

GLASGOW'S STRATEGIC VOