experience and knowledge of client groups could be factored in during the planning stage. The potential advantages of early engagement are that the programme can take account of particular barriers and needs, and community partners can have a longer lead-time to maximise recruitment through their own networks. The Glasgow Disability Alliance, for example, was hugely appreciative of the fact that Glasgow Life had approached it at the planning stage, asking for advice on how to engage and promote the scheme to disabled people.

4.22. While the HCV programme was highly regarded by the partners for its focus on equality and inclusion, and for how supportive it sought to be in making it easy for target groups to participate, earlier engagement of some partners could possibly have led to further gains. For example, the Guide Dogs Association (GDA) felt that had it been approached earlier, then it would have been able to promote the programme to its members even more effectively (e.g. through its quarterly newsletter). GDA also felt that had plans to involve it in training HCVs in how to deal with sight impaired members of the public been finalised sooner (they were confirmed about 3 weeks before the Games commenced), then it could have delivered a more ambitious training package.

4.23. **Open recruitment**

It is worth noting that across the 8 community partners interviewed, around 150 people were sourced to be HCVs. Indeed, the four members of the core HCV team that went out to community groups to promote the programme and do focused, one-to-one recruitment is thought to have secured around 200 volunteers in total.<sup>8</sup> Hence, during the early recruitment effort, it became clear that the original plan of following a targeted recruitment strategy with community partners was not going to deliver the numbers of HCVs required (i.e. a target of 1,500).

4.24. The HCV team would have appreciated a longer period to develop its targeted recruitment approach. As one of the staff centrally involved in the process said:

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<sup>8</sup> Source: interview with Marketing Officer for Glasgow Museums.

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*“Although it was labour-intensive, we would not have found nearly as many committed people without it, and it would have been amazing to have had more time to do this outreach work and see how much more could have been achieved.”*

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- 4.25. Nevertheless, the team was operating to a tight timescale (the aim being to have all the volunteers recruited and trained by June), so it was forced to supplement the targeted recruitment by open recruitment to boost the numbers.
- 4.26. The task of delivering the open marketing effort was taken on by the Marketing Officer for Glasgow Museums. The Marketing Officer’s role was to deliver a more general push to increase the numbers of HCV applications and to try and get close to the original target.
- 4.27. The marketing campaign involved communication with schools to recruit younger people. After this relationship was set up, the schools kept the Marketing Officer updated about any Facebook or Twitter posts that were sent out. The schools ran a bespoke campaign, highlighting that volunteering would be a great thing to put on your CV: this tactic recruited a lot of young people. A marketing session was also run for teachers, at which they were given promotional materials to give out to students as well as being talked through the programme so that they could explain the benefits themselves. About 30 teachers attended.
- 4.28. The school campaign was just one part of the wider recruitment effort. A targeted Facebook campaign generated most interest. The message for this was based on the theme of *‘Be part of history, get involved in the Commonwealth Games’*. The HCV team also ran a series of open days, which also recruited some volunteers.
- 4.29. The Glasgow Life website had rotators on the site to promote the opportunity. This way everyone who was booking classes or using the site to check out museums/libraries could be reached. Users could click the link and go to the HCV ‘mini-website’, which was a page with information on the programme that linked to the application process, thus allowing people to either apply online or to print off an application form.
- 4.30. The digital campaign also used ads on Google, which were used to reach people who searched for terms relating to volunteering or the Commonwealth Games. This ran for about six weeks. The Marketing team also worked with Volunteer Glasgow which promoted the HCV programme through its social media channels and website.
- 4.31. A billboard poster campaign was delivered in selected communities around the city (six in all) and posters were placed within all the Glasgow Life venues. The outdoor campaign was upweighted in certain localities, for example in Pollokshields and Govanhill, where there are relatively high Asian populations.
- 4.32. People found out about the programme in a variety of ways: mainly through email, social media and word of mouth, with a wide range of community based groups and organisations involved in spreading the word.

- 4.33. Looking back, the Marketing Officer feels that with the available budget the team did all they could. With a larger budget and a longer lead time more could have been achieved. Also, for the schools, it would possibly have been better if promotion of the HCV had been incorporated into Personal and Social Education (PSE) to give young people a better awareness of the opportunities to get involved in the Games.
- 4.34. A mixed approach to recruitment was, therefore, followed partly by default. The original hope that community partners would actively do the recruitment themselves did not work out, and while the HCV team's targeted recruitment work was effective, it was very resource intensive and was not able to deliver the volunteer numbers within the time available. Overall, as a combined result of both the targeted and open recruitment, 1,939 applications were received. Of these, 1,810 people were eligible. A total of 1,188 completed HCV training and 1,068 people undertook shifts working at Games time.<sup>9</sup>
- 4.35. Following the Games, the HCV team received many calls from HCVs looking for information on new volunteering opportunities. Unfortunately much of this demand could not be accommodated, partly due to the lack of resource within the service to support the volunteers.

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*"The amount of interest the volunteers demonstrated by phoning in after the Games was unusually high for a one-off event, but other branches within Glasgow Life didn't feel they could take them on as they lacked the resources to support them."*

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- 4.36. A legacy event was arranged in February 2015 in the Glasgow Concert Hall. This allowed the HCV team to 'draw a line under things' pending the team being disbanded and for Volunteer Glasgow to be given an opportunity to present itself to the volunteers as a key source of future volunteering opportunities.
- 4.37. **Building and strengthening strategic partnership relationships**  
 Through their involvement in the HCV programme, a number of bodies have forged a new relationship with Glasgow Life that is likely to be of value in future partnership working on volunteering. Even where partners were already known to - and possibly had some involvement with - Glasgow Life, relationships have moved on considerably as a result of the programme (see Fig. 4).
- 4.38. A good example of this is the very positive partnership experience reported by the Glasgow Disability Alliance (GDA). GDA now refers to the HCV experience as a 'model of good practice'. The relationship it has established will allow Glasgow Life to benefit from its knowledge and connections in future volunteering initiatives that target disabled groups. GDA feels it has established solid credibility with Glasgow Life and that the two bodies will now work closely together on GCC's Independent Living Strategy.

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<sup>9</sup> Information supplied by Volunteering and Citizenship Manager, Host City Volunteers Project, Glasgow Life.

4.39. **Figure 4: Impact on partnership relationships and volunteering plans**

Partner name	Nature of previous contact with OC/GCC/Glasgow Life (GL)	Impact on partnership relationship and/or volunteering plans
Bridges Project	Initial approach by the project to GCC resulted in a disappointing outcome. The project later approached GL, though it had no previous contact or knowledge of GL	HCV programme has been a catalyst for a new relationship between the project and GL. GL now send on information about volunteering opportunities and one volunteer has already been connected to a position
Violence Reduction Unit (VRU)	Initial meetings with OC came to nothing when OC became aware of target group. VRU approached GL and received very positive response – ‘inclusive and welcoming’	New relationships established with GL/Glasgow Museums have allowed a number of new, positive things to happen. VRU was able to describe a number of new joint initiatives that are currently taking place
GAMH Young Carers Group	GAMH were approached by GL, who gave a presentation to some of the older young carers. GL was already known to GAMH and they had a positive view of the organisation, although there was not ongoing joint work	The experience for GAMH was a positive one, though in retrospect it would have liked to have had a more pro-active role as its client group needs a fairly intensive package of sensitive support to be able to engage in volunteering opportunities
Glasgow Disability Alliance (GDA)	GDA did not have much contact with GL prior to the HCV programme. GL approached GDA to get involved at the outset. GDA suspects that contact would have been established because of developments with GCC’s Independent Living Strategy and GL’s agenda of engaging with under-represented groups	A very positive partnership experience resulted and GDA now refers to the experience as a model of good practice that allows GL to benefit from its knowledge and connections with the disabled people. GDA feels it has established solid credibility with GL and the two bodies are now working closely together on GCC’s Independent Living Strategy
Community Safety Glasgow (CSG)	CSG found out about the HCV from a contact at Criminal Justice Social Work. It had contacted and was rejected by the Queens Baton Relay Team. No prior contact had been had with GL, though CSG was previously aware of GL	The new CSG-GL relationship formed for the HCV programme continues. GL have approached CSG and Re-create to offer opportunities for volunteers to work on the medical garden at Provand’s Lordship and also in Scotland Street Museum. CSG now feels that it is ‘on GLs radar’
Scottish Refugee Council (SRC)	SRC already had a relationship with GL. GL contacted SRC in advance of the Commonwealth Games about recruiting volunteers, which surprised SRC as it had heard in the media that the Commonwealth Games were not accepting asylum seekers as volunteers	The existing relationship between SRC and GL has been strengthened, with new lines of communication established that will enable more informal dialogue to take place. Also, SRC believes its client group is now more visible and on the radar of GL as a result of its participation in the HCV programme
Volunteer Glasgow (VG)	VG and GL already had a close relationship in relation to strategic volunteering issues – e.g. GL chair a partnership group that VG is on	The success of the HCV programme has given credibility to everyone who has been involved in the Strategic Volunteering Framework and created a new confidence among partners about progressing social inclusion through volunteering
Guide Dogs Association	GL approached GDA in the first instance and opened up a conversation about getting people with sight loss involved as	While GL’s approach was initially about sourcing volunteers, GDA was able to build upon the contact to offer support to the HCV programme

(GDA)	HCVs. There had been no previous contact between the two organisations	about how volunteers could best deal with people with sight loss, thus enhancing the service the HCVs could give to the public, enabling the Games experience to be more inclusive. GDA will happily work with GL again and are keen to offer more training to other volunteers about engaging with sight impaired people
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Source: SMG's consultations with stakeholders and community partners

4.40. **Key lessons** – Reflecting back on the whole recruitment effort, a number of lessons can be identified:

- While the involvement of community partners in the recruitment process was successful, and enthusiastically welcomed by individual partners, a stronger role for community partners could have been possible, but it would have required a longer lead in time to project development
- A more relaxed timescale for the planning process would have enabled some of the community partners to communicate more fully with their memberships and through their own networks and, as such, help generate an even higher demand for volunteer opportunities from among target groups
- The participation of community partners helps throw light on the barriers and constraints facing a range of groups who are under-represented in volunteering and how these difficulties can be removed to enable people to participate
- With more opportunity to jointly plan the recruitment process, it might have been possible to identify needs of target groups that (if met) would have enabled larger numbers to participate (for example, as was the case with some young carers needing 'backfill' cover to care for relatives with mental health problems at home)
- Also, if partners are more involved in the planning process, additional opportunities could be identified for them to input to and further strengthen the programme (as was the case with the training provided to HCVs and Glasgow Life staff by the Guide Dogs Association)
- The involvement of community partners does play a key role in achieving targeted goals where groups under-represented in volunteering can be invited through the personal contacts they have with third sector organisations with which they already enjoy a trusted relationship
- The success of employing a range of communication mechanisms – both traditional (print media, radio, direct communication) and new technology (social media, email) need to be employed in future volunteer recruitment, in order to maximise the reach and ensure that an additional barrier is not created by the sole reliance on the digital medium
- The collaborative process with community partners has resulted in a new set of relationships with Glasgow Life that can potentially be used to develop new initiatives and volunteering projects in future.

## **Volunteering in the HCV programme**

4.41. **Who were the volunteers?**

Of the 1,068 people who became HCVs, the University of Strathclyde baseline survey (sample size 838) shows a good spread across all age groups, with a majority (64%) of volunteers being female. Some 15% had a disability, which is almost four times the proportion of disabled volunteers within the clyde-siders programme for the Glasgow 2014 Commonwealth Games, and the Games Makers at the London 2012 Olympics and Paralympics.

4.42. In the University of Strathclyde’s post-Games survey some 15% of respondents reported no other current volunteering role. The authors suggest that this figure may partly reflect the fact that many people had been drawn from the existing volunteering or community social networks of the partner bodies.<sup>10</sup> However, it should also be noted that Glasgow Life report that of those attending the HCV training, the figure who had not previously volunteered (i.e. 31%) was around twice the figure found by the University’s survey.

4.43. **What motivated people to get involved?**

University of Strathclyde’s depth interviews with HCVs found people’s reasons for getting involved fell into three distinct categories: the unique opportunity presented by the Games; to meet people, socialise and have fun; and to learn more about or impart existing knowledge about Glasgow.

