



HELPING OUT IN HACKNEY:

Hackney Volunteering
Strategy
2010 - 2013



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Executive Summary

- 1.1 The Hackney Volunteering Strategy has been commissioned by Team Hackney, the Local Strategic Partnership (LSP) for Hackney.

Hackney's Volunteering Strategy has been produced to support the outcomes within the Sustainable Community Strategy, and with the specific aims of:

- supporting Hackney's strong and cohesive communities;
- increasing the levels of volunteering in the borough;
- and supporting people to become involved in volunteering as an expression of citizenship, pride and social responsibility.

- 1.2 A research report into volunteering in Hackney was produced in 2008 and provides an evidence base for the development of this strategy. Hackney residents, members of the public; volunteers; volunteer managers; faith organisations and organisations from the public, private; voluntary and community sectors; have all contributed to it.

- 1.3 The definition of volunteering used within the strategy is as follows:

'volunteering is defined as an activity that involves spending time, unpaid, doing something that aims to benefit the environment or individuals or groups other than (or in addition to) close relatives.'

We know from the 2008 Place Survey results that the percentage of people in Hackney recorded as taking part in volunteering at least once a month is 22% of our adult population, which is approximately 47,000 residents. This is slightly higher than the London average of 20%, and slightly below the national average of 23%.

- 1.4 Working with partners, we are aiming to increase the level of volunteering in Hackney to 26% by 2012, and the strategy outlines the key issues that need to be considered in order to achieve this.

- 1.5 The strategy is split into the following sections, and includes a set of recommendations and timetable for implementation on Pages 41- 47:

1.	Introduction
2.	About volunteering in Hackney
3.	Volunteering and the Hackney Compact
4.	Celebrating volunteering
5.	Volunteers in faith organisations
6.	Attracting young people into volunteering
7.	Developing skills through volunteering
8.	Volunteering as a route to employment
9.	The Big Opportunity: Volunteering and the 2012 Games
10.	Encouraging employer support for volunteering
11.	Working with volunteers
12.	Supporting the volunteering infrastructure
13.	Developing volunteer programmes in the public sector

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14.	Implementing the Strategy
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Introduction

2. Introduction and Aims - why develop a volunteering strategy for Hackney?

2.1 Hackney's Volunteering Strategy has been commissioned by Team Hackney, the Local Strategic Partnership (LSP) to support the outcomes within the Sustainable Community Strategy¹, and with the specific aims of:

- supporting Hackney's strong and cohesive communities;
- increasing the levels of volunteering in the borough;
- and supporting people to become involved in volunteering as an expression of citizenship, pride and social responsibility.

2.2 The strategy outlines the key priorities relating to volunteering that we want to take forward together over the next three years, and provides a clear set of recommendations for implementation. For volunteers and organisations working with volunteers, it provides a focus for enhancing the volunteering experience. It is also intended to provide some strategic direction for policy makers and those involved in funding volunteering activities in Hackney.

2.3 Implementation of the strategy will also contribute to Hackney's performance against central Government performance indicators – NI 6 and NI 7 specifically.

2.4 **National Indicator 6**²: will measure the levels of participation in regular (at least once a month) volunteering within a local authority area. This measure will be taken from the Place Survey which takes place every two years, and is informed by citizens' views and perspectives on the (place) area where they live.

2.5 In 2008, 22% of Hackney's adult population (approximately 47,000 residents) were identified as regular volunteers. This is slightly higher than the London average of 20%, and slightly below the national average of 23%. **Working with partners, we are aiming to increase the level of volunteering in Hackney by 4% over the next four years.**

2.6 **National Indicator 7**³: measures the contribution that local government and its partners make to the environment in which independent third sector organisations can operate successfully. The availability of local resources including volunteers is considered within this indicator.

¹ Hackney's Sustainable Community Strategy 2008-2018

² National Indicator 6, 2008, Guidance from the Office of the Third Sector

³ Performance against NI 7 will be measured using a central government perceptions based survey of third sector organisations. Hackney's target is to increase the perception level of third sector organisations from 17% to 25% by 2010. See National Indicator 7, Environment for a thriving third sector, 2008, Office of the Third Sector for more information.

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3. 2012 Olympic and Paralympic Games

- 3.1 The 2012 Olympic and Paralympic Games provide a unique opportunity for the UK, London and Hackney in particular, as one of the five host boroughs.

The London Organising Committee for the Olympic Games (LOCOG) predicts that approximately 70,000 volunteers will be required to successfully deliver the 2012 games. We want to make sure that people in Hackney have the opportunity to access those volunteering opportunities, and that we build on this interest in volunteering to directly benefit Hackney's community. The official London 2012 Volunteer programme is expected to start recruiting in September 2010.

4. Methodology

- 4.1 A research report into volunteering in Hackney was produced in 2008 to provide an evidence base for this strategy.

For the first time, this provided rich information about volunteering in Hackney from a range of different perspectives. However, the very nature of volunteering as an activity (it is freely undertaken and in most cases does not have to be registered) has meant that the research is only a small sample of activity in the borough, and is not intended to present a complete picture of all of the volunteering which takes place in Hackney. This would be almost impossible to achieve.

5. What is volunteering? - Definition

- 5.1 In order to understand the issues relating to volunteering, it has been important to agree a definition from the start, so that everyone is clear about the activity that we are trying to support.
- 5.2 It is widely recognised that the words 'volunteer' or 'volunteering' can mean different things to different people, and some people prefer to be identified by their volunteering role. For example, 'resident association member', 'play leader' or 'street pastor'. Some people prefer a less formal term to describe what they are doing, for example 'helping out' or 'charity work' or 'supporting the community'.

However, all of the different descriptions have some key things in common, which are about **helping others, giving unpaid time, and making a free choice to do so.**

- 5.3 In line with the Hackney Compact and the National Compact Volunteering Code of Good Practice⁴ we have used the following definition for this strategy as it includes all of the above aspects, and is flexible enough to represent a range of activities that people want to associate with the description:

⁴ Volunteering Compact Code of Good Practice – NCVO, 2001 (revised 2005)

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‘volunteering is defined as an activity that involves spending time, unpaid, doing something that aims to benefit the environment or individuals or groups other than (or in addition to) close relatives.

- 5.4 The definition is also important as we need to avoid any confusion between volunteering, work experience and the role of carers. This confusion does sometimes occur, although the activities are actually different things.
- 5.5 Finally, this definition was selected as the strategy largely focuses on **formal volunteering** which means that the activities that individuals are involved in take place through a club, group or organisation.

However, as we were finding out about people’s experiences of volunteering, we did take the opportunity of finding out about the levels of informal volunteering in Hackney, and we know that many people also help a relative or neighbour on a regular basis.⁵

6. How has the strategy been developed?

- 6.1 A Project Board with representatives from volunteer programmes in the public and voluntary and community sectors have managed the development of the strategy from the beginning.⁶
- 6.2 The strategy has been developed through consultation with Hackney residents, members of the public, volunteer managers, organisations from the public, private, voluntary and community sectors and faith organisations.

Consultation activities included a number of targeted surveys, group discussions and interviews with individuals.⁷

- 6.3 We have also looked at a range of national and regional research studies and policies on volunteering, and have considered how the issues impact on volunteers and volunteering in Hackney.

7. How to read this document

The strategy is presented in the following sections, and includes a set of recommendations outlining the actions that need to be taken to further develop volunteering in the borough:

1.	About volunteering in Hackney
2.	Volunteering and the Hackney Compact

⁵ A detailed research report titled ‘Volunteering in Hackney’ is available at www.teamhackney.org or from www.hackney.gov.uk It can also be requested by calling 020 8356 3630

⁶ Appendix 1 – Hackney Volunteering Strategy Project Board Members

⁷ Volunteering in Hackney, 2008

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3.	Celebrating volunteering
4.	Volunteers in faith organisations
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1. About Volunteering in Hackney

Volunteers

‘Volunteering has opened up a whole new world for me’

- 1.1 Hackney is one of the UK’s most diverse and vibrant boroughs, and this diversity is also reflected in the range of volunteering activities that people in Hackney are involved in.

