

Item No.	Classification: Open	Date: 22 August 2011	Decision Taker: Cabinet Member for Equalities and Community Engagement
Report title:		Volunteering Strategy – Olympic Legacy	
Ward(s) or groups affected:		All wards	
From:		Strategic Director of Communities, Law & Governance	

RECOMMENDATIONS

1. That the Volunteering Strategy – Olympics Legacy, as set out in appendix 1 of this report be agreed.

BACKGROUND INFORMATION

2. The borough has established a partnership to deliver on our ambitions to mark the 2012 games with significant improvements to community life. This partnership is called the Southwark Olympic Delivery Board.
3. There are Olympic Delivery Board Sub Groups to deal with all of the work we need to do. One of the sub groups is focused on Volunteering and Employment. The membership consists of relevant council departments and key voluntary sector organisations; such as Volunteer Centre Southwark, Community Action Southwark, South Bank and Bankside Cultural Quarter, and Southwark Arts Forum. The sub group has been involved in the creation of the volunteering strategy, and will help to ensure the full implementation of the strategy.
4. The volunteering strategy explains a set of closely connected projects to be undertaken in 2011 and 2012. After that the volunteering strategy will be evaluated and renewed. The projects are designed to make sure that as many of our residents as possible know much more about volunteering and how to go about becoming a volunteer, to celebrate the work that volunteers do and to inspire others to do likewise, to improve the quality of volunteering placements, and to support voluntary groups because so many volunteering placements are provided by such groups.
5. A survey of 11 other London borough's closest to the Olympic Games sites, and including all of our adjoining boroughs of Westminster, Tower Hamlets, Lewisham, Croydon and Lambeth, has shown that 7 of the 11 have produced a volunteering strategy. Moreover all 11 boroughs are undertaking projects designed to create a 2012 volunteering legacy. Ideas used in other borough's have informed our own volunteering strategy, e.g. on-line information about volunteering is used in Newham, and the creation of more good quality volunteer placements in voluntary sector groups is also important in Lewisham.
6. A full evaluation of the outcome of the volunteering strategy will take place soon after the end of the London 2012 Games, and a renewed Southwark

Volunteering Strategy, with an appropriate timescale, created soon afterwards. The volunteering and employment sub group will stay in existence to steer through both the evaluation and renewal of the plan.

7. This will be the first ever volunteering strategy for Southwark.

KEY ISSUES FOR CONSIDERATION

Policy implications

8. Southwark 2006 – 2016, the community plan, has a headline objective to “Increase the number of people who volunteer or who are active in their community.” This strategy will contribute to achieving that overall objective.
9. The Council Plan, which was approved by Council Assembly on the 6 July 2011, underpins the aims and actions set out in the Volunteering Strategy – Olympic Legacy. Part of paragraph 49 of the Council Plan states that “we can help by promoting volunteering and encouraging residents to become active in their communities, particularly to build on the impetus that the Olympics will give to volunteering in London.” The volunteering strategy sets out how the council and its partners will achieve this aim.
10. The volunteering strategy will create inspiring volunteering opportunities for residents; at a time when the national economic situation makes such life enhancing opportunities even more vital to the well-being of local communities.

Community impact statement

11. Reports compiled by the Institute for Volunteering Research tell us that across the nation there are barriers to volunteering by people living in disadvantaged neighbourhoods, to people with disabilities, black and ethnic minority communities, and young people. Moreover, the national research tells us that it is not the case that people from these social groups want to volunteer less than other people. Instead, what is needed is good quality volunteer management and support, and that when this is in place more people from the backgrounds listed above do volunteer.
12. Volunteer Centre Southwark have been supporting volunteering since 1996, and report that the proportion of people from black and minority ethnic groups is higher here than most other places, and that the same trend towards more equal access to volunteering in Southwark applies across all equality groups. In fact, during the last 12 months 73% of the 4,000 people who registered with the Volunteer Centre were from black and minority ethnic groups, and overall the centre know that 41% of people wanting to volunteer in Southwark are unemployed, and 57% are under 30. The Volunteer Centre also has projects engaging and providing additional support to people with mental ill health, and the long term unemployed.
13. Furthermore, the Volunteer Centre report that volunteering breaks down the barriers between people, builds links between different communities, raises awareness of each other’s identities, and thereby increases community cohesion.
14. All of the actions in the volunteering strategy are designed to promote equality

and diversity, so that we will continue to make volunteering more accessible and attractive to all social groups in the borough, and create widespread recognition and respect for all of Southwark's volunteers. The Olympics Volunteering and Employment Sub Group will monitor how we fulfill this obligation.

