



## **Developing a County Sports Partnership Volunteer Plan**

**Making the most of your volunteer workforce**

## Developing a County Sports Partnership Volunteer Plan

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## 1. Introduction

This resource is primarily aimed at County Sports Partnerships (CSP) as they develop and implement Volunteer Support Plans. It is also a guide for specifically recruited Running Sport tutors, Consultants and Sport England Regional lead officers, to help them work with CSPs in a facilitator and/or consultant role as they develop and implement Volunteer Support Plans within their partnerships.

Each of the CSPs currently receives funding through the Step into Sport programme and as such the DCMS require that a plan is in place to develop, at least, high quality opportunities for young people in volunteering. However, the inclusion of all volunteering in sport, the engagement of the non-sport volunteer sector and volunteering being part of broader workforce planning are other elements to consider. It must be recognised that the volunteer plan should not be a stand alone document and should be a part of the overall workforce planning of the partnership within the framework of their County Sport business plan otherwise the plan could be marginalised and under valued. The volunteer plan should therefore be seen as an action plan seeking to meet elements of the overall workforce objectives.

A National Governing Body (NGB) resource pack has already been developed ("Developing a Volunteer Support Strategy – Making the Most of Your Sports Workforce") to support NGB's in the development of their Volunteer Strategies. This guidance document builds on that good practice and utilises information gathered from a CSP Volunteer Strategy briefing day held on 1<sup>st</sup> September 2005 and attended by 35 CSP's. It is designed to assist lead officers within County Sport Partnerships to understand and develop a Volunteer Plan. It will:

1. Help identify the elements of a CSP volunteer plan
  - a. Where are you now?
  - b. What is in a volunteer Plan?
  - c. Where does it fit within overall workforce development?
  - d. Recognising and rewarding young people
  - e. Identifying training and resource needs
2. Help identify the potential placements and the preparing of placements
  - a. Identify traditional and non-traditional placements
  - b. Identify elements of a high quality placement
  - c. Identify the preparatory needs of placements
3. Identify the strategic support needed to overcome the barriers for young people
  - a. Identify barriers of young people participating in volunteering
  - b. Support that can be provided for young people in volunteering
4. Raise awareness of NGB Strategies

## 2. Leading the development of a volunteer plan for County Sport Partnerships

In developing the volunteer plan for the County Sports Partnership it is important that a person is identified to lead the development of the Plan. This may be a member of the CSP team, a consultant or a volunteer. This section describes the role of that person in leading the process.

The role of this person will vary from one CSP to the next and will depend on the scope of the CSP's Volunteer Support Plan. Should external support be needed each *contract* will be negotiated between Sport England, the CSP and the external consultant as part of the initial assessment and project planning. The support may be in the context of the broader workforce strategy planning.

### **External Support**

To develop your plan you may wish to engage external consultants. Sport England can provide guidance on suitable consultants who have developed similar plans for Governing Bodies or CSPs; however no additional funding is available nationally. With sufficient information and resources, County Sports Partnerships should be able to develop a Volunteer Support Plan without external support. However, the different needs of CSPs and the priority that they may apply to volunteer support plans may vary widely. The offer of a dedicated support resource should encourage the Partnerships to make volunteering a priority, and to dedicate the necessary resources to developing a comprehensive and sustainable Volunteer Support Plan and action plan. The added benefits external support can bring to the process include:

- objectivity (no baggage!)
- focus
- challenge
- guidance and expert advice
- information or signposting to further information
- project management, monitoring and evaluation, troubleshooting
- facilitation skills.

The facilitator is not there to do the job for the CSP, but to guide, facilitate and record through the process to a successful outcome.

### 3. About this resource

This pack aims to support County Sports Partnership through the stages of developing a Volunteer Support Plan. This resource is split into the following sections:

- Why Do CSPs Need to Develop a Volunteer Support Plan?
- What is a Volunteer Support Plan?
- Initial Consultation Meeting
- Assessing Current Volunteer Management Practice
- Assessing Existing Knowledge and Future Commitment
- Where Are We Now?
- Awareness of External Programmes and Potential Partnerships
- Making the Most of the Support Resources Available
- The Planning Process
- Key Areas of Project Plan
- Young People
- Bringing the plan to life
- Monitoring & Review
- Appendix with examples of Governing Body practice (Append 2) and making connections (Append 3)

A range of checklists, assessment tools and templates are interspersed throughout the pack to support you at each stage of the planning process. The aim of these is to:

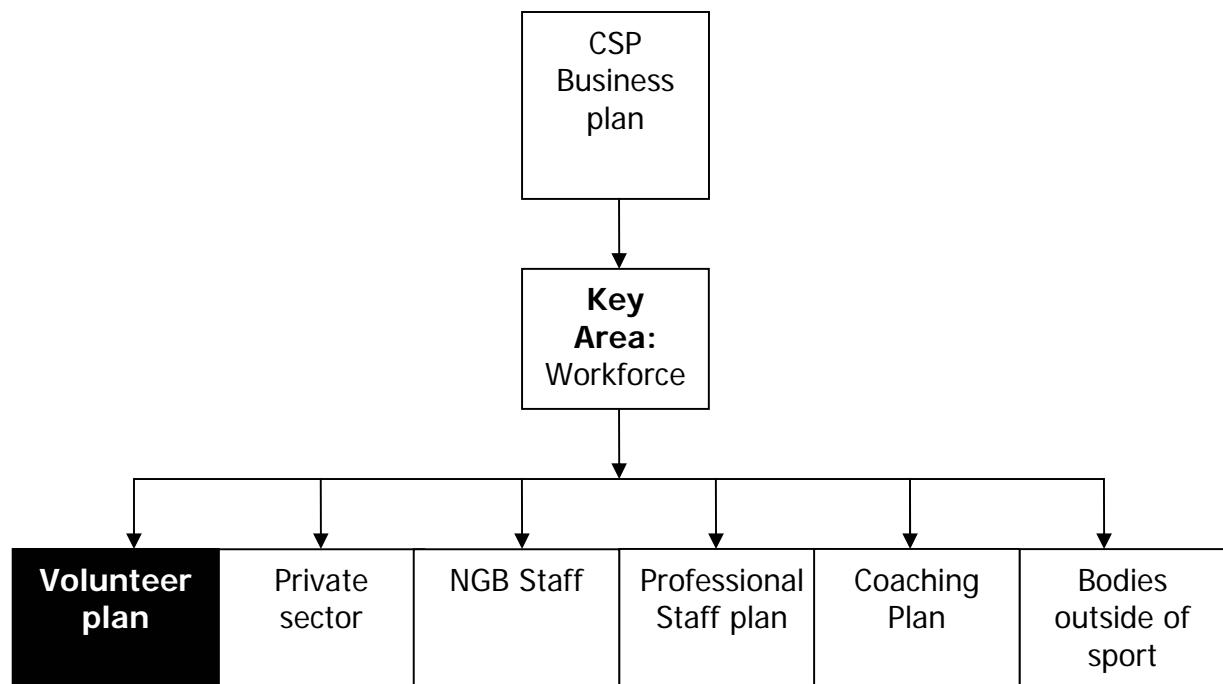
- set standards on which all CSP Volunteer Support Plans should be based
- provide a framework within which to work, which is sufficiently robust to avoid excessive preparation work, while being sufficiently flexible to adapt to individual CSP needs.

