

Quest 2016 – Gplus 25

Engaging with Volunteers

Guidance Notes

Issue 2 – July 2016



Outcomes

- There is an effective plan to engage and develop volunteers and build up local capacity
- Positive action is being taken to make the volunteer base more diverse and representative of the local community
- Volunteers are positive about their volunteering experiences and are recognised and rewarded for their contribution
- Pathways are in place to develop the skills of volunteers and opportunities are available for individual, community and economic development
- There is evidence of a stronger volunteering base locally contributing to the delivery of sport and physical activity opportunities and the health and wellbeing of the volunteers.

Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
PLAN					
How do you ensure that effective plans are in place to engage and support the development of volunteers?	There is no strategy or plan in place to engage and develop volunteers or strengthen volunteer support systems.	A strategy or plan for local volunteers is under development involving key partners in sport, physical activity, education and other social and community sectors.	There is a strategy or plan in place that supports the recruitment, retention and recognition of volunteers. This is aligned to local community priorities and outcomes. Planning actively involves key partners from sport, physical activity, education and other social and community sectors who are fully engaged in the design and delivery of strategic plans and priorities.	Extensive planning is in place with explicit commitment to increasing capacity, skills/capability and to making the frontline workforce more diverse and representative of the local community. Plans are informed by the latest national frameworks (such as the UK Coaching Framework) and research (such as the applying the 'Making Time – Givers model' developed by Join In).	There is an established and successful workforce development strategy or plan in place which proactively engages volunteering across different strands (such as local leaders, activators and coaches), provides progression opportunities for the development of skills and into paid work or and is supported by local stakeholders and funders. Plans provide clear and effective pathways into

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				<p>Planning provides direction on development and support for existing and new volunteer roles across the workforce (e.g. leaders; activators; coaches; officials etc.) and creates links between school, outreach, facility programmes and events.</p> <p>There is some evidence of plans and systems being effective.</p>	<p>local education and industry networks and employment opportunities; link in with wider support for clubs and the voluntary sports sector; and are part of a wider strategy to engage with community organisations.</p> <p>Plans can demonstrate the application of the latest national frameworks (such as the UK Coaching Framework) and research (such as the applying the 'Making Time – Givers model' developed by Join In).</p> <p>Volunteers are involved in shaping strategic plans, new interventions and systems to support volunteers.</p> <p>There is evidence of plans, interventions and systems to support local volunteers being successful and scaled up.</p>

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Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
DO					
How do you strengthen and diversify the volunteer base and ensure volunteers are effectively engaged, retained, and rewarded for their contribution?	<p>Services are generally reactive and piecemeal with no or little evidence of a proactive approach being taken.</p> <p>No or little effort is made to diversify the workforce of volunteers.</p>	<p>Adequate resources and systems are in place to engage volunteers and provide basic levels of volunteering support.</p> <p>Some effort is made to diversify the workforce of volunteers mainly on a responsive/opportunistic basis.</p> <p>There are some examples of good practice such as:</p> <ul style="list-style-type: none"> • Volunteers being engaged/involved in development work • Case studies of volunteers who have benefited from volunteering • Recognition awards for volunteers 	<p>There is evidence of high levels of commitment and investment across the organisation to engage volunteers and enhance volunteering support systems and services.</p> <p>The organisation is taking proactive measures to diversify the workforce of volunteers.</p> <p>There is research and digital information available for promoting volunteering and supporting volunteers in the local community.</p> <p>There is a matching scheme linking volunteers with clubs, programmes, facilities, schools, community groups and events.</p> <p>There is an expanding education and training</p>	<p>Leaders across the organisation can demonstrate their commitment to engaging and supporting volunteering. There is expertise within the organisation and substantial investment to engage volunteers and enhance volunteering support systems and services.</p> <p>The organisation can demonstrate the proactive measures it is taking to diversify the workforce of volunteers are beginning to make a difference.</p> <p>There are a number of high profile, well regarded volunteering schemes linked directly to programmes, facilities and events. Outputs are clear to see and these act as “flagships”</p>	<p>Leaders across the organisation proactively engage volunteers and seek out their input to influence strategic planning. They recognise the contribution made by volunteers and can make a strong business case for further investment in strengthening the volunteer base.</p> <p>Volunteers from key audiences/areas are systematically identified and engaged to influence new plans, interventions and systems.</p> <p>The organisation is considered a role model and trailblazer and is working with specialist partners to apply the latest national frameworks or research to its work.</p>