Resource implications

15. The support to volunteering explained in the strategy will be carried out within existing financial and staffing resources.
16. There are no cash costs associated with the volunteering strategy, except for a small grant of £4,500 from existing departmental budgets to Volunteer Centre Southwark to pay for the 2012 web portal. This sum is considered to represent value for money.

Consultation

17. The strategy has been developed through the 2012 Volunteering and Employment sub group, with Volunteer Centre Southwark providing both professional and local expertise and knowledge throughout. Full account has been taken of what other boroughs achieve through having a volunteering strategy and how they proceed with their work, and full account has been taken of professional and academic research, available from the Institute of Volunteering Research's free on-line library.
18. The work explained here builds on discussions within the council and with the voluntary sector since 2009, about the need for co-ordination of efforts in Southwark to support volunteers. An important outcome of these discussions is the cross council and voluntary sector support for the 'volunteering agenda' to be linked together with the boost to volunteering that the London 2012 Games will create.
19. Detailed discussions about the volunteering strategy have taken place with the Arts and Culture team, the Sports Development team, and colleagues in the Communications team, as well as the lead officer for the Olympics.
20. Discussions about the council's plan to create its own 2012 inspired volunteering opportunities for residents have taken place with the Resident Involvement team in the Housing Department, with Community Safety colleagues, and with Legal Services, Parks Management and Open Spaces, Youth Offending, and with the Economic Development Unit in the Regeneration Department.
21. Discussions about the technical aspects of supporting volunteers in the council are ongoing with Human Resources and with the main Trade Unions, and such discussions will continue for as long as they are needed.

The cabinet member for culture, leisure, sport and the Olympics.

22. Supportive comments on the volunteering strategy have been made by the cabinet member for culture, leisure, sport and the Olympics.

Volunteer Centre Southwark

23. The Volunteer Centre has been centrally involved in the creation of the volunteering strategy, and will continue to be centrally involved in the implementation of the action plan. Volunteer Centre Southwark fully supports all of the work being undertaken.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Communities, Law & Governance

24. The Strategic Director of Communities, Law & Governance (acting through General Litigation) notes the content of the report.

25. This is a decision that can be made by the Cabinet Member responsible for this portfolio in accordance with part 3D (6) of our constitution: Agreement of statutory and other strategies, in relation to their areas of responsibility, except where they relate to cross cutting issues.

26. Local authorities have power under section 2(1) of the Local Government Act 2000 to do anything which they consider is likely to achieve, among other things, the promotion and improvement of the social wellbeing of their areas. The adoption of volunteering strategy – Olympic Legacy falls within the above legislative provision and the Council's Community Strategy as it will not only help to boost volunteering in Southwark, it will also serve to help break down social barriers between people, value diversity and help residents become active citizens.

27. The Equality Act 2010 introduced a single public sector equality duty (PSED). This duty requires us to have due regard in our policy development and decision making processes to the need to :

- (a) Eliminate discrimination, harassment, victimisation or other prohibited conduct;
- (b) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not
- (c) Foster good relations between those who share a relevant characteristic and those that do not share it.

28. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. The PSED also applies to marriage and civil partnership, but only in relation to 27(a) above.

29. The report author has considered the equalities strands and carried out some analysis at paragraph 11 to 14 of the report in accordance with the public sector equality duty.

Finance Director

30. There are no specific additional finance commitments and the resource implications paragraphs confirms that the tasks around creating 'volunteer placements' and 'undertaking outreach projects' etc will be performed within

existing resources.