An electronic version of the checklists, assessment tools and templates can also be provided.

## 4. Why Do CSP's Need to Develop a Volunteer Support Plan?

### Context of the plan

The development of the plan has to be within the context of the overall business plan of the CSP and subsequent workforce element of the plan. An example of how this might look is shown below;



### The Scope and Value of Volunteers

Research carried out by Sport England demonstrates exactly how important to sport volunteers are and what a significant contribution the voluntary sector makes to volunteering activity as a whole:

- There are 5.8 million sports volunteers, representing 14% of the adult population
- The sporting sector makes the single biggest contribution to total volunteering in England, with 26% of all volunteers citing "sport" as their main area of interest.
- They contribute one billion hours each year to sport, equivalent to 720,000 additional full time paid workers
- The value of the time contributed by sports volunteers in England is estimated at over £14 billion \*

*\*Source: Sports volunteering in England 2002 – The Leisure Industries Research Centre, Sheffield*

**Volunteers are therefore one of the greatest assets within sport this is a human resource deserving of structure, management, investment and support.**

## **Government's Sport Strategy**

The Government's Strategy for Sport, *A Sporting Future for All*, recognised the need to help sports organisations develop their Volunteer Support Plans, from grass-roots to national level. A new drive was also announced to support the development of a leadership and volunteering project for young people aged 14-19. Through Sport England and other organisations, Step Into Sport is providing the resources to help make volunteering a priority, using traditional sports development routes and newer, non-traditional partnerships at local, regional and national level.

The Framework for Sport in England highlights the roles of volunteers as one of the 'key drivers of change' necessary for sport to achieve its target of getting more people participating in sport and physical activity. It recognises that sport is heavily reliant on its volunteer workforce and that they are the 'lifeblood of sport'.

## **Changing Lifestyles and growing pressures**

Although the scope of volunteering in England is huge, there is an increasing array of pressures and issues facing sports volunteers:

- Recruiting volunteers remains difficult for many sports, with many people not knowing what might be required of them as a volunteer
- Retaining volunteers is increasingly difficult, and currently there is one "lapsed" volunteer for every two active volunteers
- Pressures from other commitments are squeezing the time available for volunteering at the same time the workload is growing
- New rules and regulations are bringing more pressures, especially linked to child protection and health and safety obligations
- Core volunteers are becoming more demanding and officials are being given less respect
- Changing expectations from sporting institutions, players and parents also translate into a need for a greater "professionalism" that matches other providers of sport
- Older volunteers dominate key roles, which may constrain opportunities for younger volunteers\*

If sport is really to be accessible to all, these pressures must be taken into account as sport will always be dependent upon volunteers to run clubs, to provide coaching and leadership, to organise competition and to manage development.

*\*Source: Sports volunteering in England 2002 – The Leisure Industries Research Centre, Sheffield*

## **Workforce**

The term workforce is used to describe all the individuals involved in delivering the activities of the CSP. This would include both paid staff and unpaid staff (volunteers) working at any level within the CSP. A CSP's Volunteer Plan should fall within their

Workforce Development Plan. Skills Active provides a guide to workforce strategy development and have recently developed a CD Rom – A Guide To Successful Workforce Development Planning.

### **Step into Sport (SiS)**

Step Into Sport is part of the National School Sport Strategy and is contributing to the Public Service Agreement to increase the percentage of school children based in England who spend a minimum of two hours each week on high quality PE and school sport within and beyond the curriculum to 75% by 2006 and 85% by 2008.

CSP's are responsible for supporting clubs and sports organisations to establish good volunteer support and management methods. This will ensure that clubs can provide a positive volunteer experience for new volunteers from the Step into Sport programme via the School Sport Partnerships (SSP). Each SSP has a target of identifying volunteer vacancies for an average of 20 young people per SSP.

CSP's and other sports organisations need to be seen to invest in volunteers to:

- Make volunteering attractive
- Ensure that people's time is well used
- Ensure that they feel valued and appropriately rewarded for giving their time and effort
- Explore innovative ways of recruiting and retaining volunteers
- Develop new local and regional partnerships.

Volunteering needs to be a management issue, to be integrated into development plans, and to have sufficient resources allocated to it. This can be done by developing and implementing a Volunteer Support Plan.

The benefits will be:

- Enough volunteers to do the work required
- The right people in the right roles
- Well-informed, appropriately skilled and positively motivated volunteers.

### **London 2012**

The success of gaining the Olympics for London in 2012 has led to considerable opportunities for volunteers. The games will need in excess of 70,000 volunteers in a wide variety of roles – some specialised to sport, others more generic.

The Olympics of London 2012 will be a high profile vehicle to raise the profile of sports volunteering and create a real legacy for community sports volunteering. As the London 2012 volunteer strategy develops, there could be opportunities to develop pathways to volunteer opportunities at the Games.



## **The voluntary and community sector**

The voluntary and community sector is a large part of life in England and with 26% of all volunteers citing sport as their main area of interest, sport represents the largest single volunteering area. However, it can be said that sport and the mainstream voluntary and community sector have not worked in as integrated and joined up way as well as they might. With the development of Volunteering England however, a more coordinated approach is being developed at National, regional and sub-regional levels.

### **Russell Commission**

The report 'A national framework for youth action and engagement' was published by the Russell Commission on Wednesday, 16 March, 2005.

The Report details the Commission's recommendations for delivering a step change in youth volunteering in the UK – a step change in diversity, quality and quantity. In its report, the Russell Commission responds to the clearly expressed desire of young people to find meaningful ways of contributing to their communities. It addresses current inconsistencies and weaknesses in provision, which prevent the full potential of youth volunteering opportunities from being realised, as well as identifying ways to engage more young people from disadvantaged and under-represented communities. Additionally, the Commission proposes measures to significantly improve the range and quality of activities for which young people can choose to volunteer.

In research undertaken by the Commission 47% of young people stated that sport was their primary choice of volunteering. The implications for sport are that planning for the delivery of sport to young people, needs to take account the recommendations of the Russell Commission.

For further information see [www.russellcommission.org](http://www.russellcommission.org)

### **Active People survey**

The Active people survey will provide the evidence we need to underpin the local improvement agenda for sport and active recreation within the Single System for Sport. It will provide evidence that will enable the setting of key outcome related targets for County Sports Partnerships and Community Sport Networks. The data will identify how participation varies from place to place at a Local Authority level and between different groups in the population at a sub-regional level. As well as measuring the levels of participation in sport and physical recreational activity it will also measure the proportion of the population that volunteer in sport on a weekly basis.

For further information see [www.activepeoplesurvey.co.uk](http://www.activepeoplesurvey.co.uk)

### **Do-it.org.uk and V-Base for sport**

[www.do-it.org.uk](http://www.do-it.org.uk) is the National Volunteering Database- the only online database of volunteering opportunities. It is used by over 360 local volunteer centres and contains over 62,000 opportunities representing over 21,000 organizations. The site is visited by over 5,000 potential volunteer's everyday.

Sport England has been working with do-it.org.uk to tailor the volunteer management tool **V-Base** so that it is more applicable to sports volunteering. CSPs have the opportunity to obtain the sports version of V-Base and use the tool to enhance its volunteer management.

*Using V- Base will allow you to:*

- Efficiently and effectively manage volunteer opportunities and organisations
- Match volunteer profiles to suitable opportunities
- Post volunteer opportunities on to the [www.do-it.org.uk](http://www.do-it.org.uk) website- and therefore reach a large target market
- Reduce administration through reporting, communication and statistics

## 5. What is a Volunteer Support Plan?

A Volunteer Support Plan is a human resources plan that:

- Analyses the need for volunteers and the roles they would undertake
- Estimates the value of volunteers to the organisation
- Describes the interface between volunteers and paid staff, as part of the overall human resources team
- Establishes standards to which volunteers are expected to work
- Establishes standards that volunteers can expect of the organisation
- Establishes systems and structures at every level in the organisation that will help to ensure that:
  - There are enough people to do the work
  - The right people are appointed to each role, at the right time
  - They have, or can gain, the skills and knowledge to do the right role efficiently and effectively
  - The working environment is safe
  - People are rewarded appropriately for the work they do
  - The individual and collective views of the volunteer workforce are heard by management
  - Raises the profile of volunteering throughout the organisation
  - Volunteering is on the management agenda of the organisation

It may come to life in the form of:

- A brand name or identity that demonstrates the investment in volunteers
- High-profile promotion and marketing (e.g. websites, magazine articles)
- Publications and support resources
- Training and development programmes
- Supporting products
- Recognition and awards programmes
- Links to other national, regional and local programmes and support networks.

## **6. Initial Consultation Meeting**

### **Why a Volunteer Support Plan and why now?**

The CSP will need to explain and justify its reasons for wanting to develop a Volunteer Support Plan and its commitment to implementing the Plan in the future.

### **Establishing a starting point**

- What is the current situation regarding volunteering within the CSP?
- Where are the 'hot spots' or problem areas?
- What are the main areas that the CSP wishes to address in terms of volunteer management and volunteering in general?
- What has prevented the CSP from developing a volunteer management system or support plan before?
- In what areas of this work does the CSP think it needs most help?
- What resources (people, time, financial) can the CSP allocate to the project?

### **Starting to develop a project plan**

Form a project group (see later for details)

Agree project timescales

Identify lead person

### **Identifying key people within the CSP who can form the project team**

Other departments

School Partnership Development Managers

Club Development lead Officers

Active volunteers

### **Identifying other people from outside of the CSP**

Sport England

Volunteering England

Local Volunteer Centres

### **Identifying the resources required to support the project**

To support the development and implementation of the plan

### **Clarifying what will happen next**

Linking back to timescales set

Who is responsible for gaining approval?

Who is responsible for implementation?

How will the plan be monitored and evaluated?

## 7. Assessing Current Volunteer Management Practice

Even if a CSP does not currently have a Volunteer Support Plan, there should be some evidence of good practice on which to build, which might demonstrate that the CSP has addressed some of the key issues around the people who work within its sport. The way in which the CSP recruits, supports, recognises and rewards its paid staff will give a strong indication of its ability to translate the principles across to volunteers.

When assessing a CSP's current volunteer management practice, look for:

- Role descriptions
- Person specifications
- Deliberate recruitment (rather than *anybody will do*)
- Induction programmes
- Work programmes
- Management meetings/appraisals, regular reviews
- Safe working conditions
- Career structure
- Volunteer coordinators
- Training and development opportunities
- Personal development opportunities
- Motivational management systems
- Appropriate rewards packages
- Appropriate recognition programmes
- Succession policies
- Reference to: **Young People** (One of the key target groups is young people and in particular as part of the Step into Sport programme.)

Many of these are common practice within volunteer plans and particularly those developed by NGBs (see appendix 2). However many volunteer plans have been developed without fully appreciating the opportunities that arise from engaging young people or the broader volunteer sector (see appendix 3). Many clubs and sports organisations seek a traditional route to seek and gain volunteers by using current members or put further burden on current volunteers.

To assist CSPs in planning for young volunteers we have outlined some information that may be of assistance to developing the plan. These are drawn from good practice across the country.

