

EDINBURGH'S HOGMANAY 19



Edinburgh's Hogmanay Ambassadors

Volunteer Engagement Plan

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Introduction

We passionately believe in the unique value volunteers bring to Edinburgh's Hogmanay and we're committed to our Hogmanay Ambassadors' experience, which follows in the long tradition of volunteering initiatives at major public events. Volunteers from our communities enrich the festival and add qualities of friendliness and welcome that expresses the spirit of Scotland at the internationally renowned Hogmanay celebration.

In their feedback to the first two year's of our Hogmanay Ambassadors' scheme, our community of volunteers talked about the enjoyment, personal development and the sense of wellbeing they experienced at the event. Our goal for Edinburgh's Hogmanay 19-20 is to continue to develop these benefits.

We're very proud of what we achieved so far with the Hogmanay Ambassador programme, but we've used the feedback and learnings to inform and develop our strategy. In particular, we've learned how to create the best volunteer experience we can, and how to ensure that our Hogmanay Ambassador community complements the paid workforce and undertakes activities which are flexible to the volunteers' needs.

We've consulted widely with stakeholders, including Volunteer Scotland and Volunteer Edinburgh in developing this Engagement Plan and we are very grateful for all their input and delighted to have their support.

We're excited to welcome back our returning volunteers and look forward to welcoming newcomers to the Hogmanay Ambassador team and to giving them a taste of the behind-the-scenes set-up at the best new year celebration in the world. We're looking forward to continuing our engagement with the volunteers and our partners and stakeholders and helping our Hogmanay Ambassadors to make a difference and to enjoy themselves.

Ed Bartlam & Charlie Wood, Directors Underbelly & Edinburgh's Hogmanay



Our Vision: Why Volunteering?

The **Hogmanay Ambassador** programme offers the opportunity to be at the heart of one of the most iconic and friendly New Year celebrations in the world.

Hogmanay is part of a wider family of volunteering at world-class events in Scotland and the UK. From the Glasgow Commonwealth Games to UK Cities of Culture, the recent European Championships, the Scottish Open and Edinburgh's Festival City Volunteers, there are big scale events that can also offer life-changing experiences for volunteers who freely decide that they want to give their time and energy.

As the producers of Edinburgh's Hogmanay 19-20, Underbelly aims to create flexible and meaningful quality volunteering experiences within the festival. The team of passionate individuals will be called the **Hogmanay Ambassadors**.

Alongside our delivery team of staff and sub-contractors, the Hogmanay Ambassadors will help to ensure visitors from around the world experience the best possible New Year celebrations. In the midst of crowds of spectators eagerly awaiting midnight, the Hogmanay Ambassadors will be the friendly faces welcoming them to Edinburgh and the helping hand to point the way as the events unfold.

The programme itself was devised in 2017. It exists to create valuable and memorable experiences for volunteers and audiences, following a similar principle to the successful Festival City Volunteer programme run by Festival's Edinburgh during August, which has been well received.

For our **Hogmanay Ambassadors**, this is an opportunity to get behind-the-scenes and help make Hogmanay even more special. No matter what the reason for volunteering, there will be the opportunity for everyone to get involved as we develop inclusive experiences that bring together a community of Ambassadors for the festival.

For audiences, we hope to open the event to a more diverse range of people each year, all of whom will feel welcomed and supported by the Hogmanay Ambassadors to experience and participate in Scotland's New Year Festival.

Through the Hogmanay Ambassador programme we aim to:

- Develop a community of volunteer ambassadors for Edinburgh's Hogmanay to champion the event and Scotland with passion and pride;
- Create inclusive opportunities to volunteer, bringing together local people with audiences from across the globe to celebrate as one;
- Unleash the spirit of Scotland within the crowds of Edinburgh's Hogmanay 19-20, empowering our Hogmanay Ambassadors to enrich the experience of the event for all.

To achieve this, we will deliver against the following objectives:

- Grow the number of volunteers who engage with the Hogmanay Ambassador programme, by:
 - Encouraging existing volunteers to return;
 - Engaging new prospective volunteers to take part;



- Supporting volunteers to make the most of the programme.
- Enhance the experience for Hogmanay Ambassadors, by:
 - Creating meaningful opportunities for volunteers to contribute towards the success of the event;
 - Improving communication and engagement with volunteers;
 - Ensuring good relations with paid staff and clarity about the boundary lines and responsibilities;
 - Reviewing our policies and procedures to create a supportive, safe and fair volunteering culture;
 - Providing appropriate recognition and appreciation of volunteers.
- Diversify our volunteering opportunities, by:
 - Developing activities that inspire people to get involved;
 - Encouraging people from all backgrounds to volunteer with us and ensuring opportunities are as accessible as possible;
 - Updating the volunteering section of our website and advertising our current opportunities.
- Promote a positive image of volunteering at Scotland's festivals, by:
 - Celebrating the contribution our volunteers make to Hogmanay through case studies, PR, social media and within the event;
 - Creating a culture on site whereby volunteers and our delivery team each have clear roles, whilst working together with respect and comradery to ensure a safe and successful event;
 - Ensuring our programme follows best practice and complies with all relevant guidelines, legislation and volunteering policies, including good relations between the professional workforce and the Hogmanay Ambassador team;
 - Sharing our learnings with other festivals across Scotland.



Paid Employment at Edinburgh's Hogmanay

Edinburgh's Hogmanay also provides significant employment in Edinburgh. As producer of Edinburgh's Hogmanay Underbelly directly employed or engaged 449 temporary or permanent members of staff for the 2018-2019 festival; in addition artists and support staff, contractors and security personnel were contracted for the event, resulting in a total of 2143 paid for staff, directly employed or engaged on Edinburgh's Hogmanay 2018-2019. This number excludes employees from City of Edinburgh Council, Police Scotland, Scottish Ambulance Service, Scottish Fire and Rescue Service.

All staff at Edinburgh's Hogmanay were paid the National Living Wage, regardless of age; and there were no zero hours contracts.

Our Hogmanay Ambassador Programme is entirely separate to the staffing requirements for Edinburgh's Hogmanay and has been set up to allow those who choose to volunteer to develop and gain experience and skills, meet new friends and help us welcome the world to Edinburgh, and have fun of course.

No paid roles will be replaced by volunteers. Paid roles will be advertised in the run up to the event at edinburghshogmanay.com.



Edinburgh's Hogmanay 18-19

Edinburgh's Hogmanay 18-19 built on Underbelly's first year of producing the festival in 2017 and shouted 'We Love You' from the rooftops to celebrate Scotland's cultural and social connections with Europe across the three-day festival.

KEY FACTS AND FIGURES

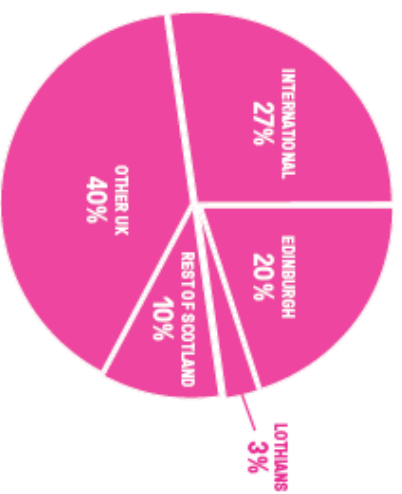
AUDIENCE ATTENDANCE



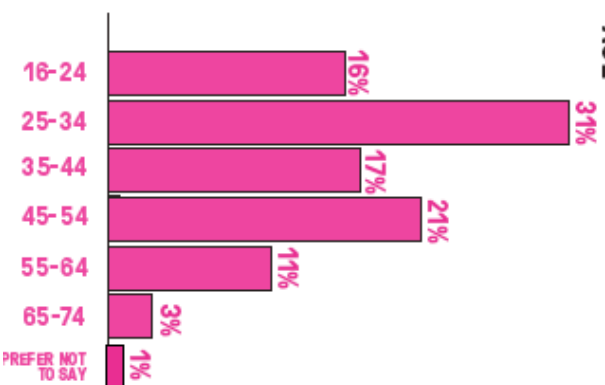
CITY CENTRE FOOTFALL
DECEMBER 2018
9,050,105

**71% OF VISITORS FROM
OUTSIDE EDINBURGH STATED
EDINBURGH'S HOGMANAY WAS
THEIR ONLY OR MAIN REASON
FOR VISITING**

DEMOGRAPHICS



AGE



NUMBER OF FREE EVENTS
AT EDINBURGH'S HOGMANAY
5

VALUE OF COMMUNITY BENEFIT DERIVED
£642,127

Volunteering at Edinburgh's Hogmanay 18-19

A total of 44 people volunteered at Edinburgh's Hogmanay 18-19, with 21 taking part in the Torchlight Procession and 23 at the Street Party.

The Hogmanay Ambassador programme was open to all and saw people from all backgrounds and walks of life choosing to volunteer their time, with people aged 18 to 74 years old and from Auchterarder to Eastbourne.

Feedback for this, our second year running the program, was very successful with 95% stating they would volunteer at Edinburgh's Hogmanay again.

We developed the program from the pilot year in 17-18 by listening to the volunteers' feedback. By taking all of that on board for 18-19 we created:

- A social media platform for all Ambassadors to engage with each other once they had signed up to be involved in the program.
- We constructed a staffing support team during all events. This included five Ambassador supervisors who were all paid to support the volunteers during the event.
- We had a clear plan for communicating with volunteers who had signed up which was followed through until post-event.

What is clear, beyond anything else, is the transformational experience had by the individuals who took part. Below are a few quotes from 18-19 Hogmanay Ambassadors:

"A sense of achievement that my small role contributed to the enjoyment of the public at this prestigious event."

"The organisation was generally highly efficient and the whole evening was undoubtedly a huge success. It was a pleasure to be part of it."

The Volunteer Journey

All volunteers are motivated in different ways. As part of Edinburgh's Hogmanay 19-20, we want to inspire people to get involved in our events for whatever their motivation or reason. Everyone has something to offer and we'll do our best to be flexible and responsive.

*“Volunteering is freely undertaken and not for financial gain; it involves the commitment of time and energy for the benefit of society and the community”
– Volunteering Scotland*

Who does the Programme appeal to?

The Hogmanay Ambassador programme is ideal for people who:

- Are looking for ways to stay connected - to people, the city and culture;
- Want to be involved in something prestigious and large-scale, and do something they've never done before;
- Want to do something different with friends/family and create new memories;
- Want to improve their skills and for their personal development.

Volunteer Roadmap

Although every volunteer and volunteer experience will be different, all our Hogmanay Ambassadors will follow the same journey:

1. Attraction – individuals are inspired to volunteer through marketing and engagement activity taking place in the build-up.
2. Expression of interest – the process to apply will be open and transparent, with two stages: an expression of interest and further information if required.
3. Engagement – the team will review all expressions of interest and ensure that the programme is suitable for the relevant individual.
4. Guidance and Briefing – in the build-up to the festival, volunteers will be prepared for the event with briefing sessions and any relevant training.
5. Choices – every volunteer will be matched with an opportunity that meets their expectations and the requirements of the event.
6. Volunteering Activities – as the event itself kicks off, volunteers will undertake their volunteering activities on site at one of the live sites.
7. Recognition & Appreciation – to thank volunteers for their commitment they will be provided with recognition items and the opportunity to experience the Hogmanay event programme free of charge.
8. Feedback – volunteers will have the opportunity to contribute to the ongoing development of the Hogmanay Ambassador programme through feedback via a post-event survey.



9. Volunteer Care - every volunteer will receive guidance about how we will care for them and ensure their safety and wellbeing is looked after. This includes paying expenses and providing additional support where required.

Engagement, Access and Inclusion

To ensure the programme is inclusive it is important we invest time and energy reaching out to groups and organisations who can help spread the word about the Hogmanay Ambassador initiative. These might include:

- Previous Hogmanay Ambassadors
- Previous #ScotWord and #ScotArt Champions
- Community Councils
- Local Colleges
- Solheim Cup Volunteers
- Volunteer Edinburgh/Scotland
- Event/VisitScotland
- Local University Programmes
- Community Projects
- Young Scot
- Duke of Edinburgh

This will be achieved not just through typical email messages but other methods including a video and presentation that will be taken around universities, colleges, community groups and organisations with groups who might be interested in these opportunities.