4.44. Motivational drivers were also reinforced by the aspirations which people had in relation to their HCV roles. Many emphasised personal benefits, including acquiring new skills or experience which would assist them in their career or other volunteering roles, and more confidence in themselves. For others, aspirations were essentially social, such as the opportunity to meet and communicate with people, add to their social networks or generate memories with others.

4.45. Overall the motivational and aspirational insights offered through the interviews underlined the often individual reasons people had for becoming HCVs. Whilst themes such as ‘taking part in the event’, ‘socialise/have fun’ or ‘personal development’ capture the views of most of the interviewees, the University of Strathclyde team found evidence of a more complex mix of factors that had drawn people into the programme. The team concluded that one of the strengths of the HCV programme has been the ability to appeal to this range of volunteers, enabling them to see benefits of different forms as achievable through the shared experience of being a HCV.<sup>11</sup>

4.46. **Preparing to volunteer**

An initial Orientation/induction event was held for volunteers in May 2014 to introduce people to the HCV programme. Those present were also provided with initial information about the opportunity to be involved in the exhibition process, and invited to indicate their interest. Following the Orientation event, several sessions of role-specific training were scheduled to cater for the full body of HCVs. These were delivered at a range of locations across the city in an attempt to make the training more accessible to people in their local area and reduce the need for additional travel.

4.47. A rich mix of people were represented at the Orientation event, reflecting the programme’s commitment to opening up volunteering to a wide audience. As a member of Community Safety Glasgow commented:

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*“When the CSG volunteers got to the induction meeting the mix of people there to volunteer was particularly striking for them. It was like one of those equality and diversity pictures with someone representing every part of*

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<sup>10</sup> Rogerson R. et al. (2015), p. 7.

<sup>11</sup> Rogerson R. et al. (2015), pp. 8-10.

*society. You couldn't have made up the scene in the hall if you'd wanted to. It was really powerful visually."*

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- 4.48. The baseline survey pointed to a very high level of satisfaction among the HCVs with the training, with only three of the 838 respondents disagreeing with the statement that they 'understood the role and expectations of them'. This suggests that the deliberate use of a 'pragmatic' and 'light touch' approach to the training delivered by the HCV team, a choice partly driven by the limited time and resources available and a decision not to ask for too much by way of time commitment from the volunteers, worked well.
- 4.49. The training succeeded in ensuring that the volunteers had sufficient knowledge, information and confidence to approach the role with a positive attitude and then to learn specific aspects as the role unfolded. Following the training, the majority of respondents indicated that they felt 'ready to' be a HCV.
- 4.50. The feedback from volunteers interviewed after the Games also confirmed that they regarded the training and preparation they had received as being adequate for the tasks they performed. There were, however, some areas where they felt the training could have been further strengthened, such as: provision of more specific information and knowledge in terms of the location of events; more development of skills required for the role; greater emphasis on team building; and improving the quality of team leadership and team building.<sup>12</sup>
- 4.51. **Being a HCV – experience and benefits**  
The overwhelming view of HCVs was that their role was a positive experience. More than 89% (178 respondents) in the post-Games survey judged their overall experience to be very satisfactory or satisfactory, rating this as six or higher on a 10-point scale (10 being 'very satisfied'). Indeed, only seven respondents (4%) reported their experience as unsatisfactory overall. Some 95% indicated that they had been proud to be a HCV.<sup>13</sup>
- 4.52. Every respondent to the post-Games survey provided comments on what, for them, were the best aspects of the overall experience. With only two exceptions, everyone was able to identify three elements to include in their 'best' list. The vast majority of the HCVs reflected on 'active' aspects of their role – in meeting people, in helping people, in being part of something – or of the connection with Glasgow, with new friends and with other volunteers.
- 4.53. Less frequently cited, but important for some, was 'gaining confidence in my own abilities'. More than three quarters of respondents in the post-Games survey felt that they were now more confident having been a HCV. Similarly, across the 208 respondents there was a feeling that they were more valued as individuals, with only 12% disagreeing with this.<sup>14</sup> In contrast to this strong emphasis on the experiential aspects of the volunteering experience, there were very few comments on the organisational and process aspects of the role as being positive things.

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<sup>12</sup> Rogerson R. et al. (2015), p.15-16.

<sup>13</sup> Rogerson R. et al. (2015), p.11.

<sup>14</sup> Rogerson R. et al. (2015), p.12-14.

- 4.54. Further insight into the outcomes and other benefits to the volunteers was gathered from the consultations with community partners. Organisations close to the HCVs pointed to:
- Development of ‘hard skills’ that support the partner body’s ability to strengthen clients’ employability
  - Volunteers developing a greater sense of belonging and stronger personal networks
  - A huge boost in people’s confidence from being part of something as big and as high profile as the Games
  - High personal satisfaction from receiving a certificate for having been a HCV.
  - A broadening of people’s horizons and attitudes towards what volunteering can be.
- 4.55. A number of the community partners also expect the positive experience of their members will be a lasting one. For example:
- For the Bridges Project, the HCV experience created a sense of purpose for its clients who are asylum seekers and refugees, many of whom have experienced repeated rejection and discrimination. A more positive attitude is now evident among these 27 volunteers: a greater sense of belonging and a feeling that they had been involved in something big, great and special. Hard skills have been gained: skills associated with problem solving, communication, and generally using their initiative. These are all core employability skills and, as a result, participation in the HCV has strongly complemented the core work of the Bridges Project and boosted clients’ employability:

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*“The HCV gave people the opportunity to use their existing skills and gain new ones. Sometimes people don’t realise how fantastic they are<sup>15</sup>.”*

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- Volunteers from the Community Safety Unit have grown in confidence. Staff talked about the self-worth of these ex-offenders being boosted as a consequence of being able to use their local knowledge and offer a valuable service to visitors to the city. They were able to put this experience on their CVs as, from a work point of view, it demonstrated that showing people around the city was a basic customer service skill. The volunteers were both surprised and delighted to receive certificates from the HCV programme. This had a big of impact on them as they had not been used to being rewarded in this way.

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*“People were shocked and delighted to receive their HCV certificates. It had a lot of impact on them as they’re not used to being rewarded in this way.”*

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<sup>15</sup> Interview with leader of the Bridges Project.

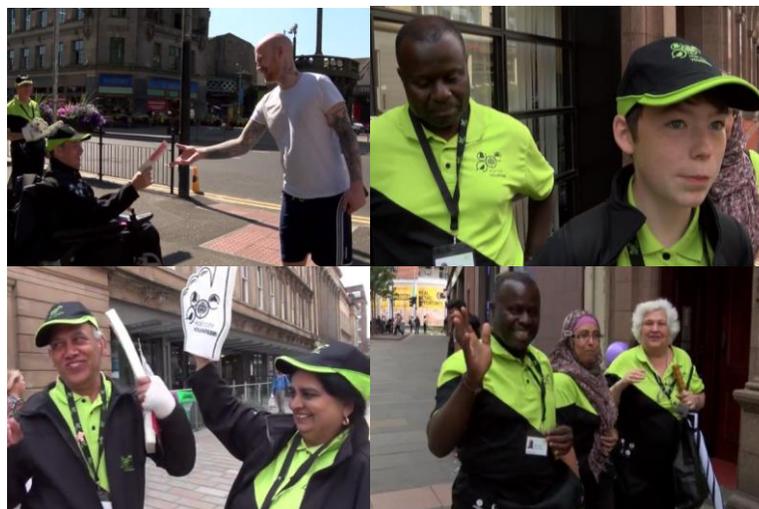
4.56. **Fig. 5: Selected quotes from HCVs**

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*“It exceeded anything that I thought it was going to be. It was really, really good. In fact I’ve signed up to do other stuff after this.”*

*“I’m going to be putting my experience of what I’ve been doing on my CV making me more employable because of what I’ve learnt via my Host City Volunteering.”*

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*“It has helped me personally as an older person and it has gotten me out and about and meeting people. When you’re an older person you’re inclined to stay at home, and if you stay at home you get more in a rut and more in a rut, and this has gotten me out. People can’t believe it that I’m out here and doing this.”*

*“It’s brought that confidence out in me. No matter what disability you have or anything you can get out there and enjoy what you’re doing.”*

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**Source: HCV video produced by Glasgow Life**

**4.57. Improving the volunteer experience**

While two-fifths of respondents to the post-Games survey did not offer any information that was critical of the programme, there were a number of things about the experience worth noting. One factor was the time that some volunteers spent in quiet locations, where some became bored and frustrated that their input was not being fully maximised.

4.58. Another factor that attracted some critical comment was the quality of snacks laid on, although many volunteers also stressed their gratitude for the food and water that was provided, often by The Crew: the team of 30 volunteers working under the Police’s Violence Reduction Unit providing support to the HCVs in the field. Another area of potential improvement was the skills of the volunteer team leaders.

4.59. A final point, and one that carried some sensitivity, was the OC’s failure to fully recognise the contribution of the HCVs at the closing ceremony for the Games. This appears to have been simply an oversight in the planning and scripting of this event.

**4.60. Future volunteering intentions**

Stakeholders and community partners who helped Glasgow Life recruit HCVs were optimistic about people’s future intentions towards volunteering as a result of their involvement in the HCV programme. For example:

- Volunteers from GAMH Young Carers Group have been asked to be part of ‘Altogether Glasgow’; the flexible learning programme designed to encourage more people to get actively involved in cultural and sporting opportunities in the city.
- All 27 of the volunteers from the Bridges Project want to do more volunteering. Also, as most are from very strong and tightly knit communities, the effect is likely to be multiplied: *“So, when one person (e.g. (say) a Nigerian woman) does something, it is likely that several more from the same community will want to do the same thing.”*<sup>16</sup> In this way the HCV experience may have had a much larger impact on encouraging a positive attitude towards volunteering among minority groups than might be assumed if we look only at the numbers participating in the programme.
- The 7 staff from Community Safety Glasgow who volunteered have also been impacted on positively: already 3 were volunteering in other projects in and around Glasgow when interviewed.

**4.61. Summing up**

Notwithstanding one or two very small ‘gripes’, on the whole this large pool of volunteers, a significant proportion of whom had never volunteered before, found the experience to be overwhelmingly fun and rewarding. People derived a huge amount of personal benefit and reward from their experience as a Games volunteer.

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<sup>16</sup> Interview with leader of the Bridges Project.

## 5. Our Games Exhibition - findings

### Developing the Exhibition

#### 5.1. Background

The exhibition drew on Glasgow Museum's recent experience of the Curious Exhibition<sup>17</sup> that had utilised elements of co-production. Collaborative working with community groups is not a new idea for Glasgow Life or its museum service: indeed the outreach branch of Glasgow Museums, the Open Museum, has utilised this method of working for over 20 years. The exhibition, however, was the service's first major attempt at utilising a co-production methodology with staff drawn from across the service.

5.2. The co-production approach involved 13 HCVs and 11 Glasgow Museums staff. Of the 13 volunteers, 8 were interviewed. All 11 staff involved in the co-production process were interviewed, plus two staff from the HCV core project team who were involved in recruiting the volunteers and one person who provided advice to the exhibition process.

5.3. The project involved regular meetings<sup>18</sup> at St. Mungo's museum where the staff and volunteers exchanged ideas and shaped the exhibition together. Relevant staff attended when required, depending on the focus of the sessions. These meetings commenced several weeks before the Games started and concluded a few weeks prior to the exhibition opening in January 2015.

5.4. All volunteers were invited to attend every meeting. A few staff attended consistently each week, the rest attending and running sessions on their own areas of expertise at particular times. Below we say a bit more about how both sets of participants were recruited, the skills they brought, the roles they played and how the project was managed, before going on to consider each group's experience of the co-production process.

#### 5.5. Recruitment and selection of volunteers

Volunteers were asked to indicate on their HCV application form if they would be interested in working on an exhibition. The first batch of application forms carried some information about the exhibition and what would be involved. The second batch of forms omitted to mention the exhibition. This was rectified in the third batch of forms, although they carried less information than the first, asking simply if people 'were interested in working on an exhibition'. The opportunity was also highlighted at an HCV Orientation event in May.

