

ACTION PLAN

VOLUNTEERING STRATEGY 2015-2018

This strategy recommends actions based on the work of the Volunteering Strategy Project Board, Team and wider consultation with other staff and volunteer stakeholders. Progress against these activities will be monitored by that Board who will review it quarterly during the first year and thereafter bi-annually.



OBJECTIVE #1:

To ensure a common, inspiring definition and vision for volunteering across the group

Outcomes	Activity	Timescale	Outputs/KPI
Volunteers are engaged with the charity and have an informed voice on organisational issues	Volunteering Strategy and Action Plan produced	October 2015	Strategy finalised and approved by Turn2us Board within 3 months of production
	Volunteering Strategy communicated across organisation	October 2015 – December 2015	Strategy disseminated
	Review of current provision to ensure that it is in line with current good practice	June – August 2015	Volunteer Policy refreshed Existing Visitor Role updated

OBJECTIVE #2:

To improve the structure of our volunteering programme through the delivery of a “joined up” national approach across the group, ensuring that the aspirations, passions and talents of the volunteers at the heart of our approach, enabling them to add value across the group irrespective of our internal structure.

Outcomes	Activity	Timescale	Outputs/KPI
Potential volunteers are provided with clear information about volunteering opportunities, the recruitment and selection procedure, what volunteers can expect from the organisation and what the organisation’s expectations are.	Volunteer Strategy	October 2015	Strategy finalised
	Strategy Action Plan	October 2015	Strategy disseminated
	Volunteer Policy and all associated processes and procedures are reviewed and updated in line with current good practice.	June – August 2015	Volunteer Policy refreshed Existing Visitor Role updated Annual good practice review thereafter
	Volunteers Expectation Charter	As above	Document created Included in annual good practice review thereafter
	Elizabeth Finn Homes can access support and advice from VSM to review their current policies etc and develop new roles to support their residents and staff.	January – June 2016	Updated resources produced

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OBJECTIVE #2:

(Continued)

Outcomes	Activity	Timescale	Outputs/KPI
Potential volunteers are provided with clear information about volunteering opportunities, the recruitment and selection procedure, what volunteers can expect from the organisation and what the organisation's expectations are.	Improved quality in volunteer management of programme – evidenced through re-accreditation under liV.	October 2015 – June 2016	liV Re-accreditation secured (timing allows for standardisation panel element of process).
	Improved monitoring and performance management of volunteering activity.	July 2015 – December 2015 then ongoing	Visitor Role description revised to incorporate boundaries. Refresh of volunteer “Raising a Concern” procedure and dissemination across organisation. Ongoing monitoring and review of operational management practices as required.
Efficiency and budgetary savings are achieved through greater use of electronic communications and streamlined processes.	Monitoring processes established with respect to volunteers' expenses and visit activity levels.	April 2015 – June 2015 then ongoing	Volunteering Budget departmental Excel spreadsheet created to ensure data captured pending CRM review. Volunteer Visitors Visit Activity Excel spreadsheet created – number of visits and Visitors undertaking to ensure data captured pending CRM review.
	Audit of existing volunteers communication preferences.	May 2015 – October 2015	Data Audit of existing volunteers undertaken with at target of at least 75% of volunteers opting for email contact.
	Application Form to be amended to reflect email is the default method of communication for new volunteers unless request postal contact.	April 2015 – June 2015	Amendment made
	Review of postal mail-outs and move to email model for Visitor Annual Review forms.	October 2015 – March 2016	75% of Review Forms sent out and returned via email
A clear volunteering plan which sets out priority areas for development, reinforcement and – where necessary – cessation over the next three years.	Establish a group framework relating to Employer Supported Volunteering (ESV) support and “Skills Bank” model for new and existing individual volunteers to share their skills and expertise.	December 2015 – March 2016 then ongoing	Brokerage model and processes resource created by March 2016
	Development of ESV specific case studies.	April 2016 – March 2017	4 – 6 case studies produced

