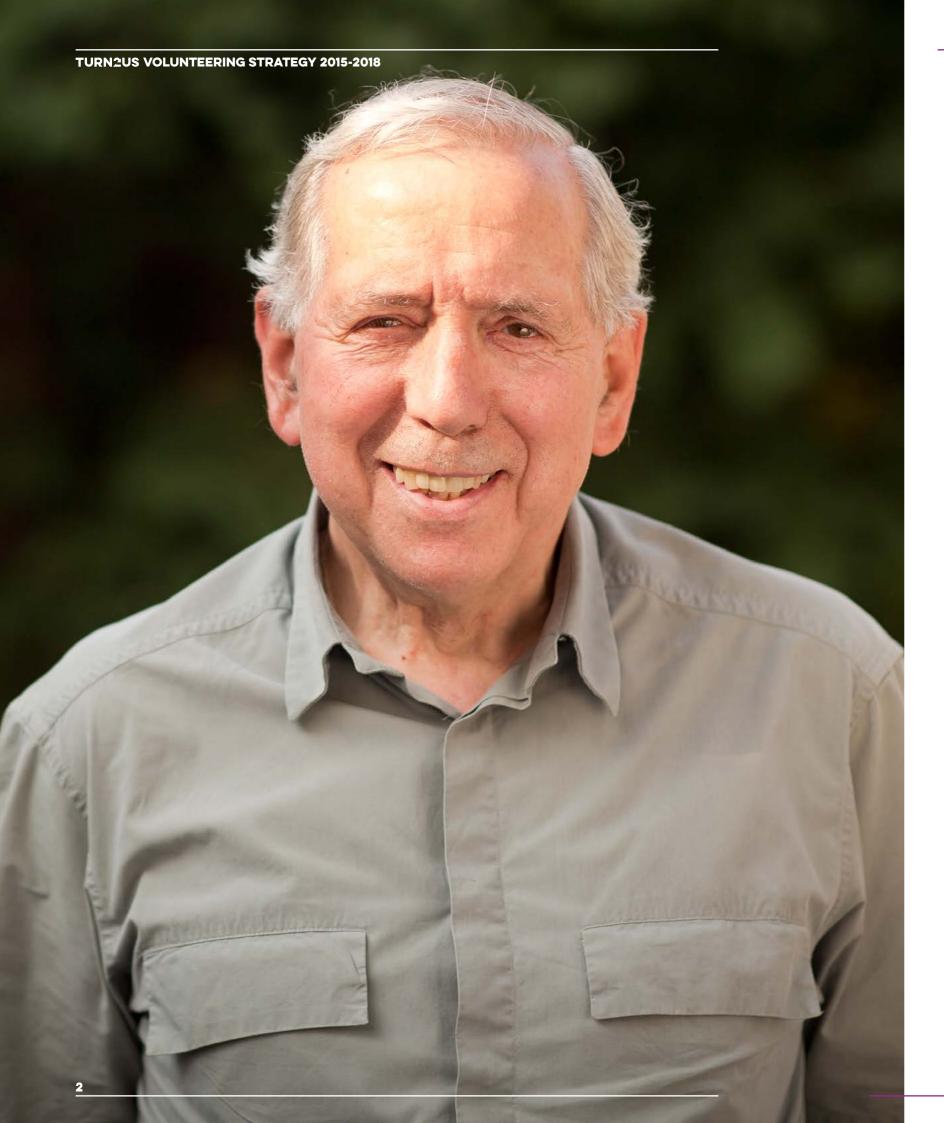


TURN2US
FIGHTING UK POVERTY



FOREWORD

I want volunteers to be the backbone of this organisation, like for so many charities. For many years our volunteer visitors have represented the human face of our work.

We deal with vulnerable people for whom times are genuinely tough and volunteers are so often the main face to face contact for those we help. At the core of our values is **compassion**; volunteers are the flesh and blood embodiment of that value.