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<sup>17</sup> The Curious project included an eighteen month community-led exhibition in St Mungo Museum of Religious Life and Art. The project facilitated a wide range of events and volunteering opportunities. Curious was part of the Scottish Project creating a lasting impact from the London 2012 Olympic and Paralympic Games.

<sup>18</sup> During May and June 2014, the meetings were held weekly.

- 5.6. The selection process, and in particular meeting applicants to assess their suitability, was more demanding for the HCV team than had been expected. The unanticipated online marketing campaign that was introduced to drive up the number of applications meant that many potential volunteers had not been met by a member of the staff team during the outreach work. As a result, a demanding interviewing process involved members of the HCV team meeting with hundreds of volunteers to explain what would be involved in the HCV Games-time role, as well as encouraging expressions of interest from those who thought they may want to be involved in the exhibition. This process, coupled with nominations from community partners, generated some 74 potential applicants for the exhibition project.<sup>19</sup>
- 5.7. The HCV team then drew up a short-list, trying to achieve a geographical spread across the three cultural hub areas where the community exhibitions were running: Castlemilk, Barmulloch and Netherton. This resulted in the 74 applicants being narrowed down to 28, all of whom agreed to participate. These 28 HCVs were invited to a launch session at which the exhibition programme and what it would involve was explained in more detail. Some 18 HCVs attended this launch session. Following the session, 5 people dropped out (as a staff member said: “*some people decided that it wasn’t for them*”), leaving the 13 volunteers who went on to co-produce the exhibition.
- 5.8. The recruitment process, therefore, did not run as smoothly as was intended. Due to the issue with the application forms, a number of people missed out on the opportunity to get involved. Also, had there been time to carry out more face-to-face interviews, then more HCVs could probably have been considered. However, given the pace at which things were moving, and capacity constraints on the HCV team, recruiting the volunteers would still have been very demanding unless steps had been taken to limit the numbers of face-to-face interviews carried out.
- 5.9. **The exhibition volunteers**  
The profile of the 8 volunteers interviewed varied in terms of age and background, highlighting the wide reach of the HCV Programme: there was an even male/female split; ages ranged from mid-20s to over 60, with two of the eight over 60 years of age; seven of the eight lived in Glasgow; and with the exception of two students, the remaining interviewees had what could broadly be described as professional backgrounds. Five of the eight had previous volunteering experience, but not in a project similar to this. The other three had not volunteered in any capacity before.
- 5.10. **How staff were selected**  
As noted, Glasgow Museums has a growing track record of engaging and working with communities to produce exhibitions, largely through its Open Museum outreach team. The Open Museum, however, was not formally invited to be part of the project team, which for a number of staff who were involved was an important omission:

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<sup>19</sup> Interview with Volunteer Co-ordinator, Glasgow Museums.

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*“The staff chosen were the wrong people. The Open Museum is more suited to this kind of work as it works on similar projects all the time. The Open Museum basically do what Our Games did, but on a smaller scale. It was clear to me from the outset that they should either have been running it or providing guidance for the staff involved about how this kind of work should be carried out.”*

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- 5.11. During the development of the exhibition, some individuals on the Open Museum team were approached by project staff members for advice on aspects of the process (e.g. on managing group dynamics). Also, the Open Museum helped on a logistical front (e.g. receipt of loans from the community) and its Design and Technical Officer went out to some of the community venues to advise on the use of spaces.
- 5.12. The staff member originally selected to lead and also curate the project felt that the task was an unusual one for her: she specialises in natural history and had limited experience of working with community groups. She feels she was approached because ‘she was the best remaining option’.<sup>20</sup> In late 2014, she left to take up a post in another organisation and at this point her role was split into two: project leader and project curator, with two new members of staff assigned to the roles. Feedback from staff suggests that the transition and handover process could have been better planned and smoother, although, partly because of the relatively advanced stage the process had got to, no major difficulties appear to have emerged.
- 5.13. The staff member who took over the curatorial role recalls that *“around October there was a bit of a hiatus when no-one was sure who was going to take over. Eventually it was decided who would take over the curatorial side and who would pick up the project management side. By the time I joined in about November the rest of the project team had continued working since (the original project leader) had left and they had more or less all of the content sorted out.”* Therefore, the new curator’s role didn’t really involve working with the volunteers: she was more working with the designer, accessioning items, and making sure that all the paperwork for loaned items (like uniforms) was done. Another member of staff, when looking back on the transition from the first project manager felt that *“unfortunately there was not a well-executed hand over phase for the new project leader.”*
- 5.14. A number of staff indicated that they were somewhat uncomfortable being assigned to the project, partly because they did not feel they had relevant experience or training/preparation. Some pointed to the Open Museum outreach team’s experience of working with community groups and were surprised that this had not been drawn on. Also, before work began, little information seems to have been provided to staff about the roles that they and the volunteers would be expected to play: staff were unclear about how they were going to engage and work with the volunteers.
- 5.15. Other staff were very happy to have been selected. One person who joined the team when his colleague could no longer continue in the role, was surprised that he had not been involved in the project earlier, given he did have experience of working with community groups.

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<sup>20</sup> Interview with original Project Leader and Curator of Our Games exhibition.

**5.16. Roles that staff played**

Owing to the variety of staff roles involved, some individuals were more engaged in working with the volunteers than others, particularly those staff who were regular attenders at the joint meetings. As well as providing specific training on, e.g. photography, storytelling, digital and design, staff worked closely with volunteers on a range of activities including:

- facilitating brainstorming sessions to generate ideas;
- discussing possible themes for the exhibition and avenues for development;
- helping volunteers to be able to film on their iPods and how to edit material;
- encouraging suggestions for how to promote the exhibition;
- helping assemble and select appropriate images;
- considering why certain objects were important and what they might contribute;
- interpreting stories within collections; and
- presenting the overall exhibition design that volunteers viewed and inspected.

5.17. The original project leader/curator organised and attended every meeting until she left, and tried to ensure that the volunteers received the training they would need to contribute as fully as possible to the process. She recalls approaching the project in a flexible way, and that most sessions involved discussions and exploring ideas, rather than working to set presentations and tasks.

5.18. When she left and the position was split into two, the new project leader carried on the regular meetings, although by this time most things had been done apart from planning the install of the exhibition. On reflection, the other staff felt that having a dedicated project leader who did not also have to shoulder curatorial duties was, and would have been, a more effective model in the first place.

5.19. Following the departure of the first project leader, the staff member who took on the curatorial role was chosen because she had been involved in collecting items for the Games more generally. However, by the time she took on the role, the exhibition content had been finalised and she did not need to have much direct contact with the volunteers.

5.20. The project's AV technician also attended every meeting and was responsible for a lot of volunteer training given the heavy role that audio/video material was going to play in the exhibition. The training began with sessions on the structure of videos and multi-media, and progressed onto how to film and edit using the technology available. The AV technician found that the abilities of the volunteers varied a great deal: some had never used a computer before. It seems that the volunteers had over-estimated their IT competencies on the skills audit they completed prior to the training. While this may well have been the case, the AV technician feels that it was a challenge that was overcome relatively easily: he had anticipated the situation and had developed lesson plans appropriate for all abilities.

- 5.21. Most of the other staff involved attended meetings as and when their role became more important during the process of developing the exhibition. For example, the Project Designer and the Marketing Officer ran one session each. During the marketing session, for instance, the volunteers generated a name for the exhibition.
- 5.22. **What the process involved**  
 There were around 10 meetings between the staff and volunteers prior to the beginning of the Games.<sup>21</sup> The first sessions were informal and allowed staff and volunteers to get to know each other. These sessions revolved around discussing possibilities and avenues that could be explored, and gathering ideas from staff and volunteers.
- 5.23. The project leader/curator recalls this being an entirely new way of working for the staff, yet a lot was still covered. Amongst other things, the meetings dealt with marketing, photography, the themes of the exhibition, and activities that prepared the HCVs to collect material (e.g. audio and video footage) for the exhibition during Games time. Specific training was given on: photography; storytelling; digital and IT and museum design.
- 5.24. The volunteers were given scope to adapt the sessions and to give more time to aspects they felt they required to prepare them to collect material during the Games. After the Games had finished, the sessions became fairly informal again, and volunteers spent a lot of time working with staff editing video content in the design suite.
- 5.25. The volunteers were also involved in a photography competition. This was open to anyone who wished to enter, including non-volunteers, and was advertised through photography clubs, on the radio and on Flickr. All 13 volunteers were involved as judges, voting to choose the final winner. This allowed them to draw on the photography training that they had received as they assessed the competition submissions.
- 5.26. Towards the end of the process, there was a reduction in the frequency of face-to-face meetings as a lot of digital processing, which only the museum's digital staff were qualified to do, had to be done. Also, before the volunteers could give any more input, the designs for the final exhibition had to be finished. The 13 volunteers were invited to GMRC to view the plans. Volunteers also worked with staff on wayfinding signage for within the exhibition.
- 5.27. When it came to the installation of the exhibition, there was no role for the volunteers, due largely in part to health and safety considerations. This was something that at least one member of the staff team feels should be looked at in future, as it meant that the volunteers were not able to see things through to the very end. Had there been more time, it is felt that some of the health and safety concerns might have been dealt with, allowing the volunteers to be involved more in this process.

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<sup>21</sup> Interview with original Project Leader and Curator.

## The Volunteer Experience

5.28. SMG's interviews with 8 of the 13 HCVs focused on how they were recruited, their experience of working alongside staff and their reflections on the process.

### 5.29. Experience of the recruitment process

The HCVs had been recruited in a variety of ways. Four of the 8 were first alerted to the exhibition in their application form for the programme (given out at the main HCV recruitment day at St. Mungo's, which around 1,000 people attended). They had ticked a box on the form after reading some information about what would be involved. They were later contacted by the HCV team to say they had been selected. These 4 volunteers signed up for the following reasons:

- They had previous volunteering experience within the arts sector and considered this a natural progression
- They had plenty of time to commit to a long term project
- They had a desire to get immersed in the city/the Games
- It would good experience as they hoped to find work within the museum/arts sector.

5.30. It seemed that the information provided on the forms was effective as a general appeal to volunteer, but that the idea of working closely with staff was not, in itself, perceived to be a strong attraction.

5.31. Three volunteers were recruited during their HCV interviews. HCV staff identified these volunteers as being suitable due to certain skills, qualifications or positive characteristics. In turn, when offered the opportunity, two distinct reasons for uptake emerged:

- It would be something to take the family to, particularly children, that would showcase the role they played in the Games
- It was an opportunity to get involved in representing Glasgow in a way that would never happen again.

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*"It was going to be an honour and a privilege to be a part of this project as it was the first attempt of equally combining the experience of volunteers and staff."*

*"Being involved in something like this was a unique opportunity."*

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5.32. For 1 of these 3 volunteers, being given the opportunity to represent the city on behalf of the people of Glasgow was very important. Not being Scottish, this kind of role had not previously been open to him, despite having lived in the city for many years.

5.33. The last of the 8 was recruited via the Scottish Refugee Council (SRC), recommended for the position after expressing an interest in museum work. The HCV team contacted this volunteer and offered her a position.

### 5.34. Volunteers' knowledge of co-production

Most of the volunteers had a rough idea about what the joint working (i.e. co-production) aspect of the project might involve, but most were not clear on the detail, or what their role would be. Four volunteers indicated that they knew

that they would be working jointly with staff, and 2 of these were aware of the very ambitious nature of the project.

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*“It was all very new to me, though I understood it was about bringing together different people with different experience. The word co-production was not used initially, but when I contacted (HCV project team member) about my CV that was the word she used.”*

*“I knew that we would be making joint decisions about what would be going into the final exhibition and thought this was a really exciting idea, but I wasn’t sure exactly what was going to be involved....I wasn’t sure what the end goal was.”*

*“I felt the point was to get across the experiences and perspectives of people who were going to look at things differently from Glasgow Life, and also to give people the experience to showcase what they thought other people might want to see.”*

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5.35. It is interesting to note that 3 out of the 4 volunteers who had some awareness of the joint-working idea had found out about it from the application forms. Although aspects of the project were still unclear, the information on the application forms seemed to have been sufficient to give the applicants enough understanding of what they were signing up for. The fourth of this group was notified of the project during her face-to-face interview: she thought the prospect sounded very exciting and was eager to get involved.