APPENDICES

No.	Title
Appendix 1	Volunteering Strategy – Olympics Legacy

AUDIT TRAIL

Lead Officer	Deborah Collins, Strategic Director of Communities, Law & Governance.	
Report Author	Stephen Douglass, Head of Community Engagement	
Version	Final	
Dated	22 August 2011	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Strategic Director of Communities, Law & Governance	Yes	Yes
Finance Director	Yes	Yes
Cabinet member for culture, leisure, sport and the Olympics	Yes	Yes
Date final report sent to Constitutional Officer		22 August 2011

APPENDIX 1 – VOLUNTEERING STRATEGY – OLYMPICS LEGACY

Foreword

This strategy explains what we will do to create a lasting volunteering legacy in Southwark. The London 2012 Olympic and Paralympic Games will give a significant and welcome boost to volunteering and will enable the volunteering legacy we all know is important to be created.

Whilst it's hugely important to do everything we can to create a London 2012 volunteering legacy, it's also very important to remember the existing enthusiasm for volunteering in Southwark. At least 85,000 people volunteer in any given year with a local community group, school or faith group, or take part in a volunteering opportunity, such as attending a community council. Furthermore, over 5,000 people contact Volunteer Centre Southwark a year to ask about new volunteering opportunities, and the centre works very hard to try to match them with what local voluntary groups are looking for.

We know that volunteers are key to supporting Southwark's communities; as almost every voluntary group is reliant upon volunteers, from those volunteers who act as trustees to people delivering services. We also know that Southwark has a very rich voluntary sector with an estimated 2,000 local groups, encompassing all types of groups from international charities, to a great many informal and volunteer led groups. Without volunteers these groups would not be able to exist, and to support some of Southwark's most disadvantaged communities.

With this huge demand, creating a 2012 volunteering legacy is the opportunity how in Southwark we will be working together to create a borough where volunteering is strong and there are good quality volunteering opportunities for all residents and all communities.

Councillor Abdul Mohamed, Cabinet member for Equalities and Community Engagement

The volunteering strategy and London 2012

The definition of volunteering

Before we proceed further a definition of volunteering is appropriate. In 2010 the London Stakeholders Volunteering Forum defined some principles of volunteering, as it was felt that the definition of volunteering was becoming blurred. Their definition, which this strategy endorses, stated that volunteering:

- Is mutually beneficial (to individual and organisation)
- Is independently chosen and freely given
- Is enabling and flexible wherever possible
- Has a community or social benefit
- Offered to not-for-profit activities

Volunteering and 2012

The Olympics movement has already done a great job of raising the profile of volunteering, as a huge number of people are needed to make the London 2012 Games a success. 70,000 volunteers will be vital to running the events, and will be known as Games Makers, and moreover 8,000 volunteers will take part in the London Ambassadors programme; to welcome visitors to the capital. Southwark residents make up the 4th largest cohort of the 8,000 London Ambassadors. The 2012 Cultural Olympiad will also play a vital part in the celebrations in London during the summer, and again thousands of volunteers will be involved.

Consultations with the Southwark voluntary sector have shown that many groups find it difficult to know how to exploit the 'magic dust' of the London 2012 Games, but were agreed that the focus should be on the longer term volunteering legacy. Feedback from organisations has also highlighted the importance of recognising and supporting diversity, so nothing holds anybody back from becoming a volunteer. Barriers need to be lifted so that more young people and more people with disabilities can volunteer.

Joseph Cheung, volunteer at HMS Belfast, floating museum in Bermondsey

Joseph does amazingly detailed restoration work on a "close range blind fire director", which is a unit that worked in conjunction with the Second World War ship's 4" anti aircraft guns.

Joseph explains that he volunteered because "when I left university I didn't have much work experience, it was a suggestion from one of my career advisors. I have got part time jobs, based on my experience here on HMS Belfast. You gain a lot of skills and develop as a person, and as a young person looking for a career I can listen to the older volunteer's advice, as a lot of them have many skills."

Moreover, a survey has been undertaken to find out what local organisations think is the main thing that is holding back volunteering and what will improve volunteering, see appendix C of this strategy.

Many people are unaware of the importance and role of volunteering, and have a view of volunteering that is surrounded by stereotypes; which can include thinking that volunteering is just for people who are retired or for ‘do-gooders’. We will seek to show the two way nature of volunteering, and the great diversity of volunteering by all sectors of the community that takes place. We will highlight the role volunteering has in supporting the voluntary sector, in making the arts and cultural sector such vibrant and valuable in Southwark, and in supporting communities.

We set out in this strategy how we will be increasing the quality of volunteering, and encouraging people to volunteer before, during and after the Olympics. We will link new London 2012 inspired volunteers up with for local community groups that need volunteers.