Recent research shows that Hackney has good levels of volunteering in the borough.⁸

Results from the first Place survey⁹ show that 22% of the adult population in Hackney are involved in formal volunteering activities, and our research showed that 67% of respondents had helped a friend or neighbour in the last 12 months. This figure for informal volunteering is slightly higher than regional and national figures, which are 55% and 64% respectively.¹⁰

- 1.2 Volunteers continue to make an invaluable contribution to voluntary and community sector organisations in Hackney, and although this is not always easy to measure in terms of outcomes, the existence of the sector and its contribution to the borough suggests that the impact of volunteering is significant.
- 1.3 Volunteering is one of the founding characteristics of the voluntary and community sector, and the commitment to helping those most in need continues to be the driving force of voluntary and community sector organisations
- 1.4 Volunteers who form the management committee or board of trustees are at the heart of managing voluntary and community sector organisations, and individuals or teams of volunteers from across society fulfil a wide range of other roles. Volunteer counsellors, drivers, sports coaches, first aiders, administrators, shop assistants, youth workers, mentors, befrienders and artists are just a few examples of the different roles that volunteers do.

⁸ The Place Survey, Autumn 2008

⁹ The Department for Communities and Local Government (CLG)’s Place Survey, researches the perceptions of local people about the area in which they live.

¹⁰ The Department for Communities and Local Government Citizenship Survey, April – June 2008, England

1. About Volunteering in Hackney

Hackney's Volunteers

1.5 The research into volunteering in Hackney highlighted some interesting facts about people in the borough who volunteer.

We found that:

- Older people are more likely to take part in formal volunteering than younger people. The highest percentage of active formal volunteers is those aged between 45 and 54.
- There are similar levels of participation in formal volunteering between men and women.
- 55% of formal volunteers selected White as their ethnic origin, 28% are Black or Black British, 7% are Asian or Asian British, 5% are Mixed Parentage and 4% describe themselves as other.
- Respondents who are either: self-employed, employed in part time work, or wholly retired from work are the most likely to volunteer.
- From our research, we were unable to draw any significant conclusions relating to participation in volunteering by disabled residents, although national research tells us that fewer people with disabilities engage in volunteering in comparison to the wider population.¹¹

Why do people volunteer?

1.6 The most popular reason that people gave for becoming involved in volunteering was 'I wanted to help people' although for young people, this was the second most popular reason, with their main reason being 'To learn new skills'.

Figure 1 shows the different reasons given by people in Hackney on why they volunteer. The text in bold indicates the most popular reasons given:

Figure 1: Reasons why people volunteer

Personal Development <ul style="list-style-type: none">• Looks good on CV• To get a qualification• To gain experience to get into employment• Opportunity to retrain and gain new skills• A way to stay active whilst being unemployed	To Make a Difference <ul style="list-style-type: none">• Giving something back to the community• To do something for others• Saw that help was needed• Personally benefited from volunteer support and developed a personal interest• To tackle crime in the local area
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¹¹ Recruiting, Retaining and Developing Disabled Volunteers: Guidance for Volunteer Opportunity Providers, Volunteering England 2007

1. About Volunteering in Hackney

<ul style="list-style-type: none"> • Beneficial for my career • For incentives • Empowerment 	<ul style="list-style-type: none"> • Filling a gap in public services • Have skills and experience to share with others
<p>Social Motivation</p> <ul style="list-style-type: none"> • To have an experience that is otherwise not possible • To meet new people • Something to do after retirement • Sociable activity • Friends/siblings do it • Increase self confidence 	<p>Lifestyle Choice</p> <ul style="list-style-type: none"> • Religious motivation • To be active • Positive benefit to health and wellbeing • Grew up with it – part of life • Family value • To have new experiences

Source: WME, 2008

1.7 The research also identified some common themes for why some particular groups in the community choose to volunteer.

For example, older people in the borough enjoy the social aspect that volunteering provides, along with the opportunity to keep active and share life experience, particularly when they have retired from work.

Young people are particularly interested in the opportunity to gain skills and experience from their volunteering, which they can then demonstrate to an employer, college, university or training provider.

Refugees and asylum seekers value the opportunity to share their skills and become more involved in their local community; building a new sense of 'home' after coming to the UK from their home country.

Recommendations

In making volunteering accessible across Hackney's diverse communities, we recommend that:

- Volunteer-involving organisations are encouraged to collect equalities information on volunteers, and actively seek to address any under-representation particularly in relation to involving disabled volunteers.
- Older people are further supported to become involved in volunteering as a means of improving health and well-being, living independently and promoting inter-generational relationships.

1. About Volunteering in Hackney

What do volunteers in Hackney do?

1.5 Volunteers are involved in a range of volunteering activities, and the following were given as the most popular activities that people are involved in:

- Visiting people
- Giving advice/information/counselling
- Leading the group/member of a committee, trustee, governing body
- Organising or helping to run an activity or event
- Educating, teaching or coaching

This is similar to national research and the findings in Helping Out, the largest national survey into volunteering and charitable giving to date.¹²

Abu – Volunteer and Manager for Asian Elderly Luncheon & Social Club

Abu and his wife recognised that there was a need for older people in the Asian community to socialise during the day. Abu decided to arrange the Asian Elderly Luncheon & Social Club, where freshly cooked meals are available to severely disabled men and women. He also runs social activities at the centre after lunch. The club established in February 1980 aims to remove isolation and loneliness and promote quality of life for Asian elders. It is part of the Factory Community Centre. The club has been running successfully for over six years and often operates on weekends, where younger volunteers engage and assist.

Abu added “The social club is not only for the Asian community, its doors are open to all cultures. We are all working together to keep the community involved, informed and looking after one another.”

¹² Helping Out: a national survey into volunteering and charitable giving.

1. About Volunteering in Hackney

Barriers to volunteering

1.6 In developing this strategy, we have worked to understand the experiences of volunteers in the borough, and their motivation to volunteer.

However, it has been equally important to understand the reasons why people do not volunteer; and whether there are any particular barriers which make it difficult for people to become involved in volunteering.

The table below provides a summary of the main barriers to volunteering that were identified:

Figure 2: Summary of barriers to volunteering

Image and Perceptions	Awareness
<ul style="list-style-type: none"> • Peer pressure amongst young people not to volunteer as “not cool” • Young people that feel that they are not respected in the community so why should they give back? • Perception that volunteering is for “richer people” • The word “volunteering” has a stigma • Lack of appreciation/praise for voluntary work 	<ul style="list-style-type: none"> • Value of volunteering is not known about • Not aware of opportunities – poor promotion • Opportunities need to be widely publicised throughout the whole of the Hackney community
Personal constraints	Practical Issues
<ul style="list-style-type: none"> • No time • Childcare needs to be found • Financial cost – expenses not always paid • Lack of relevant skills 	<ul style="list-style-type: none"> • Red tape (CRB in particular) • Expenses not paid on time, if at all. • Lack of training • Insurance coverage • Poor management of volunteering role • Lack of support • If unemployed – perception that volunteering affects entitlement to benefits

Source: WME, 2008

1.7 The research showed that **the most common reason given by people in Hackney for not being involved in volunteering, is not having enough time; and this is largely due to work commitments or responsibilities at home.**

Interestingly, more than three quarters of those who do not volunteer said that they had considered doing so. This could mean that if we were able to remove or reduce some of the barriers to involvement, more people may be able to volunteer. Only 15% of respondents indicated that they were not interested in volunteering at all due to wanting to do other things with their spare time.

1. About Volunteering in Hackney

1.8 Given the range of barriers that exist for different people, we also asked what would make it easier for people to volunteer, and the following were the most common responses given:

- If I could be flexible with the time that I spend helping
- If someone asked me directly to get involved
- If I knew who to contact
- If my employer gave me time to volunteer during the working week

This strategy has made a number of recommendations aimed at reducing the barriers outlined above; making it easier for more people to become involved in voluntary activities.¹³

¹³ Please see the recommendations table on page 42.