5.36. The other 4 volunteers interviewed had little knowledge about the exhibition project before it began, and therefore were not really aware of the joint working/co-production aspect of it.

5.37. **Experience of the development process**

Overall, the volunteers were very positive about their experience. Two main things were highlighted as valued benefits:

- The opportunity to meet new people and expand their social networks
- The opportunity to develop new skills and learn about roles in the museum.

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*“I gained lots of skills in video editing which I didn’t have before and I think I will be able to use these to edit videos in my own time. Also, some of the training I received will be great to cross-over and use for my role with the SRC. Particularly the training received on presenting and interviewing as I am often a spokesperson for the SRC to the media and you have to be very clear and careful in what you are saying.”*

*“The photography training was really interesting and beneficial and as photography is something I’m interested in I found this great. Getting to choose the winner of the photography competition added to this as well as we were able to utilise their skills about what to look out for.”*

*“The highlight for me was being able to learn new skills and about all the different roles of the different museum staff. I had never seen how a museum worked before and there was much more to putting on an exhibition than I had ever imagined.”*

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- 5.38. The volunteers recalled the process as being a very positive social experience. They were able to forge new relationships with people they had never met before. All 8 indicated that being able to associate with new people was one of the best things about being involved, and that they still keep in regular contact with each other via meet-ups and Facebook.

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*“Everyone used to come early before the start of the sessions to talk and you got to know people really well. I was able to form some really good friendships from this, and that was the best thing.”*

*“Getting more friends is like lifetime learning to me. You can’t beat it.”*

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*“This motto “People Make Glasgow” - people really did make Glasgow at that time”*

- 5.39. The opportunity to meet new people and increase their social networks was one of the biggest attractions for the volunteers, and one of the most recurring expectations they had at the outset of the project.
- 5.40. Several indicated that bonding with the museum staff was a big part of the experience as well. Although all staff were not at every meeting, some were, and it was with these staff that the volunteers were able to develop particularly strong relationships.
- 5.41. While the wider HCV programme had enabled the development of relationships between volunteers, the exhibition allowed this to happen on a more intimate scale, with the small volunteer group working intensively together and building relationships over a period of time.
- 5.42. Learning new skills, getting a chance to perform a variety of roles and having an input on decisions were some of the main things the volunteers recalled. They felt very much in control of the entire process. From their perspective, they did not feel that there was anything they were not included in or consulted about. The exhibition was ‘their exhibition’.

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*“In my eyes, the volunteers had even more of an input into the exhibition than the staff. I felt like we were there to advise and support them (the staff). They have the experience and knowledge, but how the exhibition was shaped up was all down to us as it was about our own experiences.”*

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- 5.43. A number of the volunteers felt that, as a result of the diverse experience they had gained, they now had a good working knowledge of what museum staff do. This was particularly important for one volunteer who aspires to find work within the museums sector.

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*“The highlight for me was getting to meet the staff and learn more about what each person does. Although I’ve worked in a gallery before I’ve never had the chance to shape an exhibition, and the staff were able to explain all their different roles.”*

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**5.44. Regular training sessions**

Reflections on the training sessions were also very positive: the flow of the sessions was well planned and they were adequately paced so that everyone could follow them: *“The timescale was very fitting and all of the training sessions were planned out well.”* A general schedule of training was available in advance, but the volunteers were able to shape this as things progressed.

They were able to ask for more or less training on specific things, thus giving more time to those aspects of the exhibition development process that they felt they needed more help on (such as digital work).

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*“On arrival we’d get an agenda and were told what the expectations of the session would be. We were then given group tasks and different bits and pieces to get everyone involved, in addition to talks and videos etc. to get ideas flowing... The sessions themselves were pre-decided, but we did have an input and could say if we thought anything was missing. And we did change some of the sessions, particularly the ones to do with technology as some people were not confident in using the tech stuff and needed more in depth information and training.”*

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- 5.45. Nearly all of the volunteers mentioned the technology training and were extremely enthusiastic about this aspect, indicating that the staff support was patient and first-rate. They needed a lot of help, but were not left feeling that they were a burden or inconvenience. Many of the volunteers felt that the new skills developed will be valuable going forward.

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*“As someone particularly under-confident with technology I found the training superb. I felt like all the information was given in an understandable way. The AV technician was a great teacher and was really supportive. He was willing to sit with us and take us through the editing process step-by-step until we understood what we were doing.”*

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*“I particularly liked the photography sessions, and getting to help choose the winner of the photography competition was one of my favourite parts of the whole process. I feel the staff listened to everyone’s suggestions and always made us feel valued.”*

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- 5.46. The potential link between the skills gained and other aspects of the volunteers’ lives was brought to life by one person who pointed out that his volunteering with another organisation often requires him to liaise with the media. The presentation and interview training ‘has been invaluable’. It has made him more confident, both in front of the camera and behind it, when conducting interviews himself.

- 5.47. Overall, the training programme was considered a great success. All of the volunteers learned new skills and felt that they had the opportunity to utilise them in what was an exciting and interesting environment.

5.48. **Reflections on the experience**

A recurring theme was the new confidence volunteers now feel in themselves and in voicing their opinions. People talked about how they were previously ‘more likely to listen to others who knew more than they did’. They are now more likely ‘to speak up because they feel that they have something to say’. They attribute this to museum staff asking for and listening to their views. One of the things that most boosted their self-esteem was seeing their ideas put into action: it was not simply a tokenistic gesture; their input was taken seriously.

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*“Getting accepted to take part in this history was personally a really big moment for me.”*

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*“They made you feel like your ideas were important and valued”*

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- 5.49. The value that the volunteers put on the experience is evidenced by the fact that 5 of the 8 wished that they could have continued to volunteer in a similar capacity. Although some had volunteered before, their experience had not been anything like this. After having had the opportunity to work on Our Games, if a similar opportunity came up again they would not hesitate to take it up.

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*“From that day until today I am still waiting for something like this to come up again so I can get involved in something just as great and social.”*

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- 5.50. Looking ahead, the biggest perceived barrier to getting involved in more volunteering is a lack of information. Several of the volunteers were unsure how they would find out about roles like this again. They hope Glasgow Life would get in contact with them should opportunities arise, but they are uncertain where they would go to find information for themselves.
- 5.51. Reflecting back, all the volunteers said that they would encourage anyone to take part in volunteering of this kind. If a good friend asked them *“was it worth the effort?”*, all indicated that their answer would be an unequivocal ‘yes’.
- 5.52. For many of the volunteers the project had exceeded their expectations. One said that he now realises what a big risk this was for Glasgow Life, as it was a huge project to trial the co-production method on. But it was a risk that he feels was worth it. By engaging the volunteers, he thinks that Glasgow Life has been able to tap into resources it might have missed out on, making this *“one of the best possible personal-touch exhibitions they could have put on.”* Looking back, he can’t believe how much bigger this project was than he originally thought.

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*“It was something bigger than any of us had ever even imagined at the beginning. It will be a big highlight to look back on it and say you were involved in this thing that ran for 6 months - the longest an exhibition of this type had ever run for”*

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- 5.53. It was a recurring theme with several volunteers that the project was much bigger than they expected it to be. As many had little knowledge of what developing the exhibition would involve, it is not surprising that their impressions at the beginning did not match up to what was finally produced. The scale of the project is something that gives the volunteers a lot of confidence: it confirms that they were capable of contributing to something really substantial and important.
- 5.54. One of the volunteers reflected upon the thought that *“museums, social history and events like the Commonwealth Games are for the people, and all of the people.”* As an asylum seeker, the best moments for her were being accepted on the project, then being *“welcomed with open arms by all involved”*. She had not thought that she would ever get the opportunity to represent the country and be a part of something so special. Looking back, at the beginning of the process she was afraid: she had never done anything like this before, but she quickly became more self-assured and comfortable and is now more confident in many other aspects of her life.

5.55. Overall, the volunteers reflected on the process very positively and found working with the staff was extremely interesting and beneficial. They felt supported throughout and also that their views were heard and acted upon. There were very few negative comments given about the experience. One volunteer summed up the feeling of the wider group when he said the experience was *“Pure dead brilliant.”*

5.56. **Highs and lows**

Key highlights were principally to do with social and personal development: learning new skills and making new friends. Being involved in the exhibition allowed the volunteers to expand their social networks and learn new things from staff. Others focused on learning and relationships: having the opportunity to experience new things, create, have fun, and be included. The volunteers’ highlights are summarised in Fig.6:

5.57. **Figure 6: Key highlights for the volunteers**



5.58. Only 2 of the 8 volunteers had anything critical to say about the process or product. One person stated that when the original project leader left, this was a low point as the group had bonded very well with her: *“it was a real loss.”* The other was disappointed when her name did not originally appear on the sign in the exhibition alongside the other volunteers, which came to light when she first visited the exhibition. This mistake was quickly rectified.

5.59. There were a few suggestions for possible improvement from the rest of the HCVs, and some recognition that joint working could often involve some compromises:

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*“Sometimes having to compromise could be a challenge as sometimes things that some people thought were important others didn’t think were important which could lead to disappointment.”*

*“It would have been nice to organise tours with people who knew about the exhibition as the gallery assistant didn’t know an awful lot about the exhibition itself or the process it took to make it.”*

*“The location for the exhibition was limited, and with a bigger space could have had more tech stuff which people wanted. The Commonwealth Games was a big event and it should have had a bigger space.”*

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#### 5.60. **Impact on volunteering intentions**

The intensive experience of those involved in development the Our Games exhibition made a marked impact on the volunteers' attitudes to volunteering in something like this again in future. Over half (5 of the 8) of the HCVs expressed a desire to be involved in a similar co-production project again.

### **The Staff Experience**

#### 5.61. **Previous experience of co-production**

For the staff, developing the exhibition was also a 'first'. Most did not have previous experience of co-production and the few that did had not been involved in anything as ambitious. Of the 11 staff involved:

- 8 had no experience of co-production work
- 2 had a little experience, and
- 1 had worked to a co-production model before (the Curious exhibition)

#### 5.62. Of the 3 staff with previous experience:

- The Project Leader/Curator had a little experience, having curated a project with the Open Museum which involved community groups
- The AV technician had a little experience in co-production and often works with external clients, including volunteers
- The Learning and Access Curator had been involved in the Curious exhibition.

#### 5.63. **Experience of the co-production process**

The staffs' experiences were mixed: indeed, considerably more mixed and less overwhelmingly positive than those of the volunteers. In general, staff found the process quite challenging. For some it was worth it, while others reflected on the process with less enthusiasm. As most staff had not worked alongside community members before, and had received no formal training or preparation in how to do so, it was a case of 'feeling their way forward'. There was also the added uncertainty of the level of tasks the volunteers would be able to complete and how much they could be left to do without staff assistance.

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*"I think that there was an assumption before this that staff were more skilled and experienced in co-production that they actually were. I think this was a missed training opportunity."*

*"If the project was being done over again, it might be beneficial to get better suited people who have worked on similar projects before involved, but I understand that timings don't always allow for this."*

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#### 5.64. **A tight timescale**

Staff would have welcomed more time for the development of the project, to prepare for their own role in it, to develop the skills and capabilities of the volunteers and to develop their relationship with them. It was pointed out that the timescale to develop the exhibition was similar to that for an exhibition developed in a conventional way, despite the co-production process being very different and more demanding.

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*“Exhibitions are complex anyway, but this was even more so. When you want to bring people into the mix that are not normally there you have to treat it with more sensitivity and you should factor in more time for this. The team should have been brought together earlier and more emphasis should have been put on becoming a really coherent team.”*

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*“A big lesson to come out is that things like this take a lot of time. This was not a transactional process, it was about relationships and that takes time.”*

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- 5.65. The process was a very different one from that normally followed by staff when putting together a display exhibition. In retrospect, a number of staff felt it was unrealistic to think that the number of meetings involved would be adequate to completely produce an exhibition with inexperienced volunteers. The fact that the exhibition opened very soon after Christmas (unusual for an exhibition) compounded the pressure as ‘things wind down’ over Christmas, with staff who are important in the installation of exhibitions being on holiday. Staff were firmly of the mind that co-production projects need longer and more realistic timescales to be planned in at the outset.