Evaluation and renewal

The volunteering strategy is designed around the timescale and focus of the London 2012 Games, and so actions will be delivered within a short timeframe. Therefore, an evaluation and renewal of the plan will happen in 2013. By then it will be clear what we can

re-visit and improve upon, what new focus for volunteering we should utilise, and how we will continue to support volunteering for many years hence.

Alisha Humphries, from Dulwich

Alisha’s volunteering includes mentoring young people in local schools and at the Blue Elephant Theatre, and she is also a volunteer sports coach in Camberwell. Alisha says “volunteering is fun, it is different and varied, not the same old routine”. Volunteering changed her life, and next Alisha is going to start a sports coaching business. And this is what Alisha has to say about the London 2012 Games; “volunteering at something to do with the Olympic Games will let you see what 2012 is all about, it’s something you can tell your grandkids! “

The activity

We have four clear activity strands:

Strand 1: Promotion of London 2012 Games inspired volunteering opportunities.

This will be done through:

- A 2012 volunteering portal on the Volunteer Centre Southwark’s website so that local people will have an easy way to get in touch with just the right organisation or project which will suit their volunteering aspirations. This will be especially important

as we draw closer to the 2012 games and more and more Southwark people want to take up volunteering.

- Use of existing channels of communication; such as community meetings, a monthly e-newsletter, use of the 'Olympics in Southwark' branding, and work with local media.
- Volunteer workshops for people to find out about how to volunteer in 2012 related opportunities.
- London 2012 inspired volunteering opportunities which will be created (subject to funding) by a project called 'Cultural Volunteering Hubs'. Visitors to the Tate and the Globe and the Bankside/London Bridge neighbourhood during the London 2012 Games period will be guided to also take in the centres of excellence in culture & arts found throughout Southwark.
- A number of London 2012 inspired volunteer placements which will be created directly by Southwark Council, as part of its contribution to the volunteering legacy.

Strand 2: Building awareness and recognition of the importance and diversity of volunteering. We will do this through:

- The creation of this volunteer strategy.
- Profiles of local inspiring volunteers which will be posted by the council's and the Volunteer Centre's websites.
- A special focus during Volunteers Week in 2012 on the importance of volunteering in sports and in arts & cultural organisations.
- Communicating key messages about volunteering via all existing channels such as community meetings, via direct marketing through a regular 2012 e-newsletter, by the use of the 'Olympics in Southwark' branding, and by working with local newspapers and radio.

Strand 3: Increasing the diversity of volunteers, in particular by removing barriers to young people and to people with disabilities. We will:

- Support the 2012 aim of creating 120 new volunteer placements for young people aged 16-25 by making sure we highlight to need for the creation of volunteer placements that young people would wish to take up and that we promote volunteering to young people.
- Support local disabilities organisations, via the Southwark Disabilities Forum, so that we gauge exactly how barriers to volunteering operate and how to remove such barriers. A dedicated project to do this will be worked up; which will compliment the Paralympics strand of work of the Southwark 2012 Games project.

Strand 4: Improve the quality of volunteering and support voluntary groups to harness the opportunity of the Olympics.

We will:

- Encourage voluntary sector groups to create volunteering opportunities which relate to London 2012, and which can be promoted to people interested in volunteering.
- Define good practice in volunteer management through endorsing the London Volunteer Management Charter.
- Organise a London 2012 volunteering symposium for the voluntary sector and that will inform the production of good practice knowledge, and the Volunteer Centre will create 'How to' resources.
- Southwark council will undertake an outreach project to engage with our many sports clubs, to establish better links and to exchange information about 2012 and volunteering.

The context

The national context

The national policy direction that covers volunteering is the Big Society initiative. Two national Big Society projects have already started to be implemented in Southwark, which are The Challenge civic service programme for 16 years olds is providing volunteering placements in the summer break, and the big society “community organisers” programme is underway too, and this involves giving training and support to 5,000 (volunteer) community organisers spread throughout the nation. The Challenge started its programme in Southwark with over 100 young people in 2010, and The Challenge will add more Southwark young people to their programme year on year. Locally, Cambridge House in Camberwell has been chosen as the host for a number of community organisers, and will be one of the first places in the country to do so.