2. Volunteering and the Hackney Compact

2.1 The Hackney Compact is a written agreement between public agencies (such as the Council, health service and police), community and voluntary organisations and wider 'Third Sector' bodies such as housing associations. The Compact outlines the agreed principles for working together in order to benefit local people and deliver the objectives of Hackney's Sustainable Community Strategy. It covers key issues such as funding, partnership working, premises and volunteering.¹⁴

2.2 The Compact includes a section on volunteering with the following objective:

'to encourage people from every section of the community to become active citizens, playing a part in delivering the Sustainable Community Strategy for Hackney through involvement in volunteering opportunities that add value to existing services and make a real difference to both local communities and the volunteers' lives.'

2.3 It outlines the following four principles, which have been developed in line with the National Compact Volunteering Code of Practice:

1. Volunteering must be a choice freely made by each individual.
2. Volunteering should be open and accessible to all sections of Hackney's diverse community.
3. Volunteers offer their contribution and skills unwaged but volunteering should be a positive experience that is both rewarding in itself and can offer a progression route into further community activity, education, training or paid employment.
4. We recognise that volunteering makes a significant contribution to Hackney's third sector organisations, local communities and wider society.

2.4 The table on the next page highlights the commitments that both sectors are willing to make so that the objectives on volunteering can be met. The recommendations outlined within this strategy will be implemented using Compact principles, and issues of non-compliance can be raised with the Hackney Compact Implementation Group.¹⁵

¹⁴ Further information on The Hackney Compact is available at www.teamhackney.org

¹⁵ Compact Compliance Issues can be discussed with Compact Officers at Hackney Council for Voluntary Services or Hackney Council's Community Partnerships Team.

2. Volunteering and the Hackney Compact

Public sector Commitments	Third sector commitments
<ul style="list-style-type: none"> Promote and celebrate the value of volunteering and active citizenship to the community. 	<ul style="list-style-type: none"> Promote and celebrate the value of volunteering and active citizenship to the community.
<ul style="list-style-type: none"> Make public sector volunteering opportunities accessible to all sections of the community, including having appropriate recruitment procedures, registering all opportunities with the local Volunteer Centre and by addressing barriers to volunteering for under-represented groups. 	<ul style="list-style-type: none"> Work hard to ensure that volunteering is a positive, rewarding experience.
<ul style="list-style-type: none"> Provide high quality management, training and support of volunteers in public agencies and work towards the Investing in Volunteers Standard. 	<ul style="list-style-type: none"> Include the costs of high quality volunteer recruitment, management, support, training and expenses in project funding proposals.
<ul style="list-style-type: none"> Provide support for a strong independent local Volunteer Centre. 	<ul style="list-style-type: none"> Improve standards of volunteer recruitment, management, training and support, for example by appointing a staff or Board member with responsibility for volunteering, by participating in volunteer management training, by working towards the Investing in Volunteers Standard and by sharing volunteer management resources with other voluntary organisations.
<ul style="list-style-type: none"> Aim to ensure that policies and procedures do not have a negative impact on volunteering. 	<ul style="list-style-type: none"> Operate open recruitment procedures for volunteer positions including registering all volunteering opportunities with the local Volunteer Centre.
<ul style="list-style-type: none"> Recognise in funding agreements that volunteer costs are a legitimate expense, including insurance, recruitment, management, support, training, police checks, out of pocket 	

2. Volunteering and the Hackney Compact

expenses and childcare.	
<ul style="list-style-type: none">• Encourage and support their staff to volunteer and get involved in the local community.	

Recommendations:

- London Borough of Hackney and Hackney Council for Voluntary Services (HCVS) provide support to third sector organisations and public agencies to adopt and apply the Compact principles on volunteering.

3. Celebrating volunteering

- 3.1 Volunteers clearly make a valuable contribution to Hackney, and on many occasions throughout the research, volunteers told us that they would like to be better recognised for the help and support that they give to the borough.
- 3.2 Many people felt that there was a lack of awareness within Hackney, about the different volunteering roles that people have and how this continues to contribute towards making Hackney a better place.
- 3.3 Volunteers told us that this recognition could take many forms; from giving people certificates to holding volunteer social events and giving people the opportunity to share their volunteer stories with the wider community.
- 3.4 We also heard from organisations and individuals about the important role of volunteer managers; or those who plan and co-ordinate, so that volunteering activities can happen.
- 3.5 Very few organisations have a member of staff whose only role is to support volunteers, and in some cases the volunteer manager is actually doing the role as a volunteer. For this reason, when considering plans to celebrate volunteering in Hackney, we must also take the opportunity to recognise the dedication of volunteer managers, and the good practice that takes place within organisations.
- 3.6 The Hackney Compact is committed to celebrating the value of volunteering and active citizenship, and we want to build on this with the following recommendations:

Recommendations

- Partners work together to raise the profile and contribution made by volunteers in the borough through a range of different communications. It is important to recognise the stereotypes that some communities and age groups continue to hold towards the word 'volunteering', and therefore other descriptions may need to be used when celebrating volunteering and raising awareness about opportunities to volunteer.
- Develop an annual high-profile cross-sector celebration of volunteers during national Volunteers' Week (1st – 7th June).
- A borough-wide volunteer celebration is organised to award volunteers during the European Year of the Volunteer in 2011.
- Volunteer managers and employee volunteers are included in any recognition or celebration events for their contribution to Hackney.

4. Volunteers in faith organisations

4.1 Within Hackney's diverse community, a significant number of people are volunteering as an expression of their faith or religious belief. We met volunteers from a number of faiths including Charedi Jews, Muslims, Christians and others; all of whom are spending their time to support the local community.

4.2 We met volunteers involved in a very diverse range of voluntary activities, and as their main motivation is the desire to help those in need, it is clear that volunteers from faith groups demonstrate a great deal of diversity and flexibility in the volunteering roles that they are involved in.

Preparing and delivering meals for new mothers; running a night shelter for the homeless; entertaining children; fundraising; and running a first-response ambulance service are just some of the services that are being run by volunteers from faith groups in Hackney.

4.3 Although many of the people that we spoke to did not necessarily consider themselves to be volunteers (and did not generally use the term as their voluntary activity is an expression of their faith); they did agree that the activities that they were involved in met the definition being used for this strategy.

4.4 There is also a unique aspect to the volunteering that takes place in faith groups as the research showed that much of the voluntary activity that takes place is entirely volunteer-led. This means that everything relating to the services being delivered, is organised and carried out entirely by volunteers.

4.5 In terms of support, volunteers commented that public sector agencies often found it difficult to understand this, which means that sometimes opportunities for partnership working, contributing to policy development, and accessing funding are harder for faith groups to access and the volunteers who want to develop projects and services.

4.6 The volunteers felt that there is a need for public agencies and other organisations to better understand this unique aspect of volunteer-led activity. Increased recognition for the contribution that these volunteers are making would be welcomed, along with more support in making it easier for the volunteering activities to be organised.

This was particularly important for those involved in organising volunteers, as this person is often a volunteer themselves. Access to training, support in developing volunteer policies; and guidance on issues such as safeguarding children and vulnerable adults, were all mentioned as areas where assistance is needed.

4.7 It is however, recognised that some of the issues raised (partnership working, funding) require further consideration outside the remit of this strategy.

4. Volunteers in faith organisations

A recommendation is outlined below which we believe will help to address this, along with a specific recommendation on volunteering.

Recommendations

- Using the Compact, partners should explore the role of volunteer-led organisations (including faith groups) in the delivery of services.
- The volunteering infrastructure organisation should develop resources on good practice in volunteer management, specifically for volunteer-led organisations (which will include faith groups).

“Once you start volunteering it is difficult to give up – you have the ability to save a life”

Hatzola

The Hatzola project currently engages with 19 volunteers who are trained by St. Johns Ambulance and work collaboratively with hospitals and the ambulance service. The work of Hatzola has been a part of the Orthodox Jewish Community for over 40 years. The volunteers are required to give a lot of commitment and need to undertake regular training. One volunteer described it as “life-commitment”.

The training can take over a year and volunteers can be on call at anytime of the day. Demand for the service is high and Hatzola received over 5,000 calls in 2008.