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OBJECTIVE #2:

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Outcomes	Activity	Timescale	Outputs/KPI
Volunteers will be enabled to effectively match their talents to a bespoke volunteering opportunity through the creation of a “Skills Bank” brokerage model.	Development of Skills Bank brokerage processes and procedures to ensure effective matching ensuring continual reference to the skills gap analysis to inform process	January 2016 – March 2016	Resources produced to support operation of Skills Banks. Brokerage process and procedures to include Skills Bank Offer Forms for potential volunteers and Skills Bank Request Forms for staff.
	Skills Bank Pilot & Review. Research, document and communicate the activities where we want volunteers to help us and the skills required to deliver them.	April 2016 – Sept 2016	Skills Bank operation piloted, evaluated and reviewed by Sept 2016. Adjustments made if necessary Skills Bank Opportunities created and publicised. .Evaluation mechanism implemented to ensure learning informs development of pilot.
	Full Skills Bank model goes “Live”	Sept 2016 – March 2017 then ongoing	4 – 8 instances of Skills Bank volunteering take place and are evaluated to inform further developments.

OBJECTIVE #3:

To improve communication with, and support for, our volunteers.

Outcomes	Activity	Timescale	Outputs/KPI
Volunteers are engaged with the charity and have an informed voice on organisational issues.	Updated database of current volunteers.	July – February 2016	Personal data and contact preferences refreshed.
	Identify CRM Information and systems requirements to ensure suitable for current volunteer programme and also for any new strands of volunteering activity.	January – April 2016	Review of current data fields in existing software in line with identified MI reporting requirements.
	Volunteers current training workshops refreshed and updated to reflect a new wider volunteering programme.	August – October 2015 then ongoing as required	Content of current training provision and resources updated in line with current good practice, revised as required to meet operational needs and good practice updates.
	Improving communications with volunteers through a range of mediums and formats, tailored to their specified preferences, including provision of a regular newsletter/ updates.	October 2015 – March 2016	Volunteers Communications Plan to be created (aligned to organisational Communication Plan) as part of the overarching Volunteering Development Plan. Subsequent reviews in line with timescales for organisational Communication Plan.

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OBJECTIVE #3:

(Continued)

Outcomes	Activity	Timescale	Outputs/KPI
Volunteers are engaged with the charity and have an informed voice on organisational issues.	Development of social media tools to engage and inform existing volunteers and to promote volunteering opportunities to new volunteers.	March – June 2016 then ongoing	This activity has been included in the Volunteering Development Plan as part of promotional activities for new volunteers. It also features in the Communications Plan referred to above.
	Development of an area on the website which volunteers can access for resources and information/updates to support their volunteering.	April 2016 – September 2016	Feasibility of creating Volunteers' section of the website scoped; information collated from volunteers and staff as to useful content; area created and accessed; evaluated after initial 3 months of use and revisions made if required. Ongoing reviews of content thereafter as required.
Volunteers levels of satisfaction with the organisation and their volunteering experience are captured to inform reviews of processes and procedures, ensuring quality is maintained in our approach to volunteer management.	Volunteer annual survey	August – October 2015 then annually thereafter	Year 1 – 30% of Visitors completing survey Year 2 – 35% completing survey Year 3 – 40% completing survey
	Annual audit of processes, policies and procedures	October – December 2015 then annually thereafter	Processes, policies and procedures reviewed and updated if required. Training resources amended if required.
Staff supervising volunteers are supported and trained to effectively manage volunteers through the introduction of a training programme.	Staff Volunteer Management suite of training workshops developed to cover core good practice in volunteering programmes and a range of bespoke elements pertaining to specific roles eg befriending project.	January – June 2016 then ongoing delivery as required	Minimum of two "Key Elements in Volunteer Management" staff training workshop and resources delivered for HQ Staff (this training will also be made available to the EFC Homes staff on request). Evaluation of training to inform future developments. Ongoing programme of training available on an "ad hoc" basis – delivered in line with operational requirements rather than scheduled.