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			<p>programme for the volunteer workforce in operation with clear evidence of need and take up.</p>	<p>Training and development opportunities are structured and designed to help widen access, deepen the skill base and make the best use of volunteers in supporting behaviour change, coping with safeguarding and equality issues and preparing for paid employment.</p> <p>Buddy schemes operate in support of would be volunteers and in support of participants in programme delivery</p>	<p>The organisation can demonstrate the proactive measures it is taking to diversify the workforce of volunteers and has trend data evidencing the difference it is making.</p> <p>Special provision is made to provide support for NEETS, disabled people, women and girls; older people and volunteers from disadvantaged communities in order to extend the reach of the organisation.</p> <p>Schemes are in place to provide employment opportunities in sport, physical activity and related social sectors.</p> <p>There is a high profile recognition scheme in place for volunteers working in the community involving partners in sport, local enterprise/commerce</p>

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Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
					and community organisations.
MEASURE					
How does the organisation measure the strength of its volunteer base and the contribution it makes?	There are no KPIs or measures in place to assess the effectiveness of work with volunteers.	There is a record of the numbers of volunteers and some clear project outputs in place.	Measures and targets are in place for the number and profile of volunteers. There is a database of volunteers in place to map volunteer profiles, skills and outputs.	Measures and targets are in place for a range of KPIs relating to qualitative and quantitative outputs including: <ul style="list-style-type: none"> • Numbers and profile of volunteers • Diversity and representation of the local population • Satisfaction and retention levels. Soft outcome studies are in place to measure the satisfaction and benefits of volunteering.	The individual, social, economic and sporting benefit/value of volunteering is calculated and publicised. There are mechanisms to measure the number and growth, satisfaction and retention levels and profile of active volunteers in schools and in the community. There are mechanisms in place to measure capacity of volunteer locally in terms of skills, qualifications, collective and individual progression.
REVIEW					

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Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
How does the organisation meet the needs and aspirations of volunteers and review its volunteer support systems?	<p>Review processes for the engagement and service offer to clubs are piecemeal and do not appear to contribute to change or development.</p> <p>There is little evidence that the volunteer engagement and support systems are reviewed.</p>	<p>Volunteer engagement and support services are part of an annual review, undertaken predominantly on an internal basis.</p> <p>Monitoring and evaluation systems involving partners/third parties are in the design and development stage.</p> <p>The organisation is devising ways of how it involves volunteers in the review of its programmes and services.</p>	<p>The organisation has an established review process that involves new and existing volunteers and is driven by their needs.</p> <p>Different aspects of the service plan for volunteers are systematically reviewed.</p> <p>Best practice is identified and shared across the organisation and with partners with the purpose of doing more of 'what works' to increase the number and diversity of volunteers and support them to improve their skills, qualifications and access opportunities for further education and employment.</p>	<p>The organisation builds in on-going review processes that:</p> <ul style="list-style-type: none"> Utilises national and local insight and research to shape its programmes and services Proactively engages volunteers and constructively respond to their needs Proactively engages population groups and communities have low levels of representation Seeks input from the wider voluntary sector Address the motivations of existing and new volunteers and challenges faced by them. <p>The organisation pro-actively benchmarks its work and actively explores best practice in the field or in other sectors.</p> <p>Evidence is provided that is</p>	<p>Robust monitoring and evaluation processes are in place and producing high quality evidence of change and improvement which is shared and publicised.</p> <p>The organisation is working effectively in collaboration with voluntary agencies in sport, physical activity and other sectors to stretch and support its work.</p> <p>All of the key principles important to volunteers are reviewed with evidence of continuous improvement being achieved (e.g. GIVERS – see guidance notes).</p> <p>The organisation uses primary and secondary research to evaluate performance and return on investment in volunteering to help manage change and support improvement</p> <p>Volunteers are actively</p>

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Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
				based on soft outcomes studies.	involved in reviewing and shaping both frontline and support services
IMPACT					
How has the capacity and capability of volunteers been enhanced and what contribution has this made to sport, physical activity and wider social objectives?	There is no clear evidence of impact from work undertaken.	<p>There is some evidence the organisation engaging and supporting volunteers in terms of increasing numbers of volunteers.</p> <p>There are case studies that are promoted demonstrating the benefits of volunteering to individuals and their contribution to sporting and community achievements.</p>	<p>A theory of change and outcomes framework is being worked up for volunteering which aligns with local priorities and needs assessments.</p> <p>Trend data is being developed for demonstrating:</p> <ul style="list-style-type: none"> • Growth and diversity of the volunteer base • Improvements in the skills of the volunteer base and the quality of its delivery • Individual and wider society benefits being achieved by volunteering <p>Partner testimonials are collected, analysed and utilised.</p> <p>Performance information is</p>	<p>A theory of change and outcomes framework is being used to build up a robust evidence base.</p> <p>Trend data is emerging for demonstrating:</p> <ul style="list-style-type: none"> • Growth and diversity of the volunteer base • Improvements in the skills of the volunteer base and the quality of its delivery • Individual and wider society benefits being achieved by volunteering <p>Local evidence is emerging on the sporting and health benefits that investment in volunteering has generated.</p> <p>There is evidence of personal benefits to those volunteering that relate</p>	<p>There is robust evidence that the volunteering work undertaken has:</p> <ul style="list-style-type: none"> • Increased the capacity of the local sport and physical activity sector • Increased the diversity of the volunteer workforce making it more representative of the local population • Resulted in benefits to physical wellbeing, mental wellbeing, individual development, community development and/or economic development <p>There is clear evidence of the economic added value resulting for volunteering work and how it can contribute to efficient and effective local delivery</p>