5. Attracting young people into volunteering

- 5.1 With approximately 27% of the borough's residents under the age of 19,¹⁶ Hackney has one of the youngest populations in London. In developing this strategy, young people were targeted specifically to find out about their views and involvement in volunteering.
- 5.2 Our research highlighted that young people currently involved in volunteering, are particularly interested in voluntary activities that involve other young people; such as mentoring, peer-led volunteering and sports activities.
- 5.3 We asked young people whether they felt that *volunteering opportunities were well advertised in Hackney?* and 77% said *no*, highlighting the need to increase awareness of volunteering and its benefits to this age group.
- 5.4 We also asked young people where they would go if they wanted to find out more about volunteering, and the majority said the internet. This suggests that there is a need to move away from the more traditional ways of promoting volunteering, and move towards using the different forms of new media to promote volunteering to young people.
- 5.5 Young people were also asked about how we could involve them more in volunteering activities. Their responses fell within four main categories:
- provide incentives,
 - better advertising and awareness,
 - provide interesting opportunities and
 - provide role models.

Examples of the other responses received, are outlined below:

- "go to colleges and youth clubs and give talks"
- "come up with more interesting roles in volunteering like music production"
- "do stuff we are interested in like concerts and talent shows"
- "better volunteering projects, something they are interested in and asking them for their ideas"
- "incentives, because that's how I got involved...and offer encouragement"
- "give away things that will interest/inspire them, to get the involved such as mobile phone credit and gift vouchers"
- "tell them the positive things about volunteering more"
- "put together an event advertising voluntary work"

5.6 For those young people already involved in volunteering, they would promote the following to encourage their friends to get involved in voluntary activities:

- It's fun and enjoyable;
- It will help you to gain new skills; and
- It will help you to gain some experience.

¹⁶ Hackney Borough Profile 2006

5. Attracting young people into volunteering

5.7 To ensure that young people have access to volunteering opportunities and are supported to gain as much as possible from the experience, we recommend that:

Recommendations

- A cross-sector working group is formed between key agencies involved in supporting young people in Hackney to volunteer. The working group will share information, and strategically plan how to facilitate greater involvement in volunteering by young people, contributing to young people's participation in positive activities.
- Build on existing activities in schools (Hackney 2012 Schools at the Heart Programme) and the citizenship curriculum, to facilitate greater involvement and understanding of volunteering and its benefits to young people, in order to develop an interest and commitment to active citizenship from an early age.

6. Developing skills through volunteering

- 6.1 People often say that one of the main benefits that they receive from being a volunteer is the opportunity to develop new skills. People who want to change careers, those planning to return to work after a long break, young people and older people looking for the opportunity to learn something completely new, all mentioned the importance of learning new skills through volunteering.
- 6.2 During this time of economic change, it has become even more important for people to demonstrate the skills that they have gained through volunteering. We know that people need to gain new skills, retrain, or completely change careers and they want to be able to show evidence of this if they need to.
- 6.3 Young people in Hackney specifically told us that learning new skills is particularly important to them, and they are often attracted to volunteering opportunities that will give them the opportunity to do this.
- 6.4 We found that although people were aware of the benefits associated with the skills gained from their volunteering experience, it was sometimes difficult to explain or evidence this. For example at a job interview or when applying to do a course.
- 6.5 We know from Hackney's Skills for Employment Strategy¹⁷ that we need to do more to support people to develop 'soft' skills such as team working, problem-solving, having a positive attitude and good communication skills. All are recognised as being vital in today's customer-focused job market.

Therefore, the opportunity to gain a qualification or have something to show for the skills that volunteers had developed was something that a significant number of people showed an interest in.

- 6.6 *Manifesto for Change*, a report on the future of volunteering in England also makes a strong recommendation for this. The report recommends that government, volunteer-involving organisations and the volunteering infrastructure work closely with further education colleges, adult and community education centres and higher education institutions to develop training, which must be valued, accredited and recognised within and beyond the context of volunteering.¹⁸
- 6.7 This further supports the need to improve the opportunities for volunteers to access accredited training for the skills developed from their volunteering experience.

¹⁷ Hackney Skills for Employment Strategy, 2008

¹⁸ Manifesto for Change, 2008

6. Developing skills through volunteering

In recognition of this, we recommend that:

Recommendations

- Different models for accrediting the skills developed through volunteering are considered; and volunteers are given access to good quality affordable training.
- Young people, in particular are supported to demonstrate the skills gained through volunteering, when dealing with potential employers, employer support agencies or education and training organisations.
- The Hackney 2012 volunteer programme includes an accredited training component providing volunteers with a range of 'soft' skills.

7. Volunteering as route to employment

- 7.1 It has been widely recognised for many years that volunteering can provide a route into employment for those not in work; or can support a career change into another type of work for people who want to do something new.
- 7.2 We heard examples of this throughout the development of this strategy, ranging from participation in programmes such as Personal Best, a volunteer programme which aims to support people into work; to volunteers who began volunteering in an organisation and were able to gain employment with the same (or similar) organisation when a job vacancy arose; to volunteers gaining experience and skills which then enabled them to gain employment.
- 7.3 Although there is much anecdotal evidence of volunteering as a route into work, there is very little statistical evidence (locally or nationally) to support this. This may be because gaining a job is not necessarily the main motivation for someone who is unemployed and choosing to volunteer. It is often the benefits gained through volunteering that enable a person to feel more confident about seeking work.
- 7.4 For a job seeker, particularly someone who has been out of work for a long period of time, volunteering can provide the following:
- valuable experience
 - a supportive transition into a regular organised environment
 - increased confidence and self esteem
 - new skills
 - accreditation and references.
- 7.5 Undoubtedly, all of these things will make a positive contribution to someone seeking work, and the opportunity to volunteer in order to gain the above should not only be actively promoted, but also facilitated as a real option for job seekers in Hackney.
- 7.6 This is further supported by the recent agreement between Volunteering England and Jobcentre Plus to promote the value of volunteering to jobseekers in England. At the heart of the agreement is a commitment from both Volunteering England and Jobcentre Plus to take action to promote the value of volunteering with unemployed people and to remove the barriers that can prevent them taking up a volunteering opportunity
- 7.7 One of the key barriers that needs to be overcome, is the confusion that can exist in relation to volunteering and claiming benefits. **People are often concerned that they will lose their benefit entitlement if they volunteer, and this is not actually the case, although there are particular rules that need to be followed.**

For example, current legislation allows a job seeker to volunteer for as many hours a week as they like (there is no limit) as long as they are still looking for employment; are available to attend an interview with 48 hours notice, and are able to start work within one week.

7. Volunteering as route to employment

- 7.7 For anyone who has any further questions regarding volunteering and benefit entitlement, they are advised to contact their nearest JobCentre Plus office.

To encourage those seeking work to become involved in volunteering, we recommend the following:

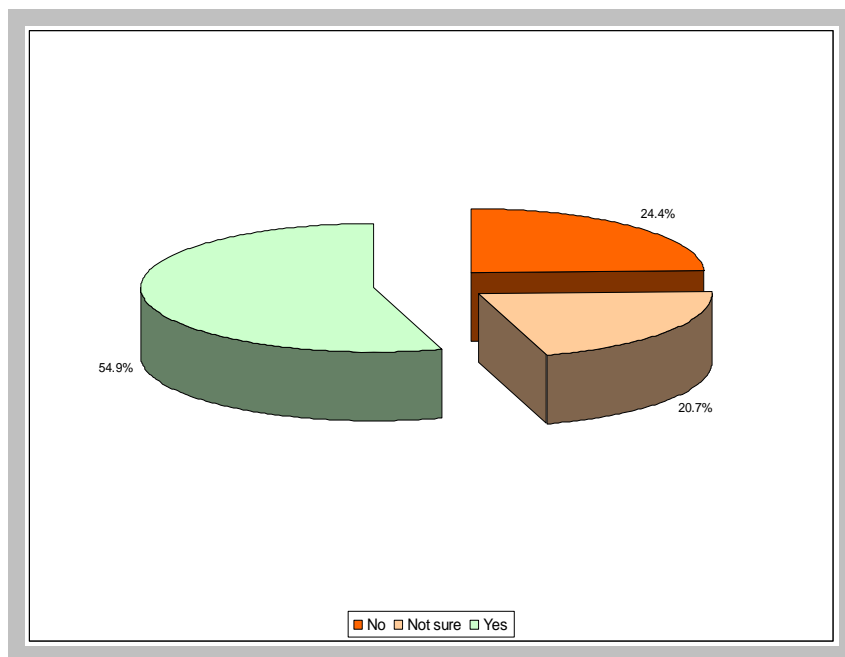
Recommendation

- Working in partnership with Job Centre Plus and other employment support agencies; continue to recognise and encourage volunteering with those seeking work as a legitimate means of developing skills and gaining experience whilst looking for employment.

8. The Big Opportunity: Volunteering and the 2012 Games

- 8.1 The 2012 Olympic and Paralympic Games has caused widespread excitement across the UK, including Hackney, as one of the five host boroughs. The London Organising Committee for the Olympic Games (LOCOG) has predicted that 70,000 volunteers will be needed to carry out a range of roles during the 2012 London Games.
- 8.2 Recruitment for Games-time volunteers starts in September 2010, when the official London 2012 Volunteer Programme is expected to be launched. Specialist and general volunteers will be recruited to support the Games. LOCOG have explained that volunteers will be selected for a number of reasons, including their individual skills and experience of volunteering.
- 8.3 Most of the people that we surveyed agreed that the 2012 Games is a great opportunity for people to become involved in volunteering but felt that they needed more support and information to access the opportunities.
- 8.4 In Hackney, people said that they are interested in volunteering at the 2012 Games, but are unsure about what to do so that they can increase their chances of being selected as a 2012 volunteer.
- 8.5 We want to give local people a real opportunity to participate in 2012 related volunteering opportunities, and are encouraging residents to become involved with their local volunteering projects; to learn new skills and build up a wealth of experience which will contribute to the opportunities that become available.

Are you interested in voluntary activities related to the 2012 Olympic and Paralympic Games?



Source: LBH Volunteer Survey

8. The Big Opportunity: Volunteering and the 2012 Games

Personal Best

- 8.6 The Personal Best volunteering programme is being delivered by The Learning Trust in Hackney and is funded by the Learning and Skills Council and the London Development Agency.
- 8.7 Personal Best is a unique volunteering experience – as it offers individuals the opportunity to take part in training activities and gain a nationally recognised qualification. People taking part in the programme must also complete a short volunteering role. Those who complete the programme are then guaranteed an interview to be a 2012 Games volunteer.
- 8.8 Hackney's Personal Best trainees come from many different backgrounds. They are people not in work or education, people with disabilities; older people, school leavers and young people who are not involved in work, education or training. Trainees receive help with job interviews, work placements and volunteering opportunities.
- 8.9 Over 130 Hackney residents have completed Personal Best. They have gone on to volunteer at events including the Shoreditch Festival, a visit by the International Olympic Committee to London and the Olympic and Paralympic Handover events,

2012 Volunteering – Sarah, a Personal Best Student.

Sarah, a trained nurse and social worker, joined the 2012 Personal Best Volunteering Programming in after experiencing volunteering at Queensbridge Primary School. Since her training course she has helped out at some of Hackney's most important events - 2008's "Get Set Hackney" jobs fair, National Volunteers Week, the Festival for Older People, and the Olympic and Paralympic Hackney Handover events. She also represented Hackney when officials visited to assess the borough for Beacon status relating to Community Engagement.

"Personal Best has changed my life and allowed me to share my personal best for the benefit of others", says Sarah. "The sky is the limit as far as I am concerned. I had a very memorable evening at Wembley stadium receiving my Personal Best certificate and meeting the Mayor of London, Sebastian Coe and Jonathan Edwards."

8. The Big Opportunity: Volunteering and the 2012 Games

To capitalise on the opportunities presented by the 2012 Olympic and Paralympic Games, we recommend that :

- Hackney Council's 2012 Volunteering programme is established, ensuring opportunities for all of Hackney's residents. The programme should:
 - actively promote Hackney residents as a skilled and diverse volunteer workforce that can make a significant contribution to the 2012 games.
 - create a legacy of community volunteers inspired to volunteer by the 2012 Games, and continue volunteering beyond 2012.
 - work with Hackney Community Sports Network and partners to build the capacity of local sports clubs and associations, to develop a programme of support for sports club volunteers.
 - include an accredited training component which provides volunteers with a set of transferable skills.
 - support the Hackney 2012 Schools at the Heart Programme to include access to; and information on volunteering.
- The Hackney 2012 Schools at the Heart Programme includes access to and information on volunteering opportunities available to young people.

9. Encouraging employer support for volunteering

***'People of working age who are in employment are often enthusiastic volunteers.'*¹⁹**

- 9.1 Research shows us that the people most likely to volunteer are those in employment and those who are self employed.

People are often surprised to hear this, particularly as the most common reason given by people who do not volunteer, is that they 'do not have enough time'. This presents an interesting challenge for consideration in Hackney. How can we provide those in employment with the time to volunteer?

- 9.2 A national report by Volunteering England²⁰ highlights the steady increase in the number of employer-supported volunteering programmes over the last 10 years. Employer-supported volunteering is when an employer actively encourages, or has schemes for employees to take part in community or voluntary activities.²¹

- 9.3 Employer-supported volunteering can take a range of forms. Employers may actively promote volunteering to staff; support flexible working hours which enable staff to volunteer; or agree some paid time off for staff to volunteer.²²

As more and more companies recognise the importance of corporate social responsibility,²³ employer-supported volunteering provides a way for companies to demonstrate this.

The reason for employers to participate in employer supported volunteering schemes is very similar to the reasons given by individuals. Organisations want to *give something back* and at the same time can enhance the personal development of their employees.²⁴

- 9.4 *Helping Out*, the national survey into volunteering and charitable giving found that 54% of employees would like their employer to have an employer-supported volunteering programme.²⁵

Where employers did have a scheme, 29% of employees said that they took part. In Hackney, 25% of the people that we surveyed also said that it would be easier for them to get involved in volunteering if their employer gave them time to volunteer during the working week.

¹⁹ Baroness Neuberger - Manifesto for Change, the report from the Commission into the future of volunteering

²⁰ Caring companies: Engagement in employer-supported volunteering – IVR 2007

²¹

²² Manifesto for Change

²³ Find a definition for this

²⁴ Research report into volunteering in Hackney, WM Enterprise, February 2009

²⁵ Helping Out National Survey into volunteering and charitable giving

9. Encouraging employer support for volunteering

- 9.5 East London Business Alliance (ELBA) and their partners provide a good example of how employer-supported volunteering works in practice. Over the last 20 years, ELBA has worked with employee volunteers from approximately 120 private-sector organisations.
- 9.6 Volunteers from these organisations have supported more than 500 local organisations in Hackney, Tower Hamlets, and the Thames Gateway. Each year some 7,500 volunteers are involved in a range of volunteering activities across the three areas, with over 250 volunteers currently carrying out mentoring activities in Hackney schools.²⁶
- 9.7 Over the last few years, central government has also been actively encouraging civil servants and public sector employers to take a lead in developing employer-supported volunteering schemes.²⁷
- 9.8 With over 13,000 employees working in public sector organisations in Hackney, this could present a great opportunity, to increase volunteering in the borough.²⁸ Further consideration also needs to be given on how to engage with small and medium size private sector companies and how they can be supported to develop employer-supported volunteering programmes.²⁹

Geraldine - Performance Manager for Finance and Resources Directorate, Hackney Council

Geraldine began working for Hackney in 2003, and has always had a keen interest in volunteering. She has had number of volunteering roles over the years, including being a volunteer reader and school governor. She currently interviews candidates who have applied to become magistrates.

On arrival in Hackney, Geraldine made contact with a local primary school to find out about opportunities to volunteer. The school explained that they were looking for volunteer readers and after completing the appropriate checks, Geraldine began volunteering at the school during her lunch hour. She soon realised that the school needed more volunteers, and began publicising the programme to colleagues in her directorate. Geraldine worked with the school to recruit and train 20 volunteers from the Finance and Resources directorate. Due to the success of the programme, Inspire, Hackney's Education Business Partnership developed the programme as part of its existing activities, working with a larger number of schools.

Geraldine commented "Being involved with the reading programme has made me realise that there is such a positive impact on the children that I've mentored. Children within the programme were getting better results than predicted. To see a child struggling, to then gaining confidence, and their own interest in reading, writing and communication skills has been the reward for both parties."