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*“8 or 9 months was not long enough to organise this kind of project. Ordinarily I would work with curators closely to come up with things jointly, but in this project I was leading more than I would have liked and this was partly due to time and partly due to people (volunteers) lacking skills they claimed to have.”*

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5.66. **Consequences of the timescale**

The timescale meant that during the co-production process some decisions had to be made by staff without volunteer input. For example, the IT skills of the volunteers had been over-estimated. This created more work for staff. Rather than having the volunteers edit their own video content (as was originally intended), because of time pressures one staff member had to edit all of the content as there was no time to teach the volunteers how to do it. At this stage, there was one meeting per week and decisions had to be made quickly in the lead up to the opening of the exhibition. A lot of content decisions were also made by staff without (or with minimal) volunteer input. Had the timescale been more relaxed, the volunteers could have been involved in more decisions than they were.

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*“Several of the volunteers claimed to be more proficient in IT than they turned out to be, leaving a lot of work for the technician to do. They could not edit their own content as was the original plan, leaving a lot of work for staff to do. When video content was reviewed for editing this was done by just the staff, therefore the volunteers did not get an opportunity to see each other’s content. There were a lot of content decisions I wished we could have involved the volunteers in more, but it was mostly time and location that prevented us from doing this. Staff are together most of the time whereas the volunteers were spread across the city.”*

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- 5.67. Time constraints also meant that volunteers were not directly involved in preparing objects prior to installation. As previously mentioned, for health and safety reasons, they were not involved in the installation itself. Some staff felt that the HCVs should have been more involved in preparing the objects so they could follow the project through as far as possible. However, the tight timescale and general rush in the run up to the exhibition opening prevented this. As a result, the volunteers did not gain as full an insight into the exhibition installation process as they might have had.

5.68. **Decision making**

There was a tendency for staff to revert to established roles when working with the volunteers. As the experts, there were occasions when staff felt they inevitably guided the volunteers towards what they considered to be the right decision. This became particularly apparent in the marketing session during which volunteers settled on a title for the exhibition which was later changed by a member of staff.

- 5.69. The Project Leader/Curator articulated this difficulty in terms of trying to ‘train the volunteers without influencing them’. It proved difficult for staff to ‘train’ without passing on their own ideas and suggestions to the volunteers. Some staff may have been slightly uncomfortable, feeling that they were ‘unintentionally giving the volunteers ideas’ about what they as staff wanted to see, which was not really what they were trying to do.

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*“The problem was having to ‘skill them up’. To some extent the volunteers had to be trained, but by doing so we realised that we were suggesting things we wanted from them even though that wasn’t the case. We wanted the volunteers to have the background to give the project shape themselves, so booking in someone from photography or IT to train them was not intended to indicate that the staff needed them to use photographs etc., it was instead to give them the training they would need if they themselves wanted to.”*

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- 5.70. Striking a balance between staff and volunteer input proved a tricky dynamic. Often the staff felt that had assumed more of a ‘teaching’ than ‘mentoring’ role. For some, this was not a problem, but rather represented the correct way to do co-production. However, others felt that the volunteers should have been taking a stronger ‘lead’ and enabled to do so. The issue here is possibly more about differences in staff perceptions and understanding of co-production itself, rather than difficulties in this particular co-production exercise.

- 5.71. The issue over a change of the exhibition name highlights this issue. This change was not a problem for the volunteers, but did cause some contention between staff. Several staff believed that, as the exhibition was being co-produced, they should have stuck with the name the volunteers had decided on. Others, however, felt that co-production doesn’t mean that the volunteers’ decision should be the final one: as the experts, staff are often best placed to know what will work (in this case in the marketing of a museums exhibition). To resolve the dispute, the Project Leader/Curator had the Marketing Officer, who had initiated the title change, contact the volunteers to ensure they were happy with the new title and the thinking behind it. The volunteers all agreed that this was fine, but certain staff still felt that this intervention was not in keeping with true co-production.

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*“I didn’t think the title change should have been such a problem as, from a marketing perspective, it didn’t work, so there had to be a compromise. To me co-production is ‘I’ll take your ideas, you take my ideas, and we’ll come up with something that works’.”*

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*“I felt quite strongly that we were letting the volunteers down. It seemed like the big museum with more power was swooping in to tell them they couldn’t have the title they were involved in generating when this was supposed to be co-produced.”*

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**5.72. Information and understanding**

It was felt by some staff that neither they nor the volunteers had been given enough information or training on co-production. One participant recalled finding it hard to work with volunteers *“who did not understand the role that they would be playing in the process. It took a lot of time and patience to explain what was needed to people who did not even know the basics”*. For this staff member, the situation was compounded by the fact that *“the premise of the exhibition was vague to start with”*.

5.73. The above position reflects a particular perspective on co-production: i.e. that for it to work, there needs to be a clear brief from which individuals can be assigned defined tasks which clearly outline what is expected of them. Certainly some staff appear reluctant to get involved in similar co-production work again without more up-front clarity and guidance about purpose, roles and expectations.

5.74. However, it should be noted that this is not the view of all staff. Some welcomed a minimal briefing, which allowed both them and volunteers to use their own initiative. One person argued that to have a truly co-produced exhibition the volunteers could not have been assigned specific roles: indeed, the openness of the project was conducive to collaborative working. This participant suggested that although the project was challenging, it was important to work in a relatively informal way that allowed volunteers to flourish and for their contribution to be allowed to grow during the process.

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*“It is important to do this sort of thing again because it is very easy for staff to do exhibitions essentially saying “this is what we think you want”...When people look back on the Games in years to come they’ll have something to show the experience of the people in the city.”*

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**5.75. Highlights**

While not without its difficulties, and not a unanimous view, on balance the staff felt that having volunteers involved in the production of the exhibition was positive and worthwhile. Key highlights centred on being able to teach the volunteers new skills and to see their personal development at first hand.

5.76. The most frequently cited ‘high point’ of the process was seeing the volunteers respond to their support and gradually take ownership of the project, something that the staff took a good deal of satisfaction from. They were gratified to see the volunteers develop and grow in confidence, and felt that the relationships that they had built up with volunteers further enhanced this.

5.77. Several staff recalled seeing the project come together in the final exhibition as a big highlight: the opening night was a great success; not only was the final result revealed, but *“it was terrific to see the staff and the volunteers standing in the midst of what they had created together”*.

5.78. Having to step out of their comfort zone was, for a few staff a benefit and a high point. This was the first time they had worked with a group from the community and they found themselves having to adapt throughout the process, take on new roles and work with each other in different ways. While a bit ‘scary’ at first, with staff uncertain about what was expected of them,

once the project was up and running they gained new skills in how to approach the production of an exhibition from a very different perspective.

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*“At the beginning it was exciting, unknown and a little scary. It was all very new. We were not putting volunteers into a project; it was more like the volunteers were the project. They were not entirely clear on what they had signed up for. The early meetings were very informal as we spent time getting to know each other and thinking about a way forward.”*

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5.79. It was pointed out that cross-working between staff from different parts of the museum service, and between Museums and other Glasgow Life services has not always been strong. The project was an opportunity to make constructive headway here. The process required staff who did not normally work together to communicate and learn from each other. One participant found that working in new locations was very worthwhile.

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*“Normally staff on a project like HCV would have been totally separate, but this project showed that Glasgow Museums staff and staff from Glasgow Life HQ can work together very well. Because there are so many strands to the organisation you do not normally cross paths with people from other departments. For me and everyone, this was a first.”*

*“The biggest problem is internal communication within Glasgow Life. There are still not enough cross-over points. The HCV project was a great opportunity to meet people from other parts of Glasgow Life”*

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5.80. **Figure 7: Highlights for the staff**



5.81. Staff agreed with the volunteers that the personal relationships that developed between them had been very important in forming a cohesive team and for what the process had been able to achieve. One participant purposefully attended as many meetings as possible, even when not directly involved in that week’s theme, as ideas were going to flow more freely if everyone felt comfortable with each other. This is supported by the focus group analysis which highlights the importance of ‘getting to know you’ time as something that should not be underestimated in co-produced projects.<sup>22</sup>

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<sup>22</sup> Our Games Staff Reflection Session, Glasgow Life

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*“I felt it was important to be part of a known team. To overcome the staff/volunteer boundary everyone had to become comfortable with each other. That’s when ideas started to flow.”*

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**5.82. Summing up**

The process for the staff appeared to be more challenging than it had been for the volunteers, not least because some staff perceived their role in the project to be an unwelcome addition to their ‘day job’. It is important to note that this possibly highlights the different interpretations of co-production that exist within the organisation, with some people perceiving it as an additional task whereas others see it as integral to their role.

5.83. Nevertheless, it was broadly agreed that more was time needed to prepare both staff and volunteers. Staff would have also found the process ‘easier’ had there been more of a shared understanding of what co-production is, what was expected of participants, and had there been more support in place to develop the capacities of the volunteers in advance of the development work starting.

5.84. The lack of staff experience of working with communities, particularly at project lead level, put pressure on staff to find a process that worked for them and the volunteers. The absence of someone running the project with previous experience, and the fact that staff had not been selected on the basis of having the skills and expertise required for community working, also came up as weaknesses in the project at the staff focus group.<sup>23</sup>

5.85. While for the volunteers the experience was one that they derived a great deal of enjoyment and personal benefit from, for a few staff it was a fairly challenging experience. Some of the staff participants questioned if the process could accurately be described as true co-production.

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*“Although the volunteers gained very rich experience from the project, they were not involved in all the decisions that they could have been.”*

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5.86. Despite this caveat and the challenges highlighted above, a number of staff had clearly responded very positively, as one noted:

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*“A fantastic exhibition was delivered despite the process, rather than because the process was robust. It was the goodwill, resilience and passion of the people involved, who weren’t necessarily supported by the organisational processes currently in place, that made it happen.”*

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5.87. For some, though certainly not all of the staff involved, the experience has been a valuable investment in changing the way the museum development should be approached in future:

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*“The exhibition has let Glasgow Museums see what can be achieved with volunteers on a really large scale. Glasgow Museums actually has a very wide volunteer programme, but it’s usually curators working with volunteers so most of the staff don’t have a lot of contact with them. This has shown that volunteers can be incredibly*

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<sup>23</sup> Our Games Staff Reflection Session, Glasgow Life

*valuable and make a really important contribution to the story we want to tell. I sometimes think that as curators and editors, we sit there and shape the content and we try and do it with a view of having lots of visitors in mind, but it's really important to have those people come in and help shape the content themselves. I hope that this volunteering experience will filter through into other projects."*

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## The Visitor Experience

### 5.88. Background

Staff involved in the development of Our Games identified a number of things that they hoped visitors would experience. Important among these was pride and celebration of the HCVs' contribution, the fun involved in volunteering and the message that Glasgow is an inclusive city that gives volunteer opportunities to all. As one member of staff said, she hoped visitors would recognise that: *"Anybody can get involved in volunteering in Glasgow regardless of their physical well-being or whatever barriers they face"*.

5.89. Staff were mixed in their views on whether or not it was important for visitors to appreciate that the exhibition had been developed jointly by staff and volunteers. However, most did aspire that visitors would recognise that volunteers had been responsible for specific exhibits (e.g. video footage) and appreciate the informality and personal touch that they hoped would enhance the visitor experience.

### 5.90. Accompanied visits

For the visitor research, we chose an 'accompanied visit' method, as people tended to visit the exhibition as part of a more general visit to the People's Palace. They did not pre-book or leave their contact details with the museum, which made it unrealistic to try and follow-up visitors and invite them to a focus group.

5.91. The accompanied visits involved approaching visitors arriving on Level 3 of the People Palace (the Level the exhibition was on) and asking if they would agree to spend some time going round the exhibition then meeting the researcher for a discussion about their experience. A small incentive was offered as a 'thank you' for their help. The participating visitors were not told in advance what the researcher would be asking.