Volunteering isn't just about scheduling grant visits. As a former charity volunteer myself, I know that volunteers don't want to be pigeonholed and "attached" to one bit of the charity. They want – and deserve – a relationship with the charity as a whole. This means that we have to involve them properly, utilise their skills and passion for our cause and make volunteering for

Turn2us a rewarding and life-enhancing experience for both volunteer and beneficiary. This means we have to get both the logistics and human feelings right.

As a paid member of staff I am inspired and humbled in equal measure by our volunteers. That is a precious asset and one we need to make central to the way we work. The volunteering strategy is therefore a timely and necessary cornerstone of our new direction as a charity.

Simon Hopkins
Chief Executive

We want every volunteer – whoever they are, wherever they are based, whatever their role – to have a consistently great experience, now and in the future, from the moment they choose us to offer their time and talents to until they step down from their role, recognising and celebrating their achievements and the impact they have on the individuals who ask us for help



INTRODUCTION

As part of the wider transformation plan for the charity, the need for a fresh and coordinated volunteer strategy has been recognised. At the heart of this is the need to work with volunteers through adopting an approach and ethos that puts them and those we help at the centre of our thinking.

To achieve our ambitious vision that no one in the UK should live in poverty we need to grow our current volunteering programme. That does not just mean recruiting more volunteers, it also means involving volunteers more effectively in our work, ensuring that volunteering is integral to our organisational strategy and by offering new ways for them to get involved we can achieve more in the future.

This strategy sets out our approach to volunteering and how we plan to develop volunteering opportunities and look after our volunteers for the next three years. These principles apply across the whole of the organisation and all of our volunteering strands, providing a framework for how staff and volunteers will work together to deliver our organisational mission and strategic objectives and also for those staff who manage volunteers. This is the first step in a long-term effort to improve the way we support all aspects of our volunteering programme. It sets out the principles we'll apply in the future stages of this work which will include our plans to improve

particular aspects of our volunteering programme alongside how we measure the impact of our volunteering.

At the heart of this strategy are the talents, passion and commitment of our volunteers, many of whom have been volunteering with us for a substantial number of years. They support our work in many different ways from taking a governance role as a Trustee, fundraising in their local communities, visiting individuals who are receiving support from our grant-making programme through to enhancing the quality of life for residents in the Flizabeth Finn Homes.

We want to have clear mechanisms in place for us to listen and respond to our volunteers, tailoring our channels of communications with them in-line with how they want to be communicated with so that they feel engaged and appreciated. We will strive to encourage a culture of open, effective and honest dialogue – not only among staff and volunteers but also between volunteers themselves – to inform the continual evolution, quality and growth of our programme.

OUR VISION FOR VOLUNTEERING

INSPIRING PEOPLE
TO WORK
TOGETHER IN OUR
FIGHT AGAINST
UK POVERTY

OUR VISION AND SUMMARY OF VOLUNTEERING STRATEGIC OBJECTIVES

We want volunteers and staff to be inspired to work together more closely to develop new ways to deliver better outcomes for individuals using our services, placing their talents, skills and passions at the heart of our fight against UK poverty through delivery of the following objectives:



OBJECTIVE #1

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



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 our volunteers are at the heart of our approach, enabling them to add value across the group irrespective of our internal structure



OBJECTIVE #3

To improve communication with, and support for, our volunteers



OBJECTIVE #4

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



OBJECTIVE #5

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

WHAT IS VOLUNTEERING?

In the context of this strategy, we have adopted the NCVO nationally accepted definition of volunteering:

'Any activity that involves spending time, unpaid, doing something that aims to benefit the environment or someone (individuals or groups) other than, or in addition to, close relatives, central to this definition is the fact that volunteering must be a choice freely made by each individual.'

This definition includes formal volunteering which takes place in organisations ranging from small community groups to major national charities and informal volunteering which refers to a wide range of different kinds of mutual help and co-operation between individuals and communities including checking on a neighbour and involvement in faith groups.