### **The CSP is responsible for:**

- The promotion of the SiS programme within the local community
- Establishing and implementing basic criteria and standards for placements
- Identifying and supporting suitable placement opportunities
- Identifying and supporting an appropriate volunteer coordinator within the placements

- Identifying and supporting a suitable tutor to brief the volunteer coordinators or directly taking on this role
- Working with the PDMs responsible to organise the locally based one day conference for young volunteers

## **Placements for young people**

### **What is a suitable placement?**

Having a suitable community placement that provides a positive and valuable experience is a key factor in supporting the young volunteer and their continued volunteering in the future. If it is enjoyable and fun they are likely to continue! To help identify what a high quality placement constitutes the resource 'high quality volunteer placements' is attached at appendix 4. In addition, there is a check list in the Step into Sport Mentor and Volunteer Coordinator Placement Guide

The placement must:

- Develop the skills and knowledge of the young volunteer
- Build on the interest and skills of the young volunteer
- Be safe, accessible and suit the times when the young volunteer wants to volunteer

### **Possible placements**

- Local newspaper
- GP referral schemes
- Youth Games
- Leisure Centres
- Old Peoples Homes
- Sports Development departments
- NGB's
- Local Authority
- CSP
- After school clubs
- Scouts/ Guides etc.
- Youth clubs
- Higher Education/ Further Education
- Outdoor/ adventure centres
- Charities
- Schools
- Day centres
- Community groups
- Play schemes/ holiday camps
- Events (for example Race for Life/ London Marathon/ Sport Relief)
- Private business (graphic design/ website)

**Barriers to young people and volunteering, and how to overcome those barriers**

Barriers to volunteering	Overcoming the barriers
Attitude of staff to young volunteers	Training & education for staff and current workforce Induction sessions Meet and greet time Promote benefits of young people volunteering
Unwelcoming environment	Meet & greet time Promote benefits of young people volunteering
May be working with a similar age group or their peer group. The volunteer may feel they are part of group rather than leading the group.	Differentiate age groups Education & training
CRB checks	Complete CRB early Provide training whilst waiting for check to come through
Transport	Volunteer coordinator to take responsibility Buddy travel system Free/ discounted transport
Lack of experience	Training
Lack of knowledge/ skills/ qualifications	Education & training
Lack of support & supervision	Communication & consultation with placement prior to young person starting – identifying what is expected of them Define role
Hours of work	Match availability with hours young person has available Define number of hours expected at start of placement
Cost	Free/ discounted transport
Insurance	Ensure young person covered by club/ organisations own insurance (as per their other volunteers), or are covered through the Step into Sport programme.
Lack of clear roles	Role descriptions published and agreed
Lack of clear exit routes	Pathways identified and published
Lack of confidence	Mentoring scheme Named & introduced contact

## **8. Assessing Existing Knowledge and Future Commitment**

### **Where Are We Now?**

- 1 How many volunteers?
- 2 What sort of roles do they carry out?
- 3 Value of volunteers to the sport?
- 4 Current recruitment, retention, recognition and reward systems?
- 5 Hot spots? Where are the critical shortages?
- 6 Attitude to young people as volunteers?
- 7 Provision for recruiting and providing placements for young people as volunteers?
- 8 Training and development programmes – how do they fit around the needs of, and need for, volunteers?
- 9 What would volunteers say about the:
  - CSP
  - Sport in the County
  - Volunteer development needs
- 10 How would the paid staff describe the interface between themselves and the volunteers?
- 11 How would the volunteers describe the working relationship?
- 12 What is the CSP already doing to help the recruitment, retention, recognition and reward of volunteers?
- 13 What are the five most important volunteering issues it would wish to address?
- 14 What resources (human/financial/management time) does it have to commit to putting a Volunteer Support Plan into action?
- 15 To what extent has the CSP consulted on volunteering policies?
- 16 What external volunteering initiatives is the CSP aware of or been involved in?
- 17 Where does volunteering fit within an overall workforce plan?
- 18 Why is the CSP making volunteering a priority now?



Awareness of External Programmes and Potential Partnerships

	<b>Local</b>	<b>Regional</b>	<b>National</b>
Millennium Volunteers			
Duke of Edinburgh Award			
Sport Leader Awards			
NGB's			
Training and Development Programmes - RunningSport			
Sport-specific Young Leader Awards			
Sport Partnerships			
Volunteer Organisations - Volunteer England - local volunteer bureau - Timebank - <a href="http://www.do-it.org.uk">www.do-it.org.uk</a>			
Sports Based Volunteer Awards Programmes			

Non-sport volunteer awards			
Sports Equity Initiatives			
Child Protection Policies			
Health and Safety of Volunteers			
Volunteers and the Law (legal responsibilities)			
Volunteers and Money (When is a volunteer not a volunteer?)			

## 9. Making the Most of the Support Resources Available

Support resources may consist of:

- Your time and expertise
- Sport England national and regional officer's time and expertise
- Written resources (e.g. examples of good practice, signposting to sources of further information)
- Advice from other CSP's
- Advice from NGB's (either informally, or as part of their volunteer plans)
- Financial support, where appropriate, for the implementation of the Volunteer Support Plan (this could include the appointment of a volunteer or overall workforce manager if not already in place to take overall responsibility for the implementation of the Volunteer Support Plan)
- Dedicated Website pages with good practice and templates (role descriptions) links to NGB websites etc
- Information regarding the boarder volunteer sector (see appendix 3)

Each CSP will have different needs depending on:

- Its skills, knowledge and experience
- The time and resources it can devote to the project
- The timescale within which it is working.

The CSP should plan how best to use the support resources available in conjunction with Sport England. Establishing your role and the time available at the outset will help to do this.

## 10. The Planning Process

The planning process aims to answer the following questions:

### ***Where are you now?***

- The information gathering stage
- Internal and external influences impacting upon the Volunteer Support Plan
- Current placement opportunities for young volunteers
- Consultation
- Gap analysis
- Relationship with an overall workforce plan

### ***Where do you want to be?***

- Mission statement
- Vision
- The Goals to achieve the Aim and Mission
- Four year plan – one year action plan

### ***How are you going to get there?***

- Targets

### ***How will we know that we're still on track and when we've arrived?***

- Monitoring and evaluation of the plan

You may find the following checklist useful:

#### **1 Build the project team**

It is likely that team members will not know one another's backgrounds and input. A team-building exercise could help to develop some *team think* and common visions for the future of volunteering within the CSP.

#### **2 Set ground rules**

What is the purpose of the members of the planning team, your support, the scope of the project team, in particular the decision making processes.

#### **3 Devise a project plan**

Outline the project and agree a project work programme by completing the project plan.

#### **4 Explore threats**

Explore threats or external influences that may adversely affect the project.

#### **5 Identify strengths**

Identify strengths on which to build (i.e. other areas of the development plan that lend themselves to the implementation and integration of the Volunteer Support Plan).