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Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
			<p>communicated both internally and externally.</p>	<p>directly to individual development/efficacy and skills development</p> <p>Evidence is emerging of the economic benefits of volunteering because of the links being made into opportunities for paid employment as well as value of services provided and impact achieved by the volunteer workforce.</p>	

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Suggested Guidance

Making Time

Applying the GIVERS principles to sport:

G – Growth (and wellbeing)

I – Impact

V – Voice (and messaging)

E – Experience (and ease)

R – Recognition (and retention)

S – (Sport is...) Social

Join In 'Making time' research study 2016

<https://www.joininuk.org/making-time/>

Key links

- Join In 'Hidden Diamond: uncovering the true value of sport volunteers' <https://www.joininuk.org/hidden-diamonds-true-value-of-sport-volunteers/>
- DCMS Sporting Futures Strategy: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/486622/Sporting_Future_ACCESSIBLE.pdf
- Sport England: Strategy Towards an Active Nation <https://www.sportengland.org/media/10629/sport-england-towards-an-active-nation.pdf>



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PLAN

How do you ensure that effective plans are in place to engage and support the development of volunteers?

GUIDANCE

- The importance of volunteering and investment in volunteers is identified as part of the corporate strategy and is linked to a local outcome frameworks
- There is a plan in place which addresses and links together the engagement, recruitment, deployment, support, recognition and reward of volunteers
- Clear objectives are defined in strategy/policy to increase the number of people volunteering in sport and physical activity to achieve health and wider social benefits and to increase participation levels
- Clear objectives are defined in the strategy/plan improve the diversity of volunteers in the area
- Clear objectives are defined in the strategy/plan to engage, recruit and deploy volunteers in target communities and/or with specific audiences to help widen access/ tackle inequalities/ provide additional capacity
- The organisation works proactively with community partners, sporting bodies and key local and national agencies to identify and access funding/resources to help build capacity, capability and skills to develop a programme that is effective and sustainable
- Partners play an integral part in the design and delivery of the programme that is effectively linked to current sport and physical activity agendas. This might involve university / college departments, job centres, prison service, volunteer centres, schools, scouts/guides, local training providers, clubs, NGBs, CSPs, StreetGames, Sported, non-sporting organisations such as NCS/Princes Trust and local businesses to help create a joined up approach and clear pathways for progression
- There is investment in the management and co-ordination of a volunteering strategy and programme which can work across local facilities, clubs, schools, community agencies, youth groups, events and interventions (e.g. walks programmes, Parkrun, coach development)
- The organisation uses socio-economic data, local demographics, local needs analysis to inform work around their volunteering strategy to help fix priorities and focus resources
- The organisation has defined its financial targets / budgets to ensure the volunteering programme is efficient and effective and has a long term perspective to ensure volunteering programmes are sustainable particularly when funding for specific projects stops

DO

How do you strengthen and diversify the volunteer base and ensure volunteers are effectively engaged, retained and rewarded for their contribution?

GUIDANCE

- Staff deployed to work in this area are skilled and trained to provide high quality support and guidance (and this is assessed through surveys of partners/volunteers)
- The organisation has created effective information channels to target new volunteers and to make more people aware of volunteering opportunities and benefits in the locality/catchment areas
- There is a well-structured, well promoted and high quality, customer-centric training and development programme for organisations and volunteers to

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access. This is supported through the website, promoted through social media and enabled through the use of toolboxes for the voluntary sector and individual volunteers to use to assist them in their work. The programme is regularly evaluated to provide a range of technical training, multi-skilling opportunities, motivational interviewing/behaviour change skills; information and guidance around safeguarding; health and safety; equality and club/community development for example