The national volunteering landscape has changed hugely over recent years. Leading increasingly complex lives, people are frequently pulled in a multitude of directions; their volunteering varies depending on life circumstances. Episodic volunteering has evolved to meet the changing motivations and needs of potential volunteers. Increasing numbers of web based platforms for niche types of volunteering has impacted on the traditional routes into volunteering by providing more options for specific activities/target groups.

The increased reliance on technology to conduct all aspects of our lives continues to rapidly increase – 35% of the population use their smartphone to daily access the internet, forecast to rise to 69% by 2020 – requires charities to ensure that they have an attractive presence and strong brand positioning on the internet and social media platforms.

As an innovative charity, we are aware that our volunteering programme needs to reflect the spread of the consumer model and service culture across broader areas of life by creating an "offer" that best aligns to what volunteers themselves need and want from their volunteering experience, not just what our charity needs. We understand that if we want individuals to give up their valuable free time to volunteer for us, whilst altruism remains a strong motivational factor, it now competes with a need for activities that fit individuals' lifestyles, skills and interests. They have higher expectations about the quality of their experience and expect much more from charities in respect of using their time in meaningful ways and we will strive to ensure that our refreshed volunteering programme can meet that challenge.

The way in which people undertake their volunteering can be broken down into the following categories:



Regular -

volunteering at least once a month during the year



Episodic/ad-hoc – dip in and out to meet lifestyle constraints, volunteering usually occurs at events, festivals, conservation projects, etc



Micro – bite-sized chunks of time, activities completed from home or work on demand under your own terms either in response to smartphone apps such as Orange "Do Some Good" or against a micro-role devised by a charity to deliver a short intervention



Internships – used to describe an opportunity supporting a particular piece of work or project with a clear start and finish date i.e. campaign/fundraising activities

Whenever and however frequently volunteering happens, it is universally accepted that there are four fundamental principles to this activity, namely:



Choice – volunteering must be a choice freely made by each individual.



Diversity – volunteering should be open to all, no matter what a person's background, age, race, disability, caring responsibilities, faith, sexual orientation, etc



Reciprocity – it is important that volunteers as well as the volunteer involving organisation benefits from the whole experience



Recognition – it is important that volunteers receive recognition whether privately or publically

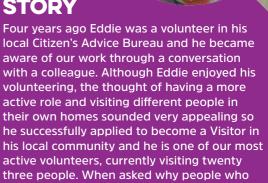
WHY DO PEOPLE VOLUNTEER?

Volunteering is many things to many people, why someone volunteers differs greatly from one person to the next but it is important to understand the motivations behind individuals coming forward as volunteers for the organisation because it will inform not only our marketing approach for recruitment but also how we recognise and reward the endeavours of our volunteers.

Reasons can include to:

- develop new friendships and social networks
- practice existing skills or develop new ones
- "give something back"
- gain practical experience and a reference to increase employability prospects
- add another dimension to a university application form
- try something different either as a potential career option or career change
- ▶ fundraise for a charity close to their heart
- campaign about a cause they are passionate about
- effect change in their neighbourhood or local community – responding to a need that has been identified by residents
- help someone less able than themselves or facing a difficult time in their lives due to ill-health or personal circumstances
- enhance their own feeling of well-being or improve self-confidence

EDDIE'S STORY



were thinking about volunteering should

consider our Visitor role, Eddie said:

"You need to think about what you want out from life and this role provides not only something for you but also for the individual seeking support. It's a two-way process. If you are happy to visit people in their own homes there is a great deal of deepdown satisfaction to be had from getting people the help the need when they need it. It is really worthwhile because your visit report is part of the grant making process that can help people's quality of life, particularly when you have helped identify a genuine need that individuals have not mentioned in their application. People know that you are the person who will help them get through the next financial year.

You need to be able to have empathy for individuals and their situation, listen to why they need our help, ask questions and find out the information the Caseworkers need to make their decision. However, it is often what you observe as well that matters – any signs of wear and tear to the property, a broken fence etc because people are often very proud and don't want to indicate that they are having great difficulties. By looking, listening and being friendly but questioning, you can find out their real circumstances if they are prepared to disclose them.