#### **6 Establish scope**

Establish the scope of any consultation process to ensure that the project is realistic and relevant to the people it is intended for. Select the most appropriate methods of consultation (e.g. questionnaires, open meetings, research).

The end result of the process will be an agreed Volunteer Support Plan for the CSP that addresses the key areas (*four Rs*) of volunteer management:

- **R**ecruitment
- **R**etention
- **R**ecognition
- **R**eward

See appendix 1 for support template.

## 11. Key Areas of Project Plan

The following table highlights the key headings that could be contained within a volunteer Plan

<b>Volunteer Development plan title</b>	<b>Description</b>	<b>Four year plan</b>	<b>One year plan</b>
<b>Vision</b>	The aim for four years and the underlying principles	Yes	No
<b>Objectives</b>	Specific areas which the CSP wishes to achieve major progress to qualify the goal	Yes	Yes
<b>Targets</b>	Specific statements how the sport will achieve the objectives.	Four year end target	One year target
<b>Milestones</b>	The outcome of a specific period	Yes	No
<b>Actions</b>	Process to achieve the target	No	Yes
<b>Completion date</b>	When will this target be achieved	No	Yes
<b>Responsibility</b>	Who will be responsible for the delivery of the targets.	Yes	Yes
<b>Budget</b>	The cost of this target	No	Yes
<b>KPI</b>	The key performance indicator to demonstrate that the target has been met	No	Yes

Your four year plan may look like the template below:

<b>Four Year plan</b>					
<b>Objective:</b>	<b>April 2007 milestone</b>	<b>April 2008 milestone</b>	<b>April 2009 milestone</b>	<b>What will it look like in April 2010</b>	<b>Measurable Outputs</b>
<b>Target:</b>					
1.1					
1.2					
1.3					

Your One-year action plan may look like the template below:

<b>One year action plan</b>						
<b>Objectives</b>	<b>Year One Target</b>	<b>Action</b>	<b>Completion date</b>	<b>Responsibility</b>	<b>Budget</b>	<b>KPI</b>



### **Example objectives:**

- To increase the number of volunteer coordinators within the CSP
- To integrate Volunteer Centres into existing county systems
- To ensure appropriate training is given to all volunteers
- To ensure all volunteers have quality placements
- To promote the opportunity to volunteer to young people
- To integrate the Youth Opportunities card into the SiS volunteering programme
- Ensure effective communication to young people regarding volunteering within the CSP
- To ensure safe, quality placements are provided to young volunteers
- To create a coordinated recognition & reward package for all CSPs in the region
- To effectively retain volunteers

In addition key areas of the plan may include the following:

### **Volunteering Policy Statements**

- The importance and value of volunteering within the CSP.
- Volunteering as a management issue.
- Policy statements such as equity, good practice, health and safety, terms and conditions.
- Insurance issues, legal responsibilities.

### **Target/Priority Groups**

- Young people
- People from ethnic minority communities
- People with a disability
- Women and girls
- Groups of low socio-economic status

### **Volunteer Recruitment**

- At all levels, from within and outside the sport.
- Role descriptions
- Person specifications
- Induction packs

### **Retaining Volunteers**

- Support.
- Training and development.
- Volunteer managers.
- Volunteer coordinators.
- Education and training
- Mentoring
- Appraisal & support

- Pathways
- Succession planning
- Exit routes
- Placements
- Standards (expected of volunteers/ expected by volunteers)

### Recognising Volunteers

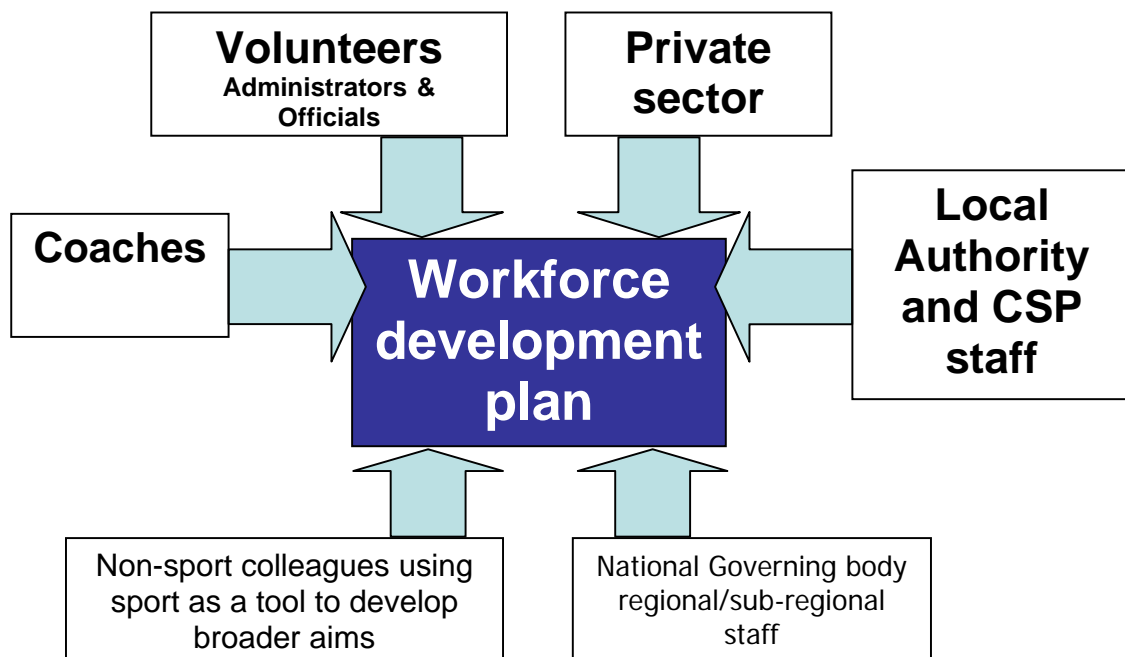
- The profile of volunteering within the sport.

### Rewarding Volunteers

- Continuous good practice and annual award programmes.