²⁶ East London Business Alliance,

²⁷ Remarks by the Rt Hon Gordon Brown MP, Chancellor of the Exchequer, at the HMRC Corporate & Social Responsibility Conference with His Royal Highness, The Prince of Wales, at HM Treasury, 24th October 2006 Speech into CSR, ref in Caring Companies

²⁸ ABI Data, 2004 and WM Enterprise Research

²⁹ Caring companies: Engagement in employer-supported volunteering – IVR 2007

9. Encouraging employer support for volunteering

To increase the number of employee volunteers in the borough, we recommend that:

- Public sector agencies and businesses are encouraged to conduct an audit of staff involved in voluntary activities, which could be carried out through staff surveys or alternative Human Resources methods.
- Public sector agencies consider the different models of employer-supported volunteering, and commit to developing policy on this, learning from the range of models within the public and private sector.
- The volunteering infrastructure organisation, Education Business Partnership and East London Business Alliance continue to promote and facilitate employer-supported volunteering across sectors, as a means for companies to demonstrate their corporate social responsibility.
- Employee volunteers are included in recognition or celebration events for their contribution to Hackney.

Project Shoreditch is a partnership between three corporations, Deutsche Bank, Linklaters, and UBS and the East London Business Alliance (ELBA), and the Shoreditch Trust.

The aim of Project Shoreditch is to meaningfully involve the three businesses in the regeneration of Shoreditch. Working directly with the Shoreditch Trust, and through a volunteering brokerage model managed by ELBA, Project Shoreditch places corporate volunteers into local organisations.

The allocation of roles and responsibilities between the five partners is clear:

- Shoreditch Trust is responsible for identifying local community organisations requiring volunteering help.
- ELBA's role is to broker volunteering opportunities between these community organisations and, the corporate partners.
- The corporate partners' role is to articulate the volunteering request to their corps of employee volunteers and identify suitable candidates that match the needs of the community group.

To date, over 2,200 corporate volunteers have participated in the project.

10. Working with volunteers

‘There is sometimes a perception that the voluntary and community sector can provide services “for free” because volunteers are not paid, and this can lead to an unrealistic perception of the sector and volunteering’

- 10.1 We heard about the rewarding aspects of working with volunteers, and several volunteer managers described their role as helping to ‘facilitate a journey for the volunteer’. This was seen as a crucial aspect of volunteer management and the relationship between a volunteer and the organisation that they are volunteering with.
- 10.2 One of the key messages that we heard from volunteer managers and those involved in supporting volunteers, was about the lack of understanding from some public agencies and funders about the time, cost and skills involved in working with volunteers.
- 10.3 We also heard about the challenges that organisations face when managing volunteers. These range from providing day-to-day supervision to developing volunteer policies and procedures; and from retaining volunteers to dealing with volunteer recruitment and selection.
- 10.4 In short, organisations need more support in dealing with the management aspects of working with volunteers. This is necessary so that organisations have more time to focus on the quality of the volunteering role and delivering the services of the organisation. This has to be balanced with ensuring that volunteers have a well-organised and positive experience of volunteering, which is particularly important in being able to retain volunteers.
- 10.5 The most common areas of support requested are:
- Increased resources for volunteer management
 - Recognition of the important role that volunteer managers have, and their contribution to organisations, and the wider community.
 - Access to affordable training and accreditation for volunteer managers.
- 10.6 Volunteers also expressed the importance of having good volunteer management, as this has the most significant impact on volunteers feeling valued and continuing to volunteer with an organisation.
- 10.7 Poorly organised volunteering roles, and a feeling that their contribution is not appreciated were the most common reasons given by volunteers who had decided to stop volunteering.

This was highlighted by volunteers in Hackney and is also identified in national research.³⁰

³⁰ Manifesto for Change

10. Working with volunteers

Investors in Volunteers Quality Standard

10.7 The national Investors in Volunteers Quality Standard was developed to address some of the issues raised outlined, and relates specifically to the management of volunteers. The standard enables organisations to carefully review their volunteer management, and also demonstrate their commitment to volunteering.³¹

10.8 To achieve the standard, organisations must show that they are able to:

- plan for volunteer involvement;
- recruit volunteers;
- select and match volunteers;
- and support and retain volunteers.

10.9 For organisations that achieve the standard, there are a number of benefits, and some of these are listed below:

- a) Organisations can improve the effectiveness of their work with volunteers in a structured way.
- b) Organisations can compare their volunteer practices against a recognised standard.
- c) Organisations can encourage more people to volunteer - people will feel more encouraged to volunteer for an organisation that strives towards managing volunteers well.
- d) Organisations can sustain their existing volunteers' motivation and enhance their experience of volunteering.
- e) Organisations will be able to reassure funders that the organisation is professional, effective at managing volunteers and that their money is being well spent.

10.10 To date, more than 15 organisations in Hackney have achieved the Investors in Volunteer Quality Standard.

In order to support an environment where excellent volunteer management is evident in the borough, we recommend the following:

Recommendation

- Funding for volunteer management and volunteering programmes is recognised by public sector organisations as a genuine cost to delivering services, and is considered within any investment into the third sector, including the cost of achieving the Investors in Volunteers Quality Standard.

³¹ <http://iiv.investinginvolunteers.org.uk/>

10. Working with volunteers

- The lead infrastructure organisation for volunteering in the borough promotes Investors in Volunteers, the National Occupational Standards for the Management of Volunteers, and access to opportunities for accredited training for volunteer managers.

Case Study

Groundwork EastLondon (achieved Investors in Volunteers Quality Standard)

Groundwork EastLondon is an environmental regeneration charity which works with deprived communities to provide well-designed outdoor spaces and inform communities about environmental issues. At any one time they work with up to 80 volunteers.

They have three types of volunteer: field volunteers who work on a casual basis helping out with community events and gardening activities; recruit volunteers who commit a minimum of two days a week over three months to develop their skills in regeneration and charity work; and project-based volunteers.

“A lot of volunteers say they find they improve their social confidence by volunteering and it gives them something to put on their CVs,” says Community Team Manager, Naomi Pietersen. “Most of our volunteers go on to work, mainly in the third sector which is very competitive, so that’s quite exciting.”

On achieving the Investors in Volunteers Standard, Naomi says “For organisations considering liV It’s not just a paper exercise. Going through the process has really helped to make the way we work at Groundwork London (East office) with volunteers more efficient, and effective and hopefully the volunteers will now get even more from us as an organisation. And in turn we have some volunteers who really care about us and what they do for us.”

For more information see: www.groundworkeastlondon.org

11. Supporting the volunteering infrastructure

- 11.1 Residents and organisations in Hackney have told us about the importance of having access to information and support on a range of issues relating to volunteering.
- 11.2 Some people want to know about the opportunities to volunteer in the borough; others would like to know about practical issues such as whether they will receive travel expenses; whilst organisations have lots of different questions about involving and managing volunteers.
- 11.3 For this reason, it is recognised that it is important for us to have a lead organisation in Hackney that can deal with these issues and act as a central access point for enquiries relating to volunteering.
- 11.4 In many areas across the country, volunteer centres provide support at a local level for volunteers and volunteer-involving organisations. Volunteer Centre Hackney provides this service in Hackney.
- 11.5 To be recognised as a volunteer centre, the following six core functions must be delivered:
1. **Brokerage** – involves matching both individuals and groups interested in volunteering with appropriate opportunities in the local community.
 2. **Marketing volunteering** – involves stimulating and encouraging local interest in volunteering and community activity. This may include promoting and marketing volunteering through local, regional and national events and campaigns.
 3. **Good practice development** – volunteer centres promote good practice in working with volunteers to all volunteer involving organisations. They deliver training and accreditation for potential volunteers, volunteers and volunteer managers.
 4. **Develop volunteering opportunities** – volunteer centres work in close partnership with statutory, voluntary and private sector agencies as well as community groups and faith groups to develop local volunteering opportunities.
 5. **Policy response and campaigning** – volunteer centres also identify proposals or legislation that may impact on volunteering. They will lead and/or participate in campaigns on issues that affect volunteers or volunteering.
 6. **Strategic development of volunteering** - as the local experts on volunteering ,volunteer centres inform strategic thinking and planning at a regional and national level.