- The organisation has a mentoring / buddying system to support voluntary organisations/volunteers and measures their success/impact formally
- There is a clear focus on diversity/equality with schemes in place to promote volunteering by disabled people; women, older people and people from disadvantaged communities including so-called NEETS
- The organisation deploys volunteers and buddies as part of its projects and intervention work to good effect and this work is heavily promoted and showcased to provide profile
- The organisation provides a volunteer handbook which includes personnel procedures, code of conduct, training log, safeguarding and health and safety guidance
- Appropriate personnel procedures are in place including open recruitment, positive action initiatives, DBS and other qualification checks (if appropriate), induction training, mentoring and development opportunities
- The organisation has a process in place which can match the volunteer's qualifications to specific opportunities and identify training and development needs (skills assessment)
- The organisation has generic and specific volunteer agreements / code of conducts in place for each individual post/deployment
- The organisation has a reward and recognition scheme in place which might include award ceremonies to highlight and recognise volunteer's contribution as well as awards, website postings, length of service certificates, prizes and incentives schemes
- Volunteers who play an active part in the organisation and/ or wider development work are offered additional training, qualifications, kit and equipment or experiences
- The organisation pro-actively signpost volunteers to job opportunities including apprenticeship, coaching and other roles within the industry/sector and has developed links to external employers/partners who recognise the value of the programmes
- Bursaries are provided or grant aid schemes to partners to help develop volunteers on the ground
- Events are used to attract and deploy volunteers as well as retain them for follow up work
- Strong links are in place with workplace providers/local employers to promote Corporate Social Responsibility and the deployment of volunteers to support this
- The organisation has created an effective volunteer database of CRM system to help it profile volunteers, communicate with them, measure their outputs and help assess change and impact

MEASURE

How does the organisation measure the strength of its volunteer base and the contribution it makes?

GUIDANCE

- There are tools in place to measure objectives set and evidence can be provided to show how outputs relating to capacity, capability and diversity

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contribute to wider outcomes set by Government and by local providers/commissioners

- The organisation undertakes satisfaction surveys of volunteers and partners to ascertain the qualitative benefits of volunteering work
- The organisation undertakes soft outcomes studies of volunteers to ascertain the qualitative benefits of volunteering particularly around individual /personal development
- KPIs are in place and communicated internally/shared externally around project outputs, recruitment statistics including profile/make up of volunteer database, retention, training attendance, skills development and progression into employment
- There are measures around the return on investment made in support of volunteers.
- The individual, social, economic value of volunteering directly provided, supported or indirectly enabled is calculated and promoted
- The sporting benefits of volunteering which is directly provided, supported or indirectly enabled is calculated and promoted
- The health benefits to volunteers and of volunteering which is directly provided, supported or indirectly enabled is calculated and promoted

REVIEW

How does the organisation meet the needs and aspirations of volunteers and review its volunteer support systems?

GUIDANCE

- Available insight and data from national agencies such as Sport England, NCVO, Institute of Volunteering is used pro-actively to inform decision making, collaborative working and make changes
- The organisation reviews objectives and approaches regularly with the staff team and with partners fully involved.
- The organisation reviews objectives, approaches and performance with volunteers on a regular basis to promote best practice and recognise high performance/success
- The organisation is pro-active around benchmarking both inside and outside the industry
- The organisation is pro-active around seeking out and sharing best practice within and outside its boundaries- for example use of Time Credits; Apprentice Schemes; training around behaviour change/motivational interviewing; deployment of buddy schemes; NGB/Club Matters initiatives and resources; applying the findings of Join In research (GIVERS)
- Trend data to review KPIs around recruitment, retention, throughput and employment is utilised
- Information and analysis for surveys, evaluations and third parties is used to make change happen; to do more of what works best and to improve performance

IMPACT

How has the capacity and capability of volunteers been enhanced and what contribution has this made to sport, physical activity and wider social objectives?

GUIDANCE

- The organisation is able to identify and demonstrate the value of engaging and developing volunteers and can effectively communicate the impact of its work to volunteers, partners and stakeholders
- The organisation has or is working up a theory of change and outcomes framework relating to its work with volunteers

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- There is increased volunteer capacity now as a result of efforts to engage and retain
- There is increased volunteer capability now as a result of support and development initiatives
- There is increased volunteer diversification now and it is more representative of the local community as a result of information provision, recruitment, special initiatives/projects and additional support provided
- Impact reports or infographics are used to show the contribution volunteering makes in a local community
- There is better engagement and collaboration with the voluntary sector, community organisations and national agencies and are there more volunteers and more effective use of resources as a result
- There are improved and increased employment opportunities for volunteers now
- There is greater inward investment in volunteering now and a clear cost/benefit analysis
- There is clear economic and social benefit from volunteering that can be demonstrated.
- The contribution that volunteering makes to local sport and health profiles as well as to local community outcomes is clear to see