### Integration into Other programmes

- Relationship to an overall Workforce strategy



## An example of the role a CSP could play in Workforce development

	Recruit	Retain	Reward	Recognise
Volunteers	✓	✓	✓	✓
Coaches	✓	✓	✓	✓
CSP Staff	✓	✓	✓	✓
Local Authority SD Staff	✓	✓		✓
Private Sector	✓			✓
Regional/County based NGB Staff	✓	✓	✓	✓
Non-sport professionals		✓		✓
Non-sport volunteers		✓		✓

## Sport Volunteering and external partners

<p><b>Sport England</b> 08458 508 508 <a href="http://www.sportengland.org">www.sportengland.org</a> Regional volunteer leads –contact relevant Sport England regional office National policy lead – volunteering <b><i>Step Into Sport</i></b> Development Manager</p>	<p><b>National VE Contact - Sport</b> Laura Ferguson Volunteering England Strategic Development Manager <a href="mailto:laura.ferguson@volunteeringengland.org.uk">laura.ferguson@volunteeringengland.org.uk</a> 020 7520 8935</p>
<p><b>Key VE Contacts:</b> Free Information Line: 0800 028 3304 VE Switchboard: 0845 305 6979 <a href="http://www.volunteering.org.uk">www.volunteering.org.uk</a> IIV - <a href="mailto:iiv@volunteeringengland.org">iiv@volunteeringengland.org</a> IVR - <a href="http://www.ivr.org.uk">www.ivr.org.uk</a> /<a href="mailto:instvolres@aol.com">instvolres@aol.com</a></p>	

## 12. Monitoring and Evaluation Methods

There should be ongoing monitoring and review of the Volunteer Plan once it has been produced, it is vital to:

- Monitor the implementation of the action plan
- Review and evaluate any pilot projects from the action plan
- Learn from successes and things that have not worked quite so well
- Make any amendments that are necessary with the benefit of experience
- Enable the project team to continue the monitoring and evaluation process

The timescale for the first review needs careful consideration. It must happen in time to identify any potential weaknesses in the plan, before they become problems, but not before the CSP has had a chance to put the plan into practice.

A follow-up meeting should involve the project team and any others involved in the practical implementation of the action plan, and it should include:

- Revisiting the action plan
- Receiving a progress report with evidence to support the achievement of targets
- Reviewing and evaluating any pilot projects against set targets
- Celebrating success stories and finding ways to share good practice
- Identifying any apparent weaknesses or unrealistic targets in the plan
- Amending the plan accordingly
- Obtaining commitment from the project team to continue the monitoring and evaluation process.

To ensure that the Volunteer Plan can be measured effectively a number of methods and measurable outputs need to be set to be assessed on a yearly basis. These could be as follows:

### **Outputs**

Various outputs could be set into the Plan:

- Number of young volunteers in position.
- Number of new volunteer outlets
- Number of County volunteer trained co-ordinators
- Number of women and ethnic minority volunteers
- Number of Running Sport Workshops
- Number of Clubs with Club Mark
- Number of volunteers at CSP events

### **Resource materials**

- Reward programme

- Event Volunteer resource pack

### **Yearly audit**

- yearly audits

### **Communication**

- Effective Website
- Volunteer communications

### **Rewards**

- Hierarchy of County Awards
- Number of Nationally recognised volunteers
- Support package for National event volunteers

### **Website**

- Numbers visiting the volunteer section
- Numbers downloading the volunteer resources

### **Reporting**

- Annual reports as part of the strategic plan review

### 13. Bringing the Plan to life

In section 10 we looked at the planning process, however once the Volunteer Support Plan has been agreed by the CSP and key partners, it will need to be translated into an action. This section will consider in more detail the question *How are we going to get there?* At this stage the CSP should begin to look at bringing the Plan to life and start to make it happen. Actions may include:

- A brand name or identity that demonstrates the CSP's investment in volunteers
- High-profile promotion and marketing (e.g. websites, magazine articles)
- Local, county and regional volunteer action plans
- Publications and support resources
- Training and development programmes
- Supporting products
- Recognition and awards programmes
- Links to other national, regional and local programmes and support networks.

More importantly, the Plan will depend on key people, such as:

- Paid sports development and volunteer development managers
- Voluntary posts at sub-regional and local levels

## Appendix 1: Project Planner

<b>Project Outline</b>
<b>Project Sponsor</b>
<b>Project Vision</b>
<b>Project Goals</b>
<b>Measures used to track success</b>





## Appendix 2: Examples of good Practice from Governing Bodies

### Volunteer plans

From the volunteer plans already in place with Governing Bodies some of the good practice includes:

- Volunteer Managers
- Volunteer support resources e.g. volunteer coordinator packs
- Volunteer recognition awards
- Small grant volunteer grant schemes
- Club Volunteer Coordinators
- Volunteer Role descriptions
- Volunteer brand
- Recruitment campaigns
- "Sportsforce day" at a club to carry out a series of minor improvements or prepare for the season
- Tailored Running Sport Workshops
- Volunteer specific leader courses and workshops
- Step into Sport referral systems
- Web-based resources
- Volunteer conferences
- Sport Specific Volunteer training
- Integration with Club Accreditation programmes

<b>NGB</b>	<b>Web Address</b>
<b>England and Wales Cricket Board</b>	<a href="http://www.ecb.co.uk">www.ecb.co.uk</a>
<b>Rugby Football Union</b>	<a href="http://www.rfu.com">www.rfu.com</a>
<b>Rugby Football League</b>	<a href="http://www.rfl.uk.com">www.rfl.uk.com</a>
<b>English Lacrosse Association</b>	<a href="http://www.englishlacrosse.co.uk">www.englishlacrosse.co.uk</a>
<b>Amateur Swimming Association</b>	<a href="http://www.britishswimming.org">www.britishswimming.org</a>
<b>English Table Tennis Association</b>	<a href="http://www.englishltabletennis.org.uk">www.englishltabletennis.org.uk</a>
<b>Amateur Rowing Association</b>	<a href="http://www.ara-rowing.org">www.ara-rowing.org</a>
<b>Badminton England</b>	<a href="http://www.badmintonengland.co.uk">www.badmintonengland.co.uk</a>
<b>The Football Association</b>	<a href="http://www.thefa.com">www.thefa.com</a>
<b>National Association of Clubs For Young People</b>	<a href="http://www.clubsforyoungpeople.org.uk">www.clubsforyoungpeople.org.uk</a>
<b>Royal Yachting Association</b>	<a href="http://www.rya.org.uk">www.rya.org.uk</a>
<b>English Volleyball Association</b>	<a href="http://www.volleyballengland.org">www.volleyballengland.org</a>
<b>British Gymnastics</b>	<a href="http://www.british-gymnastics.org">www.british-gymnastics.org</a>
<b>British Cycling Federation</b>	<a href="http://www.bcf.uk.com">www.bcf.uk.com</a>
<b>British Equestrian Federation</b>	<a href="http://www.bef.co.uk">www.bef.co.uk</a>
<b>British Judo Association</b>	<a href="http://www.britishjudo.org.uk">www.britishjudo.org.uk</a>
<b>England Squash</b>	<a href="http://www.englandsquash.com">www.englandsquash.com</a>
<b>England Netball</b>	<a href="http://www.england-netball.co.uk">www.england-netball.co.uk</a>
<b>UK Athletics</b>	<a href="http://www.ukathletics.net">www.ukathletics.net</a>
<b>England Hockey</b>	<a href="http://www.englandhockey.co.uk">www.englandhockey.co.uk</a>
<b>British Triathlon</b>	<a href="http://www.britishtriathlon.org">www.britishtriathlon.org</a>