5.92. The follow-up conversations followed a similar flow. The researcher established where visitors were from, if they had known about the exhibition beforehand, and if this was their first time at the People's Palace. The conversation then moved onto what they felt about the exhibition, the things they liked or disliked, suggestions for improvement, the impressions that the visit had created and the main messages that they were taking out of it. The researcher probed to see if visitors were aware that the exhibition had been developed jointly, what the exhibition 'was saying to them' about the role of the volunteers and of volunteering more generally, and if their views on volunteering had changed.

### 5.93. Sample of visitors

A total of 17 accompanied visit conversations were held (covering 18 people). Eleven of the 17 conversations were with people living in Glasgow; 4 were with people from elsewhere in the UK; and 2 with visitors from overseas. Six of the conversations were with people visiting the People's Palace on their

own. The other 11 were with people who were travelling in a group (7 pairs, 3 trios and 1 group of four). One group of 3 contained two children. With one exception, a couple from California, the researcher conducted the conversations on a one-to-one basis.

5.94. For most of the visitors, it was their first time in the People's Palace. Only 5 had visited previously, although others had known about the venue for some time. Visitors from outside of Scotland had found out about the venue from a brochure or via an online search of things to do in the city. Only 2 of the 18 people were aware of the Our Games exhibition prior to visiting the People's Palace that day (Fig.8).

5.95. The visitors spent between 15-25 mins in the exhibition space. On exiting, with no exception, they all said that they had enjoyed the experience. Some were extremely complementary and a few had been emotionally moved. Initial reactions included:

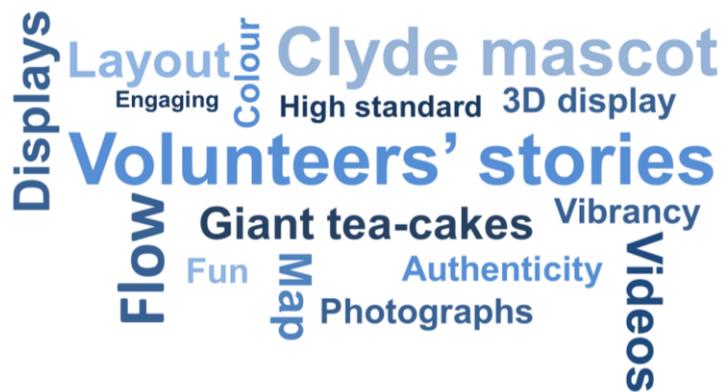
- *That was fabulous. Great to see that it touched a whole lot of Glasgow people. It must have been self-esteem boosting for those involved.*
- *People from all walks of life have obviously been involved, which is very courageous.*
- *It was good to take the kids so they could learn about the Games and appreciate the amount of work that went into them.*
- *I'm not particularly into museums, but that was not a stuffy and inaccessible sort of display at all.*
- *The Games were brilliant and the standard of this exhibition reflected that.*
- *It fits in really well with the atmosphere at the Peoples Palace and is a good reflection of how much fun the Commonwealth Games were.*
- *That was a great advert for Glasgow, not only the Games, and gave me impression that volunteers come from all parts of Glasgow society.*
- *Glasgow is shown in a very good light. I'm not from Scotland, but I get a very good impression of the city from this display.*
- *You can see it brought people from all parts of the city together, and from the way people talk about it, it looks as though a lot of them have gone on to volunteer more since being part of the Games.*
- *I was not aware of the Commonwealth Games, but from visiting this exhibition I get a sense of what a big event they were for the city.*

5.96. Things that people particularly liked are captured in Fig.9. In addition to the layout and a sense that there was a good flow and connection between exhibits, specific things that people pointed to were the Clyde mascot, the Map which showed where things had been happening across the city, and the Giant Tea Cakes. Visitors were also struck by the volunteers telling their own stories, and by the videos and photographs that 'brought everything to life'. The large picture of volunteers smiling in the rain 'caught the whole spirit of the thing'.

5.97. **Figure 8: Sample description, previous experience of People’s Palace (PP) and prior awareness of Our Games exhibition**

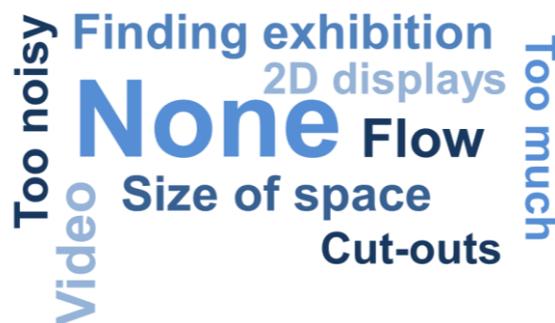
Description of visitor	Been in People’s Palace before?	Aware of Our Games before coming to People’s Palace?
Female, 52, checkout assistant from Glasgow, visiting with a friend	Yes. Visited years ago	Yes. She was a volunteer in the Ceremonies Cast
Female, 49, full-time carer for disabled son, lives in Glasgow, visiting with a friend	No.	Yes. Her friend was a volunteer
Male, 64, janitor from Glasgow, visiting on his own	Yes Comes now and again to see what’s on	No. <i>“Not well signposted – wouldn’t know it’s here unless you wander in”</i>
Male, 20, student from Glasgow, visiting on his own	No. Came in ‘on a whim’	No.
Female, 40, office worker from Glasgow, with her two children	No. Dropped in because she was on Glasgow Green	No.
Male, 21, student from Glasgow, visiting with girlfriend	Yes With his Mum years ago	No.
Male, 35, builder from Glasgow, visiting with two friends	No. Although lives locally	No. Came to see Billy Connolly’s Banana Boots
Male, 43, IT support worker from Glasgow, visiting by himself	Yes. Years ago	No. Just came to see what’s changed
Male, 32, restaurant manager from Glasgow, visiting on own	Yes. Years ago	No.
Male, 45, butcher from Glasgow, visiting with wife and two friends	Yes. Others in group had not	No.
Female, 20, student from Edinburgh living in Glasgow, visiting with boyfriend	No. On Glasgow Green and came for a look	No. Didn’t think it was well signposted
Male, 59, teacher, originally from Bo’ness, now living in Bath, visiting on his own	No. Although has known about PP for a long time	No
Female, 64, secretary of a local charity in Somerset, visiting by herself	No. Friend suggested she visit when in Scotland	No.
Male, 67, retired office worker from Northern Ireland, visiting with his wife	No. But knew about it	No.
Male, 47, teacher from North Wales, visiting with his wife	No. Saw it in a tourist brochure	No. Saw leaflet in PP
Male and Female (60 and 62), teacher and environmentalist from California	No. Found out about PP when searching online	No.
Female, 27, business owner from Brazil, visiting on her own	No. Found out about PP online, planning visit to Glasgow	No.

5.98. **Figure 9: Visitor 'likes'**



5.99. When asked about anything they had disliked (Fig. 10), visitors had a lot less to say. Indeed, some 9 of the 17 conversations did not yield any 'dislikes' at all. Where people did comment, it tended to be about how much was in the exhibition (a few felt that it was trying to cram too much in too small a space). One person had difficulty finding the exhibition, even after asking People's Palace staff for directions, and a couple felt that the video screens and headphones were placed too low down for adults.

5.100. **Figure 10: Visitor 'dislikes'**



5.101. There were also a few suggestions about how the exhibition might have been improved, such as using a larger space, having a brief written synopsis alongside the videos, and more interactive displays and games for children. Although not highlighted by visitors as something they 'disliked', the fact that there was not more about the other volunteers (apart from the HCVs) was remarked on by two people. Both had previously had some exposure (either themselves or through a friend) to volunteering at the Games.

**5.102. Figure 11: Photos of Our Games exhibits**



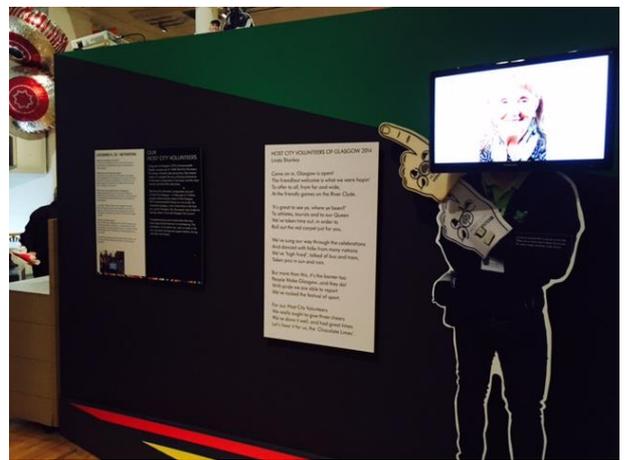
*Map of Games areas in city*



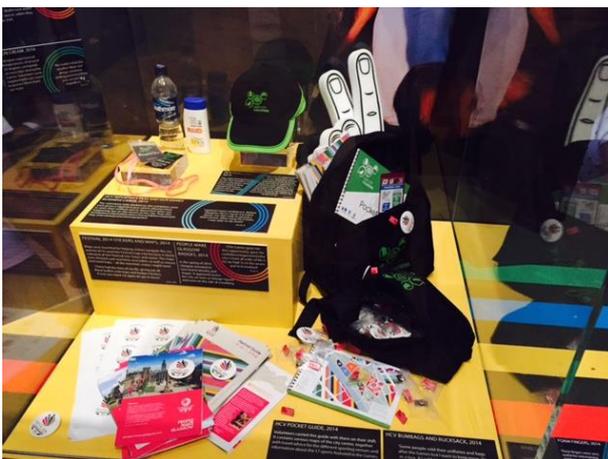
*Clyde mascot*



*Giant tea-cakes*



*Introductory panels*



*HCV volunteer pack*



*Queen's Baton Relay uniform*

5.103. It is worth noting that the relatively small number of negative comments recorded by visitors who filled in customer comment cards on leaving the exhibition<sup>24</sup>, also touched on the exhibition not giving more exposure to the other groups of Games volunteers (like the clyde-siders).

5.104. However, visitors' comments were, in the great majority of cases, very positive and complimentary. For example, from the 80 visitors who filled in comments cards:

- 65 complimentary comments were received
  - 16 comments were critical of some aspect/s of the exhibition, and
  - 5 suggestions were made
- (NB numbers do not sum to 80 as some comments cards carried more than one type of comments).

**5.105. The role of volunteers in developing the exhibition**

Visitors were asked if they had realised that volunteers had been directly involved in developing the exhibition. Only 2 people had been aware of this in advance of coming to the exhibition: both had personal contact of volunteering at the Games.

5.106. A further 3 visitors had spotted this information on display on the way into the exhibition space, but might not have fully appreciated the role volunteers had played had they not read the introductory information display (Fig. 11). One of these visitors did, however, say that being aware volunteers had been involved in developing the exhibition had made for a more rewarding experience.

5.107. While for the large majority of visitors the role of volunteers in developing Our Games was not 'front of mind', they were not surprised when told about it. Indeed, what they had just viewed, and what they were feeling and taking out of the experience, was very consistent with this. Figure 12 summarises some of the feedback from volunteers. Their comments underline the strong personal touch that had come across in the volunteers' quotes and stories and that had created a powerful authenticity:

- *'Looking back you can see that it had input from people involved in the Games, but I didn't think it came across enough that you'd know without being told.'*
- *'The anecdotes and videos focus on the volunteers' experiences rather than facts about the Games.'*
- *The experience covered in the exhibition clearly comes from the volunteers involved, through their stories and pictures.*
- *The volunteers' experiences are conveyed very well as you see that a lot of things come from them 'first person'.*
- *'There wouldn't have been as many personal anecdotes if they had not been involved'.*

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<sup>24</sup> SMG was provided with a list of comments from the customers comment cards that are collected by the People's Palace

5.108. None of the visitors had seen another exhibition quite like this: one that had been developed by volunteers and in which the volunteers' first person voice and experience came across as strongly as it did in Our Games. That said, a few also remarked that Our Games had a real professionally-made feel about it, which was not what they would have anticipated had they known that volunteers from the community had been closely involved in its development. On this basis, they felt that it was possible that they have visited other co-produced events without realising it. It is worth noting that a few of the staff involved in developing Our Games emphasised that they had aspired to a highly professional product that would not immediately suggest to the visitor that it had been co-developed by local people. Indeed, a senior member of Glasgow Museums pointed out that a co-produced exhibition should have the same design standard as everything that it produces.