11. Supporting the volunteering infrastructure

- 11.6 Volunteering England is the national development agency for England, and part of their work is to support volunteer centres to deliver the core functions listed overleaf.
- 11.7 In order to meet the recommendations outlined within this strategy, it is important that Hackney continues to have an organisation that can deliver the core functions. The organisation will contribute to providing an environment where people have access to good quality volunteering opportunities; and organisations are supported to develop effective high quality volunteer programmes

We therefore recommend that:

- A single infrastructure organisation continues to be commissioned to be local experts on volunteering in Hackney, and to successfully deliver the six core functions of a volunteer centre.

12. Developing volunteer programmes in the public sector

“I would really like to volunteer at the hospital, but I don’t know what opportunities are available ”

- 12.1 Volunteers have been a valuable resource within the voluntary and community sector for many years, and also make a valuable contribution to the delivery of public services. For example, as school governors, special constables and emergency first aiders.
- 12.2 The opportunity for volunteers to add value to the delivery of public services has increased over the last few years, and is the focus of the government’s volunteering champion, Baroness Neuberger, who is producing several reports on volunteering in the public services.
- 12.3 The report into Volunteering in the Health Care Sector found much potential to expand volunteering in health and social care; with opportunities to create services that are based around an individual persons needs and involve service users as volunteers.³²
- 12.4 The report on volunteering in the justice sector highlights the vital role that volunteers play in providing front line services to victims and witnesses of crime.³³
- 12.5 The research conducted locally, highlighted that there are many people in Hackney who are interested in volunteering opportunities in public sector organisations. There was particular interest in health-care related roles but people were unaware of how to access these opportunities.
- 12.6 Whilst there may have been a number of specific volunteer programmes (the well-known Bump Buddies and Birth Buddies is one example)³⁴, at present there is no centrally co-ordinated volunteer programme within the Primary Care Trust or Homerton University Hospital.
- 12.7 The Department of Health launched their volunteering strategy for health and social care which outlines the key actions which need be to addressed in order to make volunteering in the delivery of public health and social care services a reality across the country. We will need to consider what this means for Hackney, and how to respond to the demand for these opportunities at a local level.
- 12.8 When it comes to volunteering in the public sector, concern is often expressed about whether volunteers will be used as substitutes for paid

³² Volunteering in the Public Services: Health & Social Care, Baroness Neuberger’s review as the Governments Volunteering Champion - March 2008

³³ Volunteering across the Criminal Justice System, Baroness Neuberger’s review as the Government’s Volunteering champion – March 2009

³⁴ http://www.teamhackney.org/reducing_infant_mortality_in_hackney__interim_report_october_2008l.pdf

12. Developing volunteer programmes in the public sector

staff. It is important to note that this is not what volunteering in the public sector is about or what we are recommending.

- 12.9 A volunteer charter signed by the TUC and Volunteering England supports the involvement of volunteers in the public sector. The charter states that volunteers should complement and supplement the work of paid staff, and should not be used to displace paid staff or undercut their pay and conditions of service.
- 12.10 In developing opportunities to volunteer, public sector organisations must ensure that the volunteering roles are appropriate; and not roles that staff should be being paid to do. One of the key aspects of involving volunteers in public service delivery, is the complementary (not supplementary) nature of the role that they take on.
- 12.11 With five large public sector agencies operating in Hackney, there is a great deal of opportunity to develop volunteering roles which involve local people in the delivery of local services.
- 12.12 The Hackney Compact (please see page 14 of this document) also commits public agencies to providing volunteering opportunities that are accessible to all sections of the community.

This includes having appropriate recruitment procedures, registering all opportunities with the local Volunteer Centre and addressing barriers to volunteering for under-represented groups.

To progress the development of volunteering opportunities in the public sector, we recommend that:

- Public sector agencies compile a list of the volunteering opportunities which exist within their organisations, and promote to residents and the lead infrastructure organisation for volunteering in Hackney.
- New opportunities to volunteer within public sector agencies in the borough are developed, ensuring that the roles are appropriate and not a substitution for paid staff.
- In particular, future funding should seek to establish a high-profile volunteer programme involving Homerton University Hospital, City & Hackney Primary Care Trust; and partner organisations in response to the identified gap in health related volunteering opportunities in the borough.

12. Developing volunteer programmes in the public sector

Hackney's Metropolitan Police Volunteer Programme is one of 32 in London. Volunteer manager, Richard Gillman currently has 70 volunteers, of whom 38 are trained and active and already assisting the Metropolitan Police Service in Hackney. All volunteers apply through a formal process and are vetted through Scotland Yard. They receive a structured induction, training and mentoring through both Richard and their own line manager; and are required to commit to at least six months with the force, typically volunteering for up to four hours of their time each week.

"They volunteer alongside paid staff, for example at the front desk at Stoke Newington Police station. They are there to assist but don't get involved in investigative matters," says Richard. "For some it's a taster. I've had five or six people who started out as volunteers, and have either joined or are applying to join the police, which to me is fantastic."

Volunteers come from all sections of Hackney's community, including some of the newer arrivals. One Polish volunteer, for example, helps with the police cadets one night a week in addition to her full time job as a classroom assistant. She has now applied to become a Police Community Support Officer.

13. Implementing the Strategy

- 13.1 Taking into consideration the regional and national information on volunteering, and considering the information presented in this strategy, it is clear that residents, volunteers, volunteer-involving organisations and partners from a range of organisations all have a role to play in developing volunteering in Hackney.
- 13.2 A Hackney Volunteering Strategy Implementation Group will be established, to work with partners to ensure that the recommendations outlined within this strategy are delivered, and new opportunities explored. The membership of the group will include representatives from the public, private and voluntary and community sectors.
- 13.3 The implementation group will report to the Active and Vibrant Communities sub-group of the Thriving Healthy Partnership Board. Members will use their experience and expertise to oversee the implementation of the strategy, and will contribute to the strategic development of volunteering in Hackney.
- 13.4 Further information on implementing the strategy is available on the Team Hackney website, www.teamhackney.org or from the Community Partnerships team at Hackney Council on 020 8356 4066.
- 13.5 If you would like to get involved in volunteering in Hackney, please contact Volunteer Centre Hackney on 020 7241 4443 or visit their website www.hackneyvoluntaryaction.org.uk

13. Implementing the Strategy



13. Implementing the Strategy

	Recommendation	Lead Agency & Partners	Timeline
	Implementation		
1.	A Strategy Implementation Group is formed to monitor progress against the strategy recommendations.	<ul style="list-style-type: none"> – Community Partnerships – The Learning Trust – Hackney Voluntary Action – LBH 2012 Unit – LBH Youth Service – Member of the Community Empowerment Network – East London Business Alliance – LBH Human Resources – Homerton Hospital – City & Hackney Primary Care Trust – The Metropolitan Police 	January 2010
	Celebrating Volunteering		
2.	Partners work together to raise the profile and contribution made by volunteers in the borough through a range of different communications. It is important to recognise the stereotypes that some communities and age groups continue to hold towards the word ‘volunteering’, and therefore other descriptions may need to be used when celebrating volunteering and raising awareness about opportunities to volunteer.		January 2010 onwards
3.	Develop an annual high-profile cross-sector celebration of volunteers during national Volunteers’ Week (1 st – 7 th June).		June 2010 – June 2013

13. Implementing the Strategy

4.	A borough-wide volunteer celebration is organised to award volunteers during the European Year of the Volunteer in 2011.		June 2010 – December 2011
5.	Volunteer managers and employee volunteers are included in any recognition or celebration events for their contribution to Hackney.		June 2010 – June 2013
	Making volunteering accessible		
6.	Volunteer-involving organisations are encouraged to collect equalities information on volunteers, and actively seek to address any under-representation particularly in relation to involving disabled volunteers.		January 2010 onwards
7.	A cross-sector working group is formed between key agencies involved in supporting young people in Hackney to volunteer. The working group will share information, and strategically plan how to facilitate greater involvement in volunteering by young people, contributing to young people's participation in positive activities.		April 2010 – March 2013
8.	Older people are further supported to become involved in volunteering as a means of improving health and well-being, living independently and promoting inter-generational relationships.		April 2010 – March 2013
9.	Young people, in particular are supported to demonstrate the skills gained through volunteering, when dealing with potential employers, employer support agencies or education and training organisations.		January 2010 – March 2013
10.	Working in partnership with Job Centre Plus, and other employment support agencies, recognise and encourage volunteering with those seeking work as a legitimate means of developing skills and gaining		January 2010 – March 2013