## **Appendix 3: Making connections**

By the end of this section, you should be able to source further information, advice and support on matters relating to volunteering and volunteer management and, in particular, advice on child protection policies and guidelines.

### **Voluntary and Community Sector Agencies**

#### **Volunteering England**

Volunteering England is the national volunteer development organisation for England. It works strategically across the voluntary, public and private sectors to raise the profile of volunteering as a powerful force for change, and it provides support systems to assist anyone involved with volunteers.

#### **Volunteering England**

Tel: 0845 305 6979

Email: [information@volunteeringengland.org](mailto:information@volunteeringengland.org) (Freephone: Information Line 0800 0283304 9.30-5.30 Mon-Fri)

#### London Office:

Regent's Wharf  
8 All Saints Street  
LONDON N1 9RL

#### Birmingham Office:

New Oxford House  
16 Waterloo Street  
BIRMINGHAM B2 5UG

Volunteering England also offers policy documents, details of courses and publications on its website at: [www.volunteering.org.uk](http://www.volunteering.org.uk)

#### **Council for Voluntary Service**

A Council for Voluntary Service (CVS) is a voluntary organisation which is set up, owned and run by local groups to support, promote and develop local voluntary and community action. CVS support their members by providing them with a range of services and by acting as a voice for the local voluntary and community sector. The CVS function is supported nationally by the National Association of Councils for Voluntary Service - NACVS.

CVS cover 5 main areas – the first of which is the main difference in function from Volunteer Centres\*:

1. Services and support. This may include access to basic facilities, such as meeting rooms, photocopiers and IT equipment (e.g. computers, printers etc.) or more involved services such as community accountancy and employment advice. CVS also support local groups through regular newsletters, training, funding advice and specialist services.
2. Liaison
3. Representation

4. Development work
5. Strategic partnerships

### **Volunteer Development Agencies (\*Volunteer Centre or Volunteer Bureaux)**

Volunteer Development Agencies (often known as volunteer centres or volunteer bureaux) provide support at a local level for individual volunteers and volunteer involving organisations. They have six core functions:

1. Brokerage (via the [www.Do-It.org.uk](http://www.Do-It.org.uk) website);
2. Marketing of volunteering;
3. Good practice development;
4. Developing volunteering opportunities;
5. Policy response and campaigning
6. The strategic development of volunteering.

The Volunteer Centre function is supported nationally by Volunteering England and regionally by the Regional Volunteering Development Officers.

### So what are the functional similarities between a Council for Voluntary Service (CVS) and a Volunteer Centre?

Both are usually funded by the local authority and other local statutory agencies. There is a CVS and/or Volunteer Centre working in almost every district and city in England. Individual CVS and Volunteer Centres differ in character and size, although they usually work to the same geographical boundaries as the local authority.

Council for Voluntary Service and Volunteer Centres often differ in name from area to area: Many CVS also might be called Voluntary Action or Voluntary Sector Council. Volunteer Centres are also called Volunteer Development Agencies, or Volunteer Bureaux, or if they are geographically/ legally incorporated into a CVS, can be called CVS and Volunteer Centre, or just CVS!

Both CVS and Volunteer Centres aim to work with the Voluntary and Community Sector groups. Volunteer Centres also work with businesses in the area in the form of Employer Supported Volunteering.

### **Jobs Online<sup>1</sup>**

Volunteering England will soon be launching a new online job advertising service. The service will be aimed at organisations wishing to advertise paid jobs with a volunteering focus. Such posts could include voluntary service managers, volunteer centre staff or jobs which involve running an employee volunteering scheme within a company. Organisations will be able to post brief details of any vacancy online with contact details or a link to their web site for further information.

Further information on this new service will be available soon.

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<sup>1</sup> A small fee will be charged for the service with discounts available to Volunteering England members

## Running Sport

### Running Sport is Sport England's education & training programme for volunteers

The aim is to help sports volunteers develop and run their clubs and organisations as effectively as possible. The information & learning resources are designed to help sports clubs and sports volunteers run their clubs as effectively as possible by addressing key issues such as volunteer management & recognition, club finances and development planning.

### The Running Sport programme

Running Sport provides information support, interactive training workshops and learning resources.

#### Workshops and home study packs:


- [Volunteer Management](#)  
Making the most of your volunteer workforce
- [Funding & Promoting Your Club](#)  
Find out how to raise the funds your club needs, and how to promote your club effectively
- [A Club For All](#)  
Find out how your club can benefit from welcoming all members of the community
- [Sports Development Planning](#)  
All you need to know to produce an effective development plan for your club
- [Developing Sporting Partnerships & Junior Clubs](#)  
Helping schools and sports organisations to provide quality opportunities for young people to progress in sport

#### Good practice, recognition and reward resources

- Good Practice case studies  
Young volunteers: Making a difference to sport in England  
Contact the Running Sport Support team for a free hard copy (while stocks last).
- [Information toolkit](#)  
"Recognising and rewarding sports unsung heroes and heroines – the volunteers"
- [Calendar of awards](#)  
"Volunteer recognition awards at a glance"

#### Free downloadable resources for volunteers

To download the resources, please click on the links below. In order to ensure the resources are targeted at the correct audience, you will be asked to complete a few questions.

-  [Role Of The Treasurer](#) (371 Kb)  
What would I need to know to become a treasurer?