The London context

Greater London Volunteering (GLV) is a charity which acts as the ‘leading voice’ and regional partnership body for volunteering in London. Currently they are involved in delivering the ‘Experts in Volunteering’ program which has increased awareness and implementation of good practice in volunteer management, including the production of the Volunteer Management Charter which this strategy looks to endorse.

The Greater London Authority have established a partnership called Team London; set up to promote what they call “high impact” volunteering, in the areas of cutting crime, improving the quality of life, and increasing youth opportunities.

The Greater London Authority is also supporting volunteering in arts and cultural organisations through the vehicle of a new five year strategic plan, which has been produced in partnership with London Cultural Quarters. This plan explains that creating a 2012 volunteering legacy for London is one of the key priorities for the arts and cultural organisations involved with London Cultural Quarters.

Hussein Ali, from Camberwell

Hussein runs volunteer football sessions twice a week in Peckham. Hussein started volunteering because the football sessions would have ceased if he hadn’t stepped up. Now he is a qualified football coach and he has gained the deep respect of all the young people he helps. Hussein says “2012 will be good for London and for sports, it is a once in a lifetime opportunity to get involved. It can only happen every 50 years or more. People will be inspired to volunteer by the 2012 Olympic Games.”

The Southwark context

Southwark 2006 – 2016, the community plan, has a headline objective to “Increase the number of people who volunteer or who are active in their community.” This strategy will contribute to achieving that overall objective.

Southwark has a shared vision for the London 2012 Games:

“The Olympics and Paralympics games in 2012 bring a wealth of opportunities to the residents of Southwark. No matter your age or background, there is something to be inspired by and something to get involved in. We have been working hard to make sure we are in the best position to deliver the Olympics to your doorstep so that you feel the atmosphere right here in central London.”

In order to turn our vision into reality there are six themes:

1. Engaging young people - opportunity to grow
2. Healthy Southwark - get active and improve our health
3. The Paralympics - inspiring Southwark
4. Volunteering and employment - supporting residents and business
5. Southwark Experience - presenting our best
6. Public services - business as usual

This strategy explains how important elements of the fourth theme, volunteering and employment, will happen. We have set up a 2012 Volunteering and Employment sub group, which reports up to the Southwark Olympic Delivery Board.

A vital part of the organisational jigsaw in Southwark for volunteering is our Volunteer Centre, a charity whose role it is to promote, support and develop volunteering and active citizenship. Last year the Volunteer Centre supported over 700 charities and community groups, provided advice to over 10,500 people and directly enabled over 3,500 to volunteer and get involved in the community.

Action Plan

The 2012 volunteering and employment sub group will monitor the implementation of the action plan, and report to the Olympics Delivery Board. The sub group will include a robust monitoring of all equalities and diversity matters in its work.

Overall aim	Actions	Products/Outcomes	Start date	End date	Lead organisation/network
Promotion of London 2012 inspired volunteering opportunities and the creation of a portal.	Create new website portal to Southwark people to find out about local 2012 inspired volunteering opportunities.	New on-line 2012 web portal.	August 2011	September 2012	Volunteer Centre Southwark.
	Run volunteer workshops for residents to find out about London 2012 inspired opportunities.	At least 30 residents at each workshop learn more about potential volunteer opportunities.	October 2011	January 2012	Volunteer Centre Southwark, Southwark Arts Forum and Southwark Theatres' Education Project.
	Set up cultural volunteering hubs. Promote the key role of arts and cultural volunteering to local people.	Five neighbourhood "cultural volunteering hubs" created for the summer of 2012 (subject to funding). Continue to work with key arts & cultural organisations to ensure local people know about volunteering opportunities.	July 2012	September 2012	South Bank and Bankside Cultural Quarter/Southwark Council/5 local arts & cultural organisations (to be identified).
	Recruit 2012 community engagement volunteers.	10-20 residents volunteer with Southwark Council.	September 2011	April 2013	Southwark Council (community engagement team).