OBJECTIVE #4:

To grow volunteering through diversification of opportunities across activities and time commitments to appeal to a wider audience.

Outcomes	Activity	Timescale	Outputs/KPI
A clear volunteering plan which sets out priority areas for development, reinforcement and – where necessary – cessation over the next three years.	Increased number of volunteering opportunities	October 2015 – March 2016 then annually reviewed thereafter	Volunteering Development Plan produced detailing phased “roll-out” of new opportunities and associated marketing and promotional activities (KPI targets will be reflected in this document).
	Increased diversity in demographic of volunteers	January – June 2016 and then ongoing	Volunteering Development Plan will inform analysis of recruitment of new volunteers against existing pool to inform targeted marketing. (Due to current demographic profile of volunteers annual KPI targets will be reflected in that document).
Increased numbers of volunteers are involved in the delivery of our services, fundraising and grant-making activities which enhances our ability to reach more people affected by poverty.	Evaluation of conversion rates from new online enquiry form created in the volunteering section of our website	August – October 2015 then annually thereafter	Year 1 – 30% of visitors completing survey Year 2 – 35% completing survey Year 3 – 40% completing survey
	Registration on www.do-it.org.uk and uploading of new opportunities	December 2015 – March 2016 then ongoing	Baseline data to be collated during Year 1 to inform setting of KPIs for Yrs 2 & 3 at end of current reporting year (2015-2016).
	Registration with Volunteer Centres in targeted recruitment areas	December 2015 – March 2016 then ongoing	Volunteering Development Plan outlines marketing activities and targets in specific geographical locations.

OBJECTIVE #5:

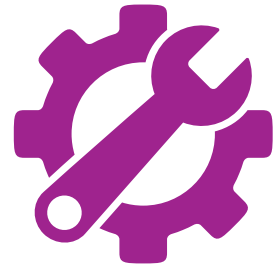
To introduce evaluation and impact measurements to identify areas for improvement and opportunities to grow our programme.

Outcomes	Activity	Timescale	Outputs/KPI
A suitable impact measurement toolkit is identified to ensure that evidence of the impact of the volunteering programme in delivery of the organisational aims and objectives is captured.	Impact measurement requirements identified to inform selection process	January – March 2016	Impact measurement toolkit identified and adopted for implementation from April 2016. Ongoing monitoring and analysis thereafter.
Those we help are supported in meaningful ways by our volunteers and given opportunities to demonstrate the impact of our support and intervention.	Feedback mechanisms reviewed e.g. questionnaires to ensure they capture impact of support and interventions.	January – March 2016	Baseline data to be collated during Year 1 to inform setting of KPIs for Years 2 & 3 at end of current reporting year (2015-2016) to ensure ongoing monitoring.

WORKSHOP EXERCISE:

“Identifying ideas, options and opportunities”

This exercise with both stakeholder groups of staff and volunteers produced information about potential future potential demands on services together with some excellent ideas for new volunteering opportunities.



CONDENSED SUMMARY OF VOLUNTEER VISITORS’ FEEDBACK

<p>How could the existing Visitor role be developed?</p>	<ul style="list-style-type: none"> ▶ Befriending visits in addition to Annual Visit ▶ Use existing volunteers to help promote Turn2us ▶ Add an Ambassadorial element to the role ▶ Signpost individuals to other local charities e.g. social activities, lunch clubs, befriending etc ▶ Help to fill in finance forms if appropriate ▶ Telephone befriending service ▶ Advocacy role when problems are identified i.e. contacting another charity/service on someone’s behalf ▶ “Buddy” role for experienced volunteers to support new ones
<p>What ideas do you have for developing volunteering?</p>	<ul style="list-style-type: none"> ▶ Promotional role for recruitment in local area ie drawing on own personal experiences, attend local recruitment events ▶ Students being targeted to help at Events ▶ Micro volunteering activities to support fundraising activities or events ▶ Helping individuals access a computer to undertake searches for general information ▶ Befriending role – by establishing closer links to local charities/churches volunteers could become aware of other support services to act as signposters ▶ Support Elizabeth Finn Homes with activities