-  [Role of the Secretary](#) (557 Kb)  
What would I need to know to become a secretary?
-  [Role Of The Chair](#) (942 Kb)  
What would I need to know to become a chair?
-  [Volunteers](#) (217 Kb)  
How can I recruit, retain & reward volunteers?
-  [Developing Your Sports Action Plan](#) (182 Kb)  
What is development & why should I plan?
-  [How to Communicate Effectively](#) (502 Kb)  
How can I present my views, effectively, to my organisation
-  [Organising Fixtures & Competitions](#) (354 Kb)  
What information do I need to know?
-  [Managing Events](#) (475 Kb)  
What do I need to know about organising an event?
-  [Fundraising, Grants & Sponsorship](#) (453 Kb)  
What financial information do I need to know?
-  [Taxation & Sport](#) (251 Kb)  
What tax information do I need to know?

### **Running Sport Support team contact details:**

Running Sport Support Team  
3rd Floor, Victoria House  
Bloomsbury Square, London  
WC1B 4SE  
Tel: 0207 404 2224  
Fax: 0207 383 5740  
Email: [runningsport@coachwise.ltd.uk](mailto:runningsport@coachwise.ltd.uk)

### **National sports leadership and volunteering programmes for young people**

Sports Leaders UK coordinates sports leadership training programmes, including:

Sports Leaders UK Level 1 Award in Sports Leadership

Sports Leaders UK Level 1 Award in Community Sports Leadership

Sports Leaders UK Level 2 Award in Basic Expedition Leadership

Sports Leaders UK Level 3 Award in Higher Sports Leadership

The above are usually offered by schools, colleges and local authority sports development units. Leaders are required to complete community-based voluntary work as part of their award. For details of course providers in your area, contact:

Enquiries

#### **Sports Leaders UK**

Clyde House  
10 Milburn Avenue  
Oldbrook  
Milton Keynes MK6 2WA

Tel: 01908 689180  
Fax: 01908 393744  
Email: [info@sportsleaders.org](mailto:info@sportsleaders.org)  
Website: [www.bst.org.uk](http://www.bst.org.uk)

Many of the NGBs also offer sport specific leader, helper and officiating awards for young people. For further information on these awards please see the SIS resource at [www.sportengland.org/stepintosport](http://www.sportengland.org/stepintosport)

**Additional Volunteering Websites:**

- Timebank is the website to register your interest as a volunteer for the Olympics in 2012. As well as a link to the do-it database, the site has guidance and real life stories for those thinking about volunteering: [www.timebank.org.uk](http://www.timebank.org.uk)
- The National Council for Voluntary Organisations provides management advice and information for the voluntary sector at: [www.ncvo-vol.org.uk](http://www.ncvo-vol.org.uk)

## Appendix 4: High Quality Placements



### Step into Sport

#### High Quality Placements – Guidance

##### What is a high quality placement?

A high quality placement should ensure that the young volunteers, whatever their circumstances or ability, are able to take part in and enjoy their volunteering.

A high quality placement should enable the young volunteers to improve and develop their leadership and personal skills.

A high quality placement should be one that inspires young volunteers to learn and achieve and helps them to do so.

The quality of the experience a young volunteer will have in a placement is dependent on;

- ◆ How well the placement provider is creating a vision for volunteers and making it a reality.
- ◆ How well the staff and volunteer coordinators are inspiring, supporting and assisting young volunteers to learn and develop.

When placement providers are providing high quality placements they will see young people who;

1. are ***committed*** to leadership and volunteering.
2. know and ***understand*** what they are trying to achieve through volunteering and how to go about doing it.
3. understand that leadership and volunteering experiences contribute to their overall ***personal development***.
4. have ***confidence*** to get involved with volunteering.
5. have the ***skills and techniques*** needed to undertake a volunteer placement.
6. ***willingly*** take part in a range of activities which challenge their creativity.

7. **think** about what they are doing and make appropriate **decisions** for themselves.
8. show a desire to **improve and develop** in relation to their own abilities.
9. have the **courage and commitment** to keep going
10. **arrive on time** when they are expected to be volunteering
11. **enjoy** giving their time to help others

In creating the vision, placement providers should;

- ◆ Recognise what a placement in their organisation can achieve for each young volunteer and the organisation as a whole.
- ◆ Set high expectations of what each young volunteer can achieve in and through their placement.

In making the vision a reality, placement providers should;

- ◆ put in place a clear structure and support mechanisms to ensure the long term sustainability of volunteer involvement and placements.
- ◆ create an environment that is safe and welcoming for all
- ◆ be creative and strategic in providing enough time and support to young volunteers to enable them to achieve.
- ◆ Improve their knowledge of how to work with young volunteers.

### **How do we achieve a high quality placement ?**

In inspiring and helping young volunteers to learn and develop, placement providers should;

- ◆ Show commitment and enthusiasm to hosting the young volunteers.
- ◆ Provide positive role models to support them.
- ◆ Identify a Volunteer Coordinator to support the volunteers throughout their experience
- ◆ Work with and support the young person in creating a planned programme of volunteering which is agreed by both parties.
- ◆ Share with the young volunteers what they expect of them in a way they understand.
- ◆ Show confidence in their young volunteers ability to make progress and achieve
- ◆ Identify the next steps in progression and communicate them to the young volunteers
- ◆ Give the young volunteers time to think, reflect and make decisions for themselves.



- ◆ Ensure that the skills and interests of the volunteers are matched with the roles that they are asked to undertake.
- ◆ listen to their young volunteers and value what they say
- ◆ Raise the aspirations of their young volunteers and increase their determination to make progress and succeed.
- ◆ Have pride in and celebrate the involvement of the young volunteers so that they feel valued.

### **Who can help ?**

A provider of a high quality-volunteering placement can expect support from their CSP and / or NGB to help ensure that placement provider's personnel have the training, knowledge, capacity and resources to;

- Create a vision for volunteers and make it a reality
- Enable staff and volunteer coordinators to inspire, support and assist young volunteers to learn and develop

The support a CSP and / or NGB can give to a placement provider will include:

- Appropriate training for a named volunteer coordinator
- Training to create and develop a volunteer support plan
- Ensuring that the Club's child protection measures are satisfactory
- Working with the School Sport Partnership to provide a motivated young person to volunteer at the club / organisation
- Providing a named person within the CSP and / or NGB who will be available for ongoing advice and support
- Details of their wider strategic volunteer development activities.