Overall aim	Actions	Products/Outcomes	Start date	End date	Lead organisation/network
Build awareness and recognition of the importance and diversity of volunteering.	Hold a London 2012 dedicated Volunteers Week.	Southwark Stars awards in 2012 to include special awards for volunteers in Olympic fields, and the promotion of London 2012 related volunteering at volunteer fairs, and via publicity.	June 2012	June 2012	Volunteer Centre Southwark.
	Communications work in build up and throughout the London 2012 Games period.	Use of existing channels such as community meetings, a regular e-newsletter, use of the 'Olympics in Southwark' branding, and work with local media.	August 2011	September 2012	Southwark Council.
	Creation of profiles of inspiring volunteers.	12 profiles every three months to be posted onto Southwark Council's and profiles on Volunteer Centre Southwark's website.	August 2011	September 2012	Volunteer Centre Southwark/Southwark Council.

Overall aim	Actions	Products/Outcomes	Start date	End date	Lead organisation/network
Increasing the diversity of volunteers, in particular by removing barriers to young people and to people with disabilities.	Support the 2012 aim of creating 120 new volunteer placements for young people aged 16-25	120 new 2012 branded volunteer placements for young people.	August 2011	July 2012	Southwark Council (community engagement)/2012 Engaging Young People sub group.
	Support local disabilities organisations, and remove barriers to volunteering.	Identification of barriers and produce toolkits/advice on removing such barriers.	Sept 2011	January 2012	Southwark Council (community engagement)/2012 Paralympics sub group.

Overall aim	Actions	Products/Outcomes	Start date	End date	Lead organisation/network
Improve quality of volunteering and support for voluntary and statutory organisations to harness the Olympics ‘magic dust’	Conduct a survey looking at issues and needs that Southwark organisations have around engaging and supporting volunteering	The survey will examine the types of detailed support needed by Southwark organisations to develop volunteering better locally opportunities.	July 2011	September 2011	Volunteer Centre Southwark
	Hold a London 2012 volunteering symposium to launch the formal strategy and consult on the action plan	Good Practice guidelines published. Dedicated London 2012 “How to” resources for the voluntary sector.	October 2011	Ongoing resource	Volunteer Centre Southwark.
	Liaison with all other strands of the Olympics Delivery project	To support their efforts to improve the quality of the volunteering happening in their areas of activity.	August 2011	September 2012	2012 Volunteering and Employment sub group.
	Outreach project to sports clubs.	Creation of better links and a network to use to exchange information about London 2012 and volunteering.	August 2011	November 2011	Southwark Council (community engagement and sports development teams) and partners.
Creation of volunteering strategy.	Use of the strategy to guide and organise actions.	Information about what will happen in Southwark to create our volunteering legacy.	August 2011	April 2013	2012 Volunteering and Employment sub group.

Overall aim	Actions	Products/Outcomes	Start date	End date	Lead organisation/network
Evaluation and renewal of the volunteering strategy.	Creation of numerical targets, based upon newly available data from the volunteering survey and voluntary sector symposium.	Numbers of good quality volunteer placements created due to the actions undertaken to implement the volunteering strategy.	October 2011	December 2011	2012 Volunteering and Employment sub group.
	Evaluation of the outcomes from the strategy.	Evaluation report, to assess how many residents accessed good quality volunteer placements and what their experience had been like. Identification of impact and lessons learnt	January 2013	April 2013	2012 Volunteering and Employment sub group.
	Renewal of the strategy	Embedding London 2012 inspired successes	April 2013	April 2018	London 2012 Volunteering and Employment sub group.

Appendix A

Principles of volunteering

Greater London Volunteering has developed the Volunteer Management Charter which helps define what good practice in volunteer management is. The charter has been endorsed by the London Stakeholders Volunteering Forum, the Association of Volunteer Managers and The Mayor of London. This strategy endorses these principles as key factors which are essential when involving volunteers. Volunteer Centre Southwark is encouraging other local groups to sign up to the charter, the main points being explained in the box below:

Equality and Diversity: Volunteering is open to all; volunteers are treated with fairness.

Expenses: Travel, and any other agreed out of pocket expenses, are reimbursed.

Induction: Volunteers are introduced to the work and ethos of the organisation.

Organisational Involvement: Volunteers have influence and an informed voice on organisational issues.

Personal Development: Identified needs are met by relevant training and development opportunities.

Recruitment process: Recruitment procedures are fair, efficient and consistent.

Resolving difficulties: Volunteers are aware of how to raise a concern, and how it will be handled.

Reward and Recognition: The organisation expresses its appreciation of the volunteers' contribution.