There is a real "feel-good" factor about helping people through a tough period in their lives."



The Charity's vision, mission and values are what we are working together to try to achieve. They define what sort of organisation we are (or aspire to be). Our values in particular characterise the way in which we conduct our work and are at the heart of everything we do.

OUR VISION:

NO ONE INTHE UK SHOULD LIVE IN POVERTY.

OUR MISSION:

To improve the lives of people living in poverty in the UK.

OUR ROLE:

We help people to access support including welfare benefits, charitable grants and a range of services – online, by phone, and face-to-face through partner organisations and volunteers.

OUR VALUES:



WE ARE COMPASSIONATE

We never forget that people are at the heart of everything we do.

WE ARE COLLABORATIVE

By working with others, and combining their talent and experience with ours, we can achieve more.

WE ARE OPEN

We're proud of what we do and how we do it. We are candid about the facts, and we acknowledge and learn from our mistakes.

WE ARE INNOVATIVE

We respond to what people need and we're always looking for new ways to make things better.

WE ARE DRIVEN

We are relentless in our fight against poverty. We will make a real difference to everyone we support.

TURN2US FIGHTING UK POVERTY

OUR HISTORY AND HERITAGE

Our charity first began at a social gathering in 1897 when Elizabeth Finn, a pioneering 72 year old woman, made a stand and read accounts from people who were living in poverty. Her audience were so moved that many volunteered to fundraise and get support from their friends. It was from these humble beginnings that the charity's work began, starting in her London home and by the time she died in 1920 it was firmly established as a vital source of support for people in poverty across the UK and Ireland. Poverty in the Victorian era was very different to what we deal with today. but it would be wrong to think that it is no longer a problem in the 21st Century. Today over 13 million people in the UK are classed as living in poverty, including 3.5 million children.

In 2014-2015 we distributed £3.1 million in grants to 4,813 individuals and over 3.9 million people have used our services. One of the tools on our website is the "Benefits Calculator" which was used to complete 948,000 benefit calculations and we have been increasing our reach by training staff and volunteers in other charities to use our website tools when dealing with their clients who are in financial hardship - 1,700 individuals have been trained from 885 organisations as part of our Intermediaries Workshop Programme. There were a further 94,000 calls to our free helpline. During this period our work was supported by over 300 volunteers in various roles.

BACKGROUND TO THE STRATEGY

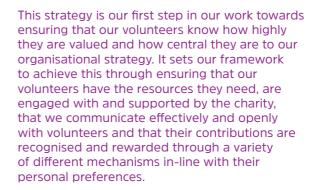
The need for an overarching volunteering strategy was initially highlighted as part of the revised organisational strategy in 2014. One of the

important elements that was identified by that review was that we wanted to build on our point of differentiation to other charities involved in similar work to ours, namely that we are the only organisation providing access to welfare benefits, charitable grants and support services in one place, to all people in financial need across the UK; working with the full spectrum of bodies that have regular contact with and support people in financial need.

During that review the following revised strategic objectives were identified for the organisation:

- ▶ To distribute direct grants for a series of trusts and funds managed directly by the charity
- ▶ To provide a comprehensive set of channels and resources to help people in financial hardship to gain access to welfare benefits, charitable grants and other support services
- ▶ To provide a focal point for grant giving and other financially related not-for-profit organisations to tackle poverty
- ▶ To raise awareness of practical help available to those living in financial hardship
- ▶ To run our affairs in a professional and financially sustainable manner

In order to help attain our aspirations, we realised that it was important that we grew our volunteering programme, not just by increasing the number of volunteers we have but also by ensuring that we can offer a variety of different ways to support our work both with regard to the activities volunteers can get involved with and also the time commitment that we ask from them which in turn would refresh the demographic profile of our volunteers. Alongside this ambition, we wanted to ensure that volunteering for Turn2us is a great experience, with everyone knowing that they are making a positive contribution to achieving our goals.