**5.109. Impact of the exhibition on attitudes to volunteering**

A very important aim of Our Games was to challenge and change public attitudes towards volunteering: presenting it as an activity that could be undertaken by, and offer benefits to, all. During the research conversations, visitors were first asked about their own experience of volunteering, then if they felt that Our Games had changed their views and, in particular, did they feel they were more likely to volunteer in future. They were also asked if they felt the exhibition might encourage others to consider volunteering. Figure 13 summarises the findings from this part of the accompanied visit.

5.110. **Figure 12: Appreciation of a co-produced exhibition (post-visit)**

Visit. No.	Realised role of volunteers in developing Our Games?	Comments
1	Yes, she was a Games volunteer	<i>The exhibition is trying to communicate how enjoyable volunteering can be.</i>
2	Yes, she found out from her friend, but did not realise how heavily involved they have been	<i>The experience covered in the exhibition clearly comes from the volunteers involved, through their stories and pictures.</i>
3	No, although he realised that the quotes came from volunteers	<i>The volunteers' experiences are conveyed very well as you see that a lot of things come from them 'first person'.</i>
4	No	In retrospect she can see it: <i>'The displays convey a more authentic experience than other exhibitions probably do, but I didn't realise it at the time.'</i>
5	Yes. She read the information on the way in.	She is not sure she would have appreciated the fact that it had been developed by volunteers if she had not read the information, but may have as the <i>'displays have a very strong personal feel'</i> .
6	No	He saw it as just another well-done exhibition, but this shows what a professional job the volunteers were part of.
7	No	The main message he got was how volunteering can be fun.
8	No	When he knew it had been, it was not a surprise given there was more about people's personal experiences than in other exhibitions. <i>'There wouldn't have been as many personal anecdotes if they had not been involved'</i> .
9	Yes. He was aware because he read the information on the way in	Knowing volunteers were involved helped him appreciate the detail and have a more rewarding experience.
10	No	He thought that the staff who developed the exhibition had consulted closely with the volunteers. But he also recognised that it is more personal than other exhibitions.
11	No	Once aware, she could see it was more personal than other exhibitions and noted that <i>'the anecdotes and videos focus on the volunteers' experiences rather than facts about the Games.'</i>
12	No	Looking back on the experience, he could see the 'hand' of the volunteers in the quotes and videos.
13	Yes. She read the information going in	<i>The 18min video showing all the volunteers was great. The exhibition felt very personal and authentic and identified more with individuals than exhibitions normally would.</i>
14	No	<i>Looking back you can see that it had input from people involved in the Games, but I didn't think it came across enough that you'd know without being told.</i>
15	No	He was happy to learn that volunteers were involved and this came as no surprise given that the lasting impression created was, for him, Glasgow people smiling in the rain.
16	No	It could have been made by museum staff in the normal way, although a strong first person voice did come across as did a sense of Glasgow being a very caring community.
17	No	Didn't know about the Games, but got the impression it was a very big event that involved the whole city.

5.111. **Figure 13: Impact on attitudes to volunteering**

Visit. No.	Have they ever been a volunteer?	Would they consider volunteering/doing more volunteering?	Do they think the exhibition might encourage others to volunteer?
1	Yes. The Games was her first experience	Yes. She would like to do more.	Yes. She pointed to the Facebook page 'VAMOS' on her phone where a lot of volunteers from the Games communicate and share opportunities.
2	No	No. She has been interested but family commitments mean she does not have the time.	Yes. <i>'The exhibition sends a very good positive message to the public about volunteering.'</i>
3	No	Probably not. He feels he is too old to start volunteering.	Possibly, <i>'because you can see how much fun the volunteers had.'</i>
4	Yes. 2 years in a charity shop	Yes. She considered volunteering at the Games, but didn't have the time.	Yes. <i>'It has the potential to change other people's attitudes to volunteering even though they have never volunteered before.'</i>
5	No	Probably not at the moment, because she has young children, but would consider it in future years.	Possibly, because <i>'the exhibition made the point that there were so many different types of people volunteering.'</i>
6	Yes. At a driving institute	Yes. He would volunteer in an event as big and exciting as this.	Possibly, as <i>'it honours and gives people recognition, which could be attractive to many.'</i>
7	No	Probably not.	Possibly. <i>'It suggests that many different types of volunteering opportunities are available. This could have a positive impact on other people and encourage some to volunteer.'</i>
8	No. Has never volunteered	Definitely. <i>'Seeing all of this makes me sad that I wasn't part of it and I would definitely consider taking part in something like this if it came around again.'</i>	<i>'Maybe, as the exhibition is clearly communicating the amazing amount that people can get out of it in order to convince others to volunteer.'</i>
9	No	Probably not. He is very busy at work.	Possibly. <i>'The exhibition is communicating the message that not only is volunteering good for your self-esteem, it is helpful if you are looking for employment.'</i>
10	No. Has never volunteered	No. Doesn't think it's something that would interest him – he needs his time away from work to relax.	Definitely. <i>'The message from this exhibition could definitely encourage others to volunteer as it gives a very positive and fun impression.'</i>
11	Yes. She volunteers at events at University.	Yes, but at present does not have time to increase the amount of volunteering she does.	<i>'Possibly, because it communicates what a great job the volunteers did and gives strong recognition to that.'</i>
12	No	Possibly. He may consider opportunities that come along more seriously than in the past.	Definitely. <i>'The very positive experiences that come across could definitely prompt others to volunteer.'</i>
13	Yes. Volunteers at	She already does a good amount, and is unlikely to be	<i>'Yes, it could definitely impact on others'</i>

	annual town fayre and church children's group	able to take on more	
14	No	Probably not. He's retired and enjoys going to enjoy events rather than participating in them.	<i>'Possibly it will attract some, as it shows how much fun volunteering can be.'</i>
15	No	Yes. <i>'I would definitely consider getting involved in something like this because it looks so much fun.'</i>	<i>'Exhibitions like this that give a good impression of how enjoyable it can be will definitely inspire others to volunteer.'</i>
16	No	No	Probably not. These two visitors came from the US and pointed out that the culture in their city was very different - so much so, that a volunteering project like this would probably not be possible.
17	Yes. In Brazil and South Africa.	She already volunteers.	Yes, but in her experience people getting involved in this way is not that unusual.

5.112. A total of 6 of the 18 visitors interviewed had some previous experience of volunteering, with 1 having volunteered at the Games (her first experience of volunteering). All 6 felt Our Games had boosted or reinforced their already positive feelings towards volunteering, with the individual who had been involved in the Games expressing a strong desire to do more.

5.113. Of the 12 visitors without volunteering experience, 3 indicated that, as a result of the exhibition experience, they would probably consider volunteering at some point in the future. Indeed 2 of the 3, were pretty definite about this, particularly if an opportunity such as the Games was on offer.

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*“Seeing all of this makes me sad that I wasn’t part of it and I would definitely consider taking part in something like this if it came around again.”*

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5.114. When we look at what visitors felt might be the exhibition’s impact on wider public views on volunteering, it is interesting to note that, with the exception of the couple from California, everyone was positive about the possibilities. They felt that there was a strong likelihood that Our Games would inspire many others to think seriously about volunteering.

5.115. The visitors pointed to the very positive message that the exhibition sent out about volunteering, how much fun the volunteers obviously had, that it was something that people from many different backgrounds could do, and the obvious benefits that volunteers themselves get, as all things that they felt would resonate with the wider public:

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*“The very positive experiences that come across could definitely prompt others to volunteer.”*

*“The message from this exhibition could definitely encourage others to volunteer as it gives a very positive and fun impression.”*

*“The exhibition is communicating the message that not only is volunteering good for your self-esteem, it is helpful if you are looking for employment.”*

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*“It honours and gives people recognition, which could be attractive to many.”*

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**5.116. Summing up**

Our Games ran January to July 2015. Over this period it was seen by around 30% of the almost 220,000<sup>25</sup> that visited the Peoples Palace museum over these months. The People’s Palace estimate almost 66,000 people will have visited Our Games. Many of these will have been residents of Glasgow. The impact that it is likely to have had on these visitors will have achieved many of the aspirations that Glasgow Life and Glasgow Museums had for the exhibition. Indeed, it seems highly likely that the exhibition will have had a positive impact on attitudes and intended behaviours towards volunteering for many people within Glasgow and beyond: an impact which should translate to

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<sup>25</sup> A total of 219,559 people visited the Peoples Palace between January and July 2015. Of these, approximately 30% (65,8667 people) are expected to have visited Our Games. The proportion of Glasgow residents in not known.

more people perceiving volunteering as an activity that is open to all and can benefit people from many different backgrounds.

## 6. Legacy and Future Implications

### 6.1. Positive legacy

The HCV programme represents an important part of the legacy of Glasgow's 2014 Commonwealth Games. A vital component to the success of the Games and the visitor experience, the programme also stood for something more. For the first time, a large-scale (mega) event was used to open up opportunities for all Glasgow residents to get involved and ensure that people and communities with historically low levels of participation in volunteering were part of the experience.

6.2. As such, the HCV programme broke down many of the barriers to volunteering that are faced by excluded and marginalised groups and engaged them in a way that went well beyond the conventional task-focused activities that volunteers have traditionally been involved in when supporting mega events like the Games. For a great many of the HCVs, the experience was hugely important in building confidence and self-esteem and for their general personal development.

6.3. In addition to the contribution made by the main HCV programme, the Our Games exhibition provided an enhanced personal development experience for a small number of volunteers and, arguably, for staff of Glasgow Museums as well. Furthermore, the exhibition itself can be seen as part of the HCV legacy as it remains an important archive resource that will be able to recall the 'people's experience' of the Glasgow 2014 Commonwealth Games.

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*"One of the biggest things this exhibition has provided is an encapsulation of the experience which can go into the archives. When people look back on the Commonwealth Games in later years, they won't just have pictures of the city looking shiny and what the athletes were doing, they'll have something to show the experience of the people of the city."*

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6.4. The HCV programme has shown what can be achieved in terms of growing the volunteering offer through partnership working. The new and/or stronger relationships that organisations forged with Glasgow Life in the lead up to and during the programme could lead on to new developments in relation to volunteering. Indeed, in some cases (e.g. the Violence Reduction Unit) exciting new initiatives have already happened.

6.5. The contribution of the HCV programme to the engagement and inclusion of excluded and marginalised social groups has been publically recognised, with the programme being a triple award winner:

- *Alistair Malloy Inspire Award 2015: Commitment to Diversity & Inclusion Award*
- *Glasgow Life Staff Awards 2015: Chief Executive's Award for Outstanding Achievement*
- *GCC Flourish Team Excellence Award 2014: A city that looks after its vulnerable people*

6.6. It was also shortlisted for the Inspiring Awards 2014: Legacy Award. Indeed, visitors to the city during the Games could not fail to have noticed the rich diversity reflected across the HCVs that purposefully projected the strong message that volunteering is something everybody can be involved in.

**6.7. Growing the volunteering offer**

An important contribution to growing the volunteering offer has been made. Many of those involved as HCVs will be positively disposed to volunteering in other contexts as a result of their experience during the Games. The post-Games survey by University of Strathclyde, for example, asked people if (offered the chance to get involved as a volunteer) they were more or less likely in future to assist with events, community clubs or family. The vast majority indicated a desire to continue to volunteer in future events (83%) and in their community (66%)<sup>26</sup>. Indeed, as already noted, after the Games the HCV team received many calls from former HCVs looking for new volunteering opportunities.