CONDENSED SUMMARY OF STAFF FEEDBACK

<p>What are the likely key expectations and demands on your service area over the next 3 years?</p>	<ul style="list-style-type: none"> ▶ Managing grants for specific needs as opposed to regular allowances ▶ Reaching more people with less resources ▶ Delivering more training on using Benefits Calculator and Grants tools ▶ New fundraising initiatives requiring new volunteers e.g. corporates, event supports, individual challenge events ▶ Increasing locally based fundraising activities ▶ User testing for website development ▶ Raising awareness of the charity with the general public ▶ Increased number of campaigns and campaigning activity ▶ Supporting people across the charity
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CONDENSED SUMMARY OF STAFF FEEDBACK (Continued)

<p>What are the main trends and developments over the next 3 years?</p>	<ul style="list-style-type: none"> ▶ Online opportunities to fundraise/campaign/recruit volunteers ▶ Mobile platform service delivery ▶ Increased communications activity – more campaigns ▶ Need for reviewing web and resources content copy ▶ User groups to comment on services ▶ County Committees – there is a need to provide support to the active ones and review succession planning to help those whose members wish to step down ▶ Need to ensure that Turn2us is better placed to make a case for supporting our work ▶ Developing Intermediary Workshop Programme ▶ Explore engaging corporate suppliers of essential services to provide financial support to enable delivery of digital services
<p>What ideas do you have for developing new volunteering opportunities?</p>	<ul style="list-style-type: none"> ▶ Create digital micro volunteering opportunities ▶ Volunteers developers for website based short bursts of activity or specific projects ▶ General micro volunteering activities – varying time commitments ▶ Help individuals to complete forms – take on advocacy role and/or help them access other services ▶ Creative designer role ▶ Social media – e.g. e-campaigner ▶ Student event volunteers; more challenge events ▶ Develop more ways for people to advocate for Turn2us and what it stands for ▶ Local “Ambassador” role – fundraising and promotional activities ▶ Media champions to tweet/blog/share information about our services ▶ Local groups of volunteers doing specific events or campaigns either regularly or annually ▶ Admin support ▶ Befriending ▶ Intermediary Workshop Programme support ▶ New Face to face support services delivered by volunteers

SCHEDULE OF POTENTIAL NEW OPPORTUNITIES IDENTIFIED BY VOLUNTEERS AND STAFF

<p>e-campaigner</p> <p>e-fundraiser</p> <p>Befriender – in person</p> <p>Befriender – telephone</p> <p>Intermediary Training Support</p> <p>Signposting Visitor (to other support services)</p>	<p>Turn2us Digital Visitor (supporting people to use Turn2us digital services)</p> <p>Social Media Champions</p> <p>Visitor Buddy</p> <p>Skills Bank Opportunities</p> <p>Face-to-Face Services</p> <p>Poverty Awareness</p>	<p>Student Ambassadors</p> <p>Events Supporters</p> <p>Turn2us Ambassador (general promotional; recruitment)</p> <p>Turn2us Website Support (website projects; user journeys etc)</p>	<p>HQ Admin (e.g. new database of commercial email contacts)</p> <p>Proof Reader</p> <p>Micro opportunities (digital – website; fundraising; campaigns)</p> <p>Young People/Student Volunteering Role</p>
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As part of the Action Plan activities, a Volunteering Development Plan will be produced setting out our priorities for new volunteering roles and our approach to their marketing and promotion together with new role description templates. The Plan will also address internal operational procedures for all departments to request creation of new volunteering roles and recruitment to those roles to support their work.