Safe Volunteering Environment: The physical and emotional risks of volunteering are identified, minimised, and covered by adequate insurance.

Support: A named supervisor ensures ongoing support appropriate to need.

Definitions of volunteering

There is often much confusion between what is volunteering, what is an apprenticeship, being an intern, an active citizen, or being in an unpaid role, and so we have provided some clarity below.

Apprenticeships are paid jobs provided to people new to a profession, and so wages are at entry level and training is an integral part of an apprenticeship. The expectation is that the apprentice will learn the skills they need to become a fully established member of the profession in question. An example of a successful apprenticeship scheme is Southwark Council's, which to date has provided 154 apprenticeships to Southwark residents. The council describe their apprenticeship scheme as the "development of talents for the future".

Internships are unpaid work experience placements, and most often associated with graduates needing to gain an entry into their profession. As they mainly take place within profit making companies, they would not be viewed as volunteering. Almost all organisations, however, cover reasonable travel and lunch expenses. Interns are sometime paid wages, in which case they become a sub-set of the concept of an apprenticeship.

Active citizenship is a broad concept that embraces formal and informal volunteering. The Active Citizens Hub at Volunteer Centre Southwark defined six different types of active citizen, all of which could be viewed as volunteers. These include:

- View Giver: such as someone turning up to a community council to give views about local health
- Good Neighbour: such as helping neighbours fill in a form
- Community Group member: such as being a member of a friends of a park
- Community Activist: such as those people who set up a campaigning group in response to a specific issue
- Governor: people who get involved in governance or become trustees
- Formal Volunteering: such as being a befriender with Age Concern

The Active Citizens Hub was established at Volunteer Centre Southwark in order to support the thousands of people who each year want to get actively involved in community life, and it has specialised in supporting citizens who want to change things for the better through engagement with public services. The Active Citizens Hub has proved to be a great success, and continues to provide training, especially to individuals who want to strengthen their skills and knowledge about how to influence decision making systems.

The value of volunteering

There is a huge amount of evidence showing both the value of volunteering and benefits that it brings to people. The power volunteering has is immense, as well as the immediate benefit that is brought to the community and groups whom the volunteers are supporting volunteers themselves also gain.

Every volunteer has different motivations, but generally people tend to volunteer for three main types of reason,

Personal benefits: This could include meeting new friends, getting some structure in their life, improving mental or physical health, increasing confidence, experiencing different communities, improving English or just having fun.

Career development: this includes volunteering to gain new skills, to gain work experience, students needing volunteering placements as part of their studies, somebody wishing to expand upon their existing management or strategic experience, or a volunteer wishing to simply get some current experience and a reference.

Altruistic reasons: This is where people volunteer to 'give something back' - this may be for a cause they believe in, a group that has helped them or something that has directly affected them.

Appendix B

Policy challenges

There are many reasons to support volunteering. However experts in volunteering policy have highlighted some policy problems which mean a focus upon volunteer management is needed; so as to ensure that volunteers are supported in their role, and that good volunteering opportunities are created which meet the needs of both a potential volunteer and the host organisation. These challenges are that:

* Nationally, some employment agencies insist that 'volunteer' placements are compulsory components of individual's 'return to work' plans; yet volunteering and compulsion are incompatible.

* Nationally, volunteering is being used as a way of improving mental or physical health, to support homeless people or people in rehabilitation projects move on with their lives, or even as a way to prevent offenders from re-offending. The policy problem is that volunteering could become only about what the individual gains, rather than what voluntary groups need. It is important that the volunteering that people do should always be of value to the group where they are volunteering.

Appendix C

Survey on what is holding back volunteering in Southwark.

Volunteer Centre Southwark conducted a survey over the summer of 2011 of any group that could involve volunteers in Southwark, and 68 organisations replied. The survey aimed to establish a snapshot of volunteering in Southwark focusing particularly on the challenges and possible solutions faced by volunteer involving organisations. At the same time, a survey on voluntary sector infrastructure support carried out by CAS, highlighted that a resounding 60% of groups regard support around volunteering as a key need.

The survey found that there are many different and sometimes quite complex barriers preventing organisations from developing or increasing their volunteer involvement. Some barriers cannot be changed easily, such as a lack of space or funding for a specific person or expenses. However many of these barriers can be addressed with appropriate support showing the value of having a local Volunteer Centre and investment in volunteering.