6.8. The above study also found that for those who were not already involved in volunteering, the experience of being a HCV was equally positive. Of the 26 people in this category, everyone indicated that they would get involved with another event in Glasgow if asked. Such intentions were largely based around their positive experiences as HCVs.<sup>27</sup>

6.9. While the HCV programme is widely seen as a great success, there is also a sense of an opportunity missed. Could, for example, more have been done to build on the new demand for volunteering created? Certainly, a large demand for volunteering was unleashed in the aftermath of the Games. Volunteer Glasgow reports that the numbers visiting its website rose from around 39,000 in 2011-12 to 81,000 in 2014-15. This rise is not directly attributable to the HCV programme, but it is reasonable to assume that the heightened profile of volunteering in relation to the Games will have had a significant influence. Since the Games, the ratio of people interested in volunteering versus positions available through Volunteer Glasgow has risen from 11:1 to 15:1. However, despite ongoing efforts to develop volunteering through Glasgow's Strategic Volunteering Framework, it has not proved possible to meet all of this growing demand with a supply of volunteering opportunities.

6.10. It is tempting to recommend that when there is mega event forthcoming, the whole issue of 'legacy planning' should be considered as a priority from a very early stage of the process. This is an easy suggestion to make, but turning it into a reality will be much more challenging. The HCV experience shows how a mega event can be used to grow the volunteering offer in new ways: presenting opportunities for people to engage in an experience that in many ways is rewarding and developmental for themselves. The fundamental challenge in creating legacy is the lack of new volunteering opportunities emerging, both at a scale and of a quality that will cater for the increased demand generated by an occasional mega events.

6.11. It might be possible to put in place a dedicated volunteer support resource that would continue after the end of the event. This could help respond to ongoing demand, enable an ongoing relationship to be continued with the volunteers, and provide people who volunteered with a support to link them to opportunities in the volunteer marketplace. However, while this may help match some demand with supply, it seems very unlikely that traditional

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<sup>26</sup> Rogerson R. et al. (2015), p.12.

<sup>27</sup> Rogerson R. et al. (2015), p.12.

opportunities in the volunteering market place can cater for the bulk of the new demand, particularly that which is looking for an experience that is both exciting and developmental.

- 6.12. There is a need to grow the marketplace if the numbers of volunteers coming off the back of a mega event like the Games with a desire to continue in volunteering are to be catered for. However, as there are limits to what established providers of volunteering can supply, then additional supply will need to come from somewhere else. It is probably appropriate to broaden the discussion about growing the volunteering offer to include considering how volunteers and their communities can start to generate a new supply of opportunities. In other words, can we widen the base of ‘producers’ of volunteering opportunities to include volunteers who have good connections to their local communities and who can point to things that they care about, and care enough about, to get actively involved in changing or improving by giving up some of their spare time?
- 6.13. In practical terms, this could be taken forward within Glasgow’s Strategic Volunteer Framework, with the introduction of a mechanism to support a dialogue with existing volunteers about things that interest them or that they would like to see happen, ideas for developing volunteering, and activities or services that they feel they can usefully bring some of their experience, skills and talents to bear upon. During or shortly after a mega event like the Games, volunteers could be steered towards this mechanism which would essentially be geared to enabling and supporting people to suggest, develop and produce activities for volunteering that they themselves are motivated to get involved in. It would, therefore, be about *asset building and opportunity mapping*, and helping to broker the two.
- 6.14. **Co-production**  
While volunteering is a key part of what Glasgow Museums do (e.g. a Volunteer Co-ordinator sits within the Learning and Access Department and the Open Museum outreach team works in an engaged, and participatory way), it is only a small number of staff who work this way rather than it being a feature of the whole organisation. The Our Games exhibition contributed to broadening staff capacity within Glasgow Life to work in new, participatory ways with volunteers and with staff from other departments. Certainly one of the benefits that some staff gained from the co-production experience was a better understanding of what colleagues from other departments do and how they might work together.
- 6.15. While not the first example of co-production for Glasgow Museums, Our Games was the first project with this level of ambition and scale. With the limited role that the Open Museum played, existing experience within the service was not drawn on as fully as it might have been to support both exhibition staff and volunteers in the methodology of co-production. Staff consulted who had the most knowledge of volunteering and working with communities felt that the omission of the Open Museum team was a strategic error in the planning of the co-production project. Indeed, some of the practical difficulties and tensions that were experienced by participants can possibly be tied to this.
- 6.16. Reflecting on the Our Games experience, there are a number of suggestions and recommendations that can be made in relation to future co-production projects.

- 6.17. The most fundamental, and perhaps the priority consideration, is for greater clarity to be brought to the idea of co-production. The current buzz around the whole idea of co-production has certainly heightened awareness of the term, but it has also served to blur people's understanding of what it involves and what it might mean for them. It may be very timely for a discussion to be had within Glasgow Life and Glasgow Museums about what co-production is and where it fits into their work.
- 6.18. In other examples of co-production, the emphasis is often on 'service improvement': i.e. where community organisations or groups of service users have collaborated with service providers to re-design a particular service or project (e.g. in the area of health) so that it is more focused around the needs of its target customers. In cases like this, capacity already exists within the bodies that come together in the co-production process, enabling the sharing of skills and the generation of outputs that are more than the sum of the parts. There are other examples of co-production where the emphasis is more on using the process to build capacity of the community partner, but even in these cases, there is usually also something distinctive and valuable that the community partners bring to the table.
- 6.19. The perspective that is taken on co-production will have profound implications on how it should be approached. The core drivers for the project need to be clearly articulated and agreed at the outset of the process. This would help identify whether a project is prioritising community capacity building (i.e. in which case, it would be reasonable to expect that volunteers may be complete novices) or service improvement through community engagement (i.e. whereby volunteers with existing skills and knowledge may be sought).
- 6.20. If, in the context of a museum service, the co-production is based on service improvement and community engagement, then the volunteer screening and selection process could involve trying to achieve a good 'fit' between the skills and aptitudes of the volunteers and the range of tasks that they would be called on to perform when jointly developing an exhibition with museum staff. This would minimise the need for staff to plug or pick up on areas that they had expected volunteers to be capable of handling and help the strengths and distinctive contributions of both groups of participants to be maximised.
- 6.21. However, if the priority of the co-production process is, as seems to have been initially the case with the Our Games exhibition, to give the HCVs an enhanced experience that would be beneficial in personal development and other terms, then those involved should be approaching the process with different expectations than would be the case if the priority was service improvement. Participating staff can expect to move at a slower pace, invest time in training and supporting the volunteers, and take a leading or steering, rather than sharing, role in the collaborative process.
- 6.22. In reality, Our Games seems to have been a bit of both. It was driven initially by community engagement and community development ideals. But in practice staff also recognised and welcomed the strong personal touch that the volunteers brought and that gave authenticity to and enhanced the eventual museum product.

- 6.23. Whatever the agreed drivers are in any given co-production project, it will be appropriate to consider what prior induction and training both staff and volunteers might benefit from. An important aim would be to try and ensure that staff and volunteers approach the task with a shared understanding of the purpose of co-production and the kinds of challenges and opportunities it is likely to present.
- 6.24. Even with good advance preparation, there could also be a need for staff with experience of using a co-production methodology to be directly involved in the development process. During the development of the Our Games exhibition, for example, some staff felt the need to approach colleagues in the Open Museum team for advice and guidance. This kind of support could be formally planned into the process, either by ensuring a number of experienced staff are involved and/or by building in an element of regular mentoring.
- 6.25. The selection and mix of staff to be involved in a co-production project is, therefore, an important consideration that needs to be addressed at an early stage in the planning process. This should probably also include the selection of the project leader who, ideally, should be someone who has both the time to devote to the exercise and a degree of previous experience to bring to bear and share with colleagues and volunteers involved.
- 6.26. With the above recommendations in mind, there is already a solid foundation for Glasgow Museums to build from. The existing 'Staff Ambassadors programme' and the Open Museum team are resources to hand that can support future co-production activity with communities. Also, the Our Museum process appears to be very relevant to building co-production capacity as it focuses on:
- Capacity building for staff through an 8-month training programme to assist staff to build their capacity to collaborate across communities and service areas. This training programme could be used to prepare staff involved in future co-production activity.
  - Creating spaces for reflection and dialogue involving both staff and community partners. These 'spaces' were initiated to combat the lack of communication between departments and allow different sectors of Glasgow Life, such as Glasgow Museums and Glasgow Sports, to come together and collaborate. Space could be allocated to explore 'co-production'.
- 6.27. **Moving forward**  
So much of what was achieved by the HCV programme was been down to the vision and strong leadership of a small number of people within Glasgow Life, backed by an enthusiastic and committed HCV team. Had it not been for the decision to focus the programme strongly on an equality and inclusion agenda, and to work closely with community partners to deliver it, the programme's legacy would not have been so strong.
- 6.28. Indeed, a recurring theme in the interviews with community partners was 'leadership'. Those driving the HCV programme had set the right tone – *“that everyone could be involved and that they would make it as easy as possible for them to be involved”* – a tone that was then supported by the attitude and practice of all the staff.

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*“Staff from Glasgow Life did this. They set the tone and followed it. They didn’t just talk, but delivered.”*

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- 6.29. What Glasgow Life and its partners achieved under the HCV programme raised the bar for volunteering in the city and it is a legacy that feeds into Glasgow’s Strategic Volunteer Framework (SVF). However, the wider context within which the SVF operates is also changing, with new opportunities and policy fronts opening up. Indeed, the HCV experience links quite closely to a number of important elements in this context, and it is worthwhile for Glasgow Life to consider them and their implications.
  
- 6.30. The above discussion has already pointed to the shift that the HCV programme represents away from task-focused volunteering around a large-scale event, towards a greater focus on the volunteering journey and making this a meaningful and rewarding experience for those involved. This coincides with an emerging debate about a decline in more formal forms of volunteering and a flourishing of new forms of grassroots activity and people self-organising (e.g. food banks) at a local community level.
  
- 6.31. In this context the approach taken by the HCV programme takes on a greater resonance. We may well be moving into a period in which local communities and their residents will choose to become more actively involved in meeting their own needs and in the design, development and delivery of services, possibly through various forms of co-production with service provider organisations. Indeed, at a time of anticipated deeper austerity and a growing tightening of public service budgets, a stronger community lead in delivering local services will also be fiscally driven.
  
- 6.32. Communities will be in a better position to play stronger role if they are able to build their assets, not least, the self-esteem, confidence, skills and talents of local residents, and to mobilise more of their human resource capacity to support local activities. Opening up a new front of volunteering opportunity can, therefore, be seen as both a means and end in the building of stronger communities.
  
- 6.33. Certainly, with the Community Empowerment (Scotland) Act receiving Royal Assent in 2015, a significant step towards communities having greater influence or control over things that matter to them has been made. The provisions of the Act (such as those relating to locality planning) represent a return to an area-based focus on disadvantage, and commit government and public agencies to engage with, listen to and respond to communities. The Act gives communities the power to participate and request that a service is improved, or to help improve a service, if it believes this is needed. The service in question must agree to the request unless there are reasonable grounds for refusing it.
  
- 6.34. While Glasgow Life and other arms-length organisations are not at present covered by the Act’s provision for these ‘participation requests’, the whole context for community engagement and involvement represented by this new legislation is certainly important for Glasgow Life to consider. On the face of it, it provides a sympathetic and supportive context for Glasgow Life to continue its consideration of how it promotes and supports volunteering, uses co-production techniques and, more generally, works with its local communities.

## 7. APPENDIX: List of Consultees

### Staff:

- Project Manager, Our Museum
- Volunteer and Placement Coordinator, Glasgow Life
- HCV Volunteer Advisor, Glasgow Life
- HCV Marketing Officer, Glasgow Life
- Our Games Project Manager and Curator, Glasgow Museums
- Our Games Project Manager, Glasgow Museums
- Social History Curator, Glasgow Museums
- Designer, Glasgow Museums
- Editor, Glasgow Museums
- AV Technician, Glasgow Museums
- Senior Technician, Glasgow Museums
- Textile Conservator, Glasgow Museums
- People's Palace Learning and Access Curator, Glasgow Museums
- People's Palace Assistant Museum Manager, Glasgow Museums

### Stakeholder Organisations:

- Community Safety Glasgow
- Volunteer Glasgow
- Scottish Refugee Council
- Glasgow Disability Alliance
- Bridges Project
- Guide Dogs Association
- GAMH Young Carers Group
- Violence Reduction Unit

**Volunteers:** the authors would like to acknowledge the help provided by 9 of the volunteers who were involved in developing the Our Games exhibition.

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