OUR APPROACH TO DEVELOPING THE STRATEGY

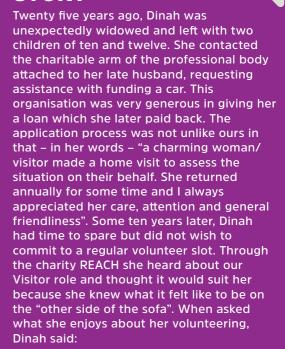
Once the need for the strategy had been identified, it was decided to establish a Project Team comprising of representatives from the staff team and volunteers, overseen by a Project Board led by the Chief Executive. The project plan outlined draft objectives and outcomes for the strategy and the accompanying communications plan detailed the ways in which we planned to communicate them to our wider staff and volunteer stakeholder group, giving them opportunities to contribute their experience and thoughts into the creation of the final strategy and activities to support the accompanying action plan to transform our vision into a reality.

Our first steps were to develop a range of consultation mechanisms to present the framework of our draft strategy to our stakeholder audiences. These comprised of workshops created for the Project Team members, HQ staff not directly involved in the project, a programme of five regional events for volunteers in four locations across England and Wales and the creation of a database of project update and survey preferences for those volunteers unable to attend these events so that they could receive regular updates and feed into the process through other avenues.

WORKSHOPS

The purpose of the workshops was to appraise attendees of our current position in respect of our volunteering programme. give an overview of the national volunteering landscape and trends and then to provide them with an opportunity to contribute their thoughts to the development of the strategy through participation in various exercises which contributed to our internal analysis of the charity. These exercise included SWOT and PEST analysis which encouraged participants to think about the volunteering strategic issues that the organisation is facing and an "identifying ideas, options and opportunities" for either their areas of work (staff) or their volunteering role (volunteers). Attendees shared their knowledge about potential future demands on their areas of work (staff) and their frontline operational experience dealing with individuals we support with grants (volunteers).

DINAH'S STORY



"As a sociable person I enjoy the opportunity to talk to people from all walks of life and all ages (current individuals range age from 30-92) and it allows me to use skills from my working life. I feel it is a privilege to be allowed into someone's home and try to gain their confidence so that an open conversation is possible. I am interested in people's life stories and each and every one is important to me. I also get personal satisfaction in hearing first hand about how Turn2us funding helps, and the enormous difference having a 'lifeline' of funds makes to each person.

I would recommend becoming a
Volunteer Visitor because it provides
personal satisfaction in helping
vulnerable people to make the most of
the assistance from Turn2us, I feel
valued by an organisation which is
committed to supporting volunteers and
offers flexible opportunities and it
provides you with
opportunities to use your
skills for the benefit of
people in need."





VOLUNTEERS SURVEY

This survey was created using SurveyMonkey and was made available in both an electronic and hard copy format which was posted out to those volunteers who had expressed a preference for a postal version. Key statistics from this survey were as follows:



PREFERENCES FOR MECHANISMS TO RECOGNISE AND THANK OUR VOLUNTEERS



CHOOSE EITHER
RECEIVING A LETTER OF
THANKS OR A TOKEN OF
OUR APPRECIATION



A VERBAL "THANKS"
DURING THEIR SERVICE



DISAGREED WITH HAVING A FORMAL AWARDS CEREMONY WITH A NOMINATION PROCESS



DISAGREED WITH HAVING INDIVIDUAL INFORMAL AWARDS OR CERTIFICATES OF RECOGNITION



TOP ANSWERS
IN RESPECT OF
MOTIVATIONS
TO START
VOLUNTEERING



Wanted to
GIVE SOMETHING
BACK



Wanted to
USE EXISTING
SKILLS



Were aware of the work of Turn2us/EFC
THROUGH FRIENDS
AND CONTACTS



HAD TIME ON THEIR HANDS



VOLUNTEERED FOR UP TO 5 HOURS PER MONTH

with 35% contributing more than 5 hrs pcm (12% of which were doing over 11hrs pcm)



VOLUNTEERING FOR BETWEEN 5 - 15 YEARS

with a further 24% volunteering for between 15–25 years, clearly evidencing the longstanding nature of our current volunteers



ALSO VOLUNTEERED FOR ANOTHER ORGANISATION



POTENTIAL
VOLUNTEERING
OPPORTUNITIES
THAT THEY MIGHT
BE INTERESTED IN



BEFRIENDING IN PERSON



EVENTVOLUNTEERING



BEFRIENDING BY TELEPHONE



SKILLS BANK



SUPPORTING
INDIVIDUALS TO
NAVIGATE WEBSITE
TOOLS IE BENEFITS
CALCULATOR



SUPPORTING TURN2US CAMPAIGNS



AMBASSADORIAL ROLE

The results from this survey indicate that whilst there are some areas that we could improve upon, we are doing well in other areas particularly with regard to volunteers' levels of satisfaction in helping individuals to access our services and their feelings of appreciation by staff. The information regarding length of service reinforces our earlier findings during the scoping phase of this project and their desire to use existing skills has the potential to be further harnessed by our plans to develop a Skills Bank model of volunteering.



TOP ANSWERS
WITH REGARD TO
THEIR FEELINGS
ABOUT THEIR
VOLUNTEERING
EXPERIENCES



Felt that it was important to them to **KNOW THE OUTCOME**

OF THEIR WORK



Got satisfaction from helping to identify how they could

HELP INDIVIDUALS
WITH GRANTS FROM
ELIZABETH FINN FUND



Knew that if they had a problem or identified an issue with an individual

THAT THEY COULD
CONTACT HQ FOR
ADVICE AND SUPPORT



Knew that their volunteering was APPRECIATED BY THE TURN2US STAFF



Felt that

THEIR RELATIONSHIP WITH THE INDIVIDUAL they visited was an important

part of why they volunteered



Felt

PART OF THE CHARITY AND ITS WIDER WORK



Felt that:

COMMUNICATION WITH HQ WORKS WELL



VOLUNTEERING STRATEGIC OBJECTIVES MATRIX

These pages illustrate how the objectives from this volunteering strategy align to support the delivery of the overarching Organisational ones

The Volunteering Objectives are:

- To ensure a common, inspiring definition and vision for volunteering across the group
- ▶ Volunteers are engaged with the charity and have an informed voice on organisational issues
- 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 our volunteers are at the heart of our approach, enabling them to add value across the group irrespective of our internal structure
 - ▶ 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 expectation are
 - ▶ Efficiency and budgetary savings are achieved through greater use of electronic communications and streamlined processes
 - ▶ A clear volunteering plan which sets out priority areas for development, reinforcement and where necessary cessation over the next three years
 - ▶ Volunteers will be enabled to effectively match their talents to a bespoke volunteering opportunity through the addition of a new "Skills Bank" brokerage model
- To improve communication with, and support for, our volunteers
 - Volunteers are engaged with the charity and have an informed voice on organisational issues
 - ▶ 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
 - ▶ Staff supervising volunteers are supported and trained to effectively manage volunteers
- To grow volunteering through diversification of opportunities across activities and time commitments to appeal to a wider audience
 - ▶ A clear volunteering plan which sets out priority areas for development, reinforcement and where necessary cessation over the next three years
 - 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
- To introduce evaluation and impact measurements to identify areas for improvement and opportunities to grow our programme
 - ▶ 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
 - Those we help are supported in meaningful ways by our volunteers and given opportunities to demonstrate the impact of our support and intervention



DELIVERING THE STRATEGY

The strategy will be implemented through the delivery of the Action Plan which contains details of the key activities that will transform our volunteering programme so that it is aligned to these objectives wwand outcomes, building on the learning from our consultation with staff and volunteer stakeholders.

However, as a "living document", this strategy will also retain flexibility to respond to any new developments in the national landscape for volunteering together with emerging operational needs for the organisation.