The solutions all share the same theme of not re-inventing the wheel and sharing accessible existing learning; this can be achieved by having a Volunteer Centre as focus point for knowledge of best practice in volunteer management working to make sure every organisation, whatever is size or current capacity, has access to such knowledge. This means that the actions that will take place both through this strategy and subsequent follow up strategic directions, have the potential to combat many of the barriers, and so enable organisations to do more.

Some key findings

- 45% of groups said that volunteers were vital to their services and without volunteers they couldn't exist. 30% of groups said volunteers were key to delivering many of their services.
- 43% of groups the recruitment and screening of potential volunteers; due to "the wrong people coming forward" or inappropriate people being referred to them for volunteering (26%). CRB check taking too long leads to high drop-out of potential volunteers (21%).

- 25% of groups struggle with developing appropriate roles for volunteers.
- Groups also stated they found it difficult to engage people such as unemployed people finding work (52%), students who volunteer short term (32%), or not having time to support volunteers (23%).
- 35% of groups said the chance to meet and learn from other Volunteer Managers would most help them to improve volunteering, 55% wanted help with funding for volunteer expenses, 55% wanted funding for staffing to support volunteers, 32% wanted advice, training and resources

From the findings, the main themes that are relevant to the strategy include:

Diversity in volunteering: The two-way benefits of volunteering is now well understood with many different government agendas exploiting this such e.g. using volunteering as a way of improving mental or physical health, building skills or engaging young people in their communities. However as this survey highlights voluntary groups need support to be able to encourage a diverse volunteer base.

Those identified as being hardest to engage were: people with mental ill health (28%), young people (26%), and people with physical disabilities (26%)

The survey shows the importance of facilitated projects that support people to start volunteering e.g. Y Volunteer at Faces in Focus which works with young people, and the Supported Volunteering Project at the Volunteer Centre which supports people with mental ill health to volunteer. There is a particular need to support young people to volunteer with the withdrawal of funding for V, the national youth volunteering program and other local projects being threatened

The problems of inappropriate referrals and developing the right kind of opportunities: When asked what they found difficult when involving volunteers, 34% of groups said they had problems people referred from job agencies/employment projects, 44% people wanting one off volunteering opportunities and 28% people from corporate companies.

Locally this shows how the sector finds it hard to successfully involve people from employment programs. With recent changes in the benefit system and the emphasis on vocational progression, especially, lone parents, over 5-s, people with disabilities and mental ill health are increasingly urged back to work.

Whilst this does represent a great opportunity for new volunteers, the kind of volunteer roles people on these programs are asking for are not those which the sector is asking people to do. Consequently for this to be successful groups need support both in creating appropriate opportunities and on how to marry the support needs that many of these volunteers have with achieving their own objectives.

One off volunteering events are also being sought by initiatives that want people to 'try out' volunteering, or for people unable to commit to regular volunteering but currently there is a lack of these available locally.

Corporate companies are seen as a key part of the Big Society which encourages increased employer supported volunteering and skills sharing, enabling the sector to exploit the professional skills of the business world. However, 28% of groups stated that they needed help in successfully engaging corporate volunteers.

Help in vetting and screening volunteers. Volunteer Centre Southwark currently acts as a broker for volunteering opportunities, offering a free service where groups can advertise for volunteers and individuals can find out what is going on. However the survey shows the need for a more comprehensive service with more initial screening and vetting as well as training and support for local groups to make their own processes more effective.

The importance of outreach, volunteer management, and opportunities for networking and collaboration. Many of the complex and different barriers facing groups are in fact solvable with better information and although much knowledge about volunteer management is already available, it may not be as accessible and well marketed as need be. The solution is therefore twofold. Firstly it is important to organise chances for groups to come together, in action learning sets, forums, and looser web based networks, in order to collaborate and learn together and Volunteer Centre Southwark are best placed to manage the delivery of these solutions. Secondly, even though there are already a lot of resources available to support volunteer management, and the Volunteer Centre offers free advice, networking and these things are still being asked for by local groups. The lack of awareness of these services shows both how the Volunteer Centre could market its services more and how important outreach is to supporting and engaging groups in order to improve volunteering locally.

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