13. Implementing the Strategy

	experience whilst looking for employment.		
11.	Public sector agencies compile a list of the volunteering opportunities which exist within their organisations, and promote to residents and the lead infrastructure organisation for volunteering in Hackney.		June 2010 – December 2010
12.	Public sector agencies consider the different models of employer-supported volunteering, and commit to developing policy on this, learning from the range of models within the public and private sector.		January 2011 – June 2011
13.	The volunteering infrastructure organisation, Education Business Partnership and East London Business Alliance continue to promote and facilitate employer-supported volunteering across sectors, as a means for companies to demonstrate their corporate social responsibility.		On-going
	Developing volunteering in Hackney		
14.	Build on existing activities in schools (Hackney 2012 Schools at the Heart Programme) and the citizenship curriculum, to facilitate greater involvement and understanding of volunteering and its benefits to young people, in order to develop an interest and commitment to active citizenship from an early age.		September 2010 onwards
15.	The lead infrastructure organisation for volunteering in the borough promotes Investors in Volunteers, the National Occupational Standards for the Management of Volunteers, and access to opportunities for accredited training for volunteer managers.		June 2010 –December 2011

13. Implementing the Strategy

16.	<p>Hackney Council's 2012 Volunteering programme is established, ensuring opportunities for all of Hackney's residents. The programme should:</p> <ul style="list-style-type: none"> - actively promote Hackney residents as a skilled and diverse volunteer workforce that can make a significant contribution to the 2012 games. - create a legacy of community volunteers inspired to volunteer by the 2012 Games, and continue volunteering beyond 2012. - work with Hackney Community Sports Network and partners to build the capacity of local sports clubs and associations, to develop a programme of support for sports club volunteers. - include an accredited training component which provides volunteers with a set of transferable skills. - support the Hackney 2012 Schools at the Heart Programme to include access to; and information on volunteering. 		April 2010 – March 2013
17.	<p>Different models for accrediting the skills developed through volunteering are considered; and volunteers are given access to good quality affordable training.</p>		January 2010 - September 2010
18.	<p>New opportunities to volunteer within public sector agencies in the borough are developed, ensuring that the roles are appropriate and not a substitution for paid staff.</p>		January 2011 – March 2013
19.	<p>In particular, future funding should seek to establish a high-profile volunteer programme involving Homerton University Hospital, City & Hackney Primary Care Trust; and partner organisations in response to the identified gap in health related volunteering opportunities in the borough.</p>		March 2010 – March 2013

13. Implementing the Strategy

20.	Using the Compact, partners should explore the role of volunteer-led organisations (including faith groups) in the delivery of services.	January 2010 onwards
21.	The volunteering infrastructure organisation should develop resources on good practice in volunteer management, specifically for volunteer-led organisations (which will include faith groups).	January 2011– December 2011
Investing in volunteering		
22.	Funding for volunteer management and volunteering programmes is recognised by public sector organisations as a genuine cost to delivering services, and is considered within any investment into the third sector, including the cost of achieving the Investors in Volunteers Quality Standard.	April 2010 onwards
23.	A single infrastructure organisation continues to be commissioned to be local experts on volunteering in Hackney, and to successfully deliver the six core functions of a volunteer centre.	April 2010 – March 2013
Measuring the impact of volunteering		
24.	Increase the levels of those involved in volunteering as recorded in the 2008 Place Survey, by 2% incrementally, leading to a 4% increase by 2012. NB: the Place Survey is measured bi-annually, and the next survey will take place during Autumn 2010.	August 2008 – September 2010 October 2010 – September 2012
25.	Public sector agencies and businesses are encouraged to conduct an audit of staff involved in voluntary activities, which could be carried out	June 2010 onwards

13. Implementing the Strategy

	through staff surveys or alternative Human Resources methods.		
26.	London Borough of Hackney and Hackney Council for Voluntary Services (HCVS) provide support to third sector organisations and public agencies to adopt and apply the Compact principles on volunteering.		January 2010 onwards
27.	Provide volunteer-involving organisations with the tools to assess the impact of volunteering, and encourage a collective approach to this.		June 2011 – June 2012
28.	Further research is conducted on the economic value of volunteering to the borough.		September 2012 – March 2013

Glossary of Terms

Accredited training	Training that has been designed and approved by a recognised organisation.
Active Citizenship	Outward demonstration through activities and behaviour of roles and responsibilities to society and the environment.
Citizenship	The rights and responsibilities given as a citizen of a country and the exercise of those rights and responsibilities.
Commissioned	TBC
Complementary	An addition to a programme in order to fill a gap in service.
Consultation	The process of seeking and sharing views.
Corporate Social Responsibility (CSR)	CSR is demonstrated when companies manage their business processes to produce an overall positive impact on society.
Hackney Council for Voluntary Services (HCVS)	HCVS is Hackney's leading voluntary and community sector support agency. Their role is to provide local voluntary and community sector (VCS) organisations with the key skills, knowledge and resources to respond to the needs of local people, especially those most in need.
Hackney Skills for Employment Strategy	The Hackney Skills for Employment Strategy identifies a co-ordinated approach to helping the residents of Hackney to gain the right skills and training needed to get into work, and to progress in employment.
Infrastructure Organisations	Organisations whose main role is to provide infrastructure functions (support and development, co-ordination, representation and promotion) to voluntary and community sector organisations.
Local Area Agreement	A Local Area Agreement (LAA) sets out the

Glossary of Terms

	<p>priorities for a local area that have been agreed between central government and the local authority and local strategic partnership.</p>
Local Strategic Partnership	<p>A LSP brings together different parts of the public sector as well as the private, business, community and voluntary sectors so that different initiatives and services can support each other and work together. They are responsible for developing and implementing the Sustainable Community Strategy and Local Area Agreement.</p>
London Organising Committee for the Olympic Games (LOCOG)	<p>Responsible for preparing and staging the 2012 Games.</p>
Outcomes	<p>Outcomes are the final product or end result that a project or organisation would like to achieve.</p>
Performance Indicator	<p>A measure of performance.</p>
Project Board	<p>The project board is responsible for guiding the project and ensuring it achieves the outcomes it plans to achieve.</p>
Soft skills	<p>Soft skills are skills generally learnt outside of or alongside formal education and consists of working with people and problem solving.</p>
Strategy	<p>A strategy is a plan to communicate and establish rules and procedures to ensure that the aims of an organisation are achieved.</p>
Supplementary	<p>Extra support to give strength to a project.</p>
Sustainable Community Strategy	<p>Hackney's Sustainable Community Strategy is the shared vision for the local area for the next 10 years. It sets out the vision, priorities and a set of outcomes which all partners will plan and work towards achieving in the coming years.</p>
Thriving Healthy Communities Partnership Board	<p>The Thriving Healthy Communities Partnership (THCP) is the partnership board on the LSP which seeks to improve health and wellbeing in Hackney.</p>
Transferable Skills Volunteering England	<p>Skills that can be developed and used across a wide range of jobs and experiences.</p>

Glossary of Terms

Volunteering Strategy
Implementation group

This organisation works to support and increase volunteering throughout England. The group that will co-ordinate and implement the volunteering strategy.

Worklessness

Worklessness is a term to describe multiple and entrenched causes of unemployment.

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London Borough of Hackney’s Community Resource Team
Age Concern Hackney
Hotline Meals
Hatzola
Agudas Israel Housing Association Residential Care Home
Hotline Meals
Personal Best Volunteer Programme, Hackney
The Learning Trust
Hackney Community College
Lee House
Homerton Hospital NHS Trust
V Involved – East London

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Web: www.hackney.gov.uk
E-mail: communitypartnerships@hackney.gov.uk
3. The Department of Work and Pensions have published a guide called 'Volunteering while on benefits' which is available on-line at www.jobcentreplus.gov.uk and can also be requested at Job Centre plus offices.