Edinburgh's Hogmanay 19-20 is committed to providing volunteering opportunities for those with additional support needs. If a volunteer identifies as having additional support needs, we will work with them to discuss their requirements and identify opportunities that would ensure their experience is safe and enjoyable.

An email will be sent to last year's Hogmanay Ambassadors asking them to act as voices of the programme, giving examples of their experience and encouraging others come and join the community!

As new volunteers join and begin their journey, we will connect them to the festival and each other. This new family of individuals will benefit from an increased sense of community cohesions as they grow and develop with the programme.



Opportunities at Edinburgh's Hogmanay 19-20

Edinburgh's Hogmanay is a festival of many parts, operating primarily across the three-day period from 30 December 2019 to 1 January 2020.

Our Hogmanay Ambassadors will make a unique contribution to the build-up, delivery and wrap-up of this multi-site programme, which will include the following events where we hope volunteers will take up the following opportunities:

The Live Sites

It is our plan to split the Hogmanay Ambassadors across two main live sites:

Torchlight Procession

Edinburgh's Torchlight Procession has become famous around the world as one of the first images of the impending change to a new year and the beginning of the Hogmanay celebrations.

The procession returns to its new route down the Royal Mile, starting from three different points, High Street, South Bridge and North Bridge, winding between Holyrood Palace and the Scottish Parliament to reach Holyrood Park.

In Holyrood Park, the young people at the head of the parade will lead the procession into its finale in a closing celebration of Scotland's Year of Young People.

Street Party Celebrations

Edinburgh will throw open its doors to the world as the best New Year street party. Bands, DJs, street performers and other amazing acts will all combine across multiple stages and on the streets to make it the party of a lifetime.

At midnight, the ultimate fireworks display will mark the end of the year and usher in 2020 set against the iconic backdrop of Edinburgh Castle.

Roles and Opportunities

Each role is being undertaken by an individual giving their time freely to enhance and support the event. It is therefore critical that these roles enhance the event but are not critical to the success of the event and are not in any way replacements for the paid delivery team required to produce the events safely each year. This is a factor that Underbelly takes very seriously.

It is of equal importance that volunteer roles and opportunities are meaningful and give the individual the best possible experience that meets their motivation for volunteering. This could range from learning a new skill to getting a behind-the-scenes look at how an event, such as Hogmanay, is delivered.



Each role is therefore created on a case-by-case basis, but below is an indication of some of the potential 'Welcome and Host' opportunities at Edinburgh's Hogmanay 19-20:

- Meet and Greet
- Way-finding
- Street Party Hosts
- Directional volunteer
- Accessibility Support

For volunteers returning for a second or third year we will invite them to consider becoming an "Ambassador Buddy." This will involve providing a helping hand, mentoring and guidance to first time volunteers to ensure they have the best possible experience.

Our Hogmanay Ambassador programme will be overseen by Matt Lamb, who is employed by Underbelly to grow and deliver the initiative. Matt delivered the programme in 2017 and 2018.

Our hope is to continue to learn and develop the Hogmanay Ambassador programme and explore new ways that we can combine the willingness of people to volunteer with the best environment for accepting their generosity.



What's next?

This document is a guide to how we intend to continue developing the Hogmanay Ambassador programme over the next few years whilst delivering an incredible event this year. It provides the vision and framework within which we will operate.

Concurrently, we are developing a series of policy documents, recruitment materials, role descriptions and marketing collateral to realise the programme in practice. These will be completed in advance of the launch of Edinburgh's Hogmanay 19-20 in September of this year.

Timeline

Below is a draft timeline for volunteer engagement:

September	Re-connect with last year's Hogmanay Ambassadors
October	Full Hogmanay programme launched
October	'Expression of Interest' for Edinburgh's Hogmanay 19-20 open
Late October	Detailed role descriptions available
Early December	Expressions of interest close
20/21 December	Briefing Sessions
30 Dec – 1 January	LIVE EVENT
January	Volunteer Debrief

Contact

For further information or any queries on the strategy, please contact:

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