

## Volunteering to 2020 – a summary (updated July 2015)

### 1. Why does this matter?

- The Trust has a growth strategy: we want to reach and involve more people as members and supporters
- We will need more resource to do that
- Volunteer involvement is one of the most cost effective ways to grow resource or “extend the budget”
- Involving more volunteers helps us reach more people (growing our supporter base) and increase our relevance (as supporters help shape our work, making it meaningful to them and others)
- The future “supply” of volunteers will be very different: it will be a more competitive environment with future volunteers having different expectations (see below)

### 2. Where are we now?

#### *Good news...*

- High levels of volunteer involvement (over 60k vols in 2014)
- Envied by many competitors for the scale and passion of volunteers
- High levels of volunteer enjoyment (98% of volunteers agree)
- Effective way of extending our budget (volunteers gave time with a financial equivalent of £41m in 2014)
- Examples of great innovation in involving volunteers in new ways

#### *Cause for concern...*

- Missed our volunteer recommendation rating KPI for another year in 2014 (target of 65%, actual of 64%)
- Property staff lack capacity, confidence and skill to manage volunteers
- Systems and processes to support volunteer involvement are inconsistent
- Volunteering seen as an “add on” to other, core work
- Our volunteer offer is dominated by low skilled opportunities

### 3. What’s happening outside the Trust?

- We’re seen as a volunteer organisation almost exclusively for older people
- Potential volunteers fear being asked to commit excessive hours over many years
- The “new old” (our future volunteers) are acting younger and working longer and expect volunteering to require less regular commitment
- There is an increased desire to get involved among 20 – 35 year olds who are particularly interested in developing skills and social experiences
- The rapid growth in digital opportunities means future volunteers expect to be able to get involved remotely
- Other organisations are already responding to these changes

### 4. What do we need to do?

#### By 2020:

1. there should be more *choice* in what to do
2. there should be more *flexibility* in how to give time (participating in the evenings, at home, in communities, for shorter periods of time, virtually/online)
3. it must be *easier* to participate with the Trust (fewer delays, fewer forms, less bureaucracy)
4. it must be a more fulfilling and *enjoyable* experience (with consistently high *quality* management)
5. a more *diverse* range of people should be involved (particularly more younger people and people representative of the communities in which our places are located)

**Strategic and Operational Leadership**

*Understand the need for change and lead for it: maintain the focus on this work  
Give permission for and role model working with volunteers and communities in new ways  
Allocate resource to enable teams to make the change*

**Systems & processes**

**Capability & capacity**

**New Approaches**

**Efficient and consistent behind the scenes tools that make life easier for volunteer managers and volunteers**

**Confident, capable volunteer managers working to optimise volunteer involvement**

**A flexible offer**

**A dynamic offer**

**An offer that attracts a more diverse range of people**

**Involving volunteers in helping build capability and capacity**

Support properties to reach the phase one target (70% of volunteers using system within one year of implementation)

Embed further process changes

Use system data to support planning for volunteer involvement nationally and locally

Development of phase two of the system to fully realise potential from supporter loyalty e.g. in relation to communications, LTV, cross-sell

Existing programme of support for volunteer management fully embedded and further developed

Fully revise, relaunch and embed a programme to grow skill and confidence in working with communities

Focus on improved support for GMs and other leaders in working with volunteers and communities

Delivery of HLF Skills for the Future Volunteer Management apprenticeship programme

Build on Changing Rooms pilot to change approach to Room Guiding

Test a range of approaches to short term and flexible volunteering locally, regionally and nationally and promote existing good practice

Work with Consultancy to increase higher skilled volunteer involvement in consultancy work

Develop fit for future ESV

Promote and grow existing good practice in working with communities

**OUR 2020 GOALS**

A more flexible offer

A more dynamic offer

More participants

From more diverse backgrounds

Involvement in a wider range of activities

Shaping our work not just delivering it

Enjoying a better quality experience as a result of high quality support

**OUR 2020 TARGET**

**70% volunteer recommendation rating**

**OUR 2020 VISION**

**Volunteers involved in every aspect of our work**

**All staff confident and capable of working with volunteers**

**All properties working with local communities**

**20% of our effort**

**30% of our effort**

**50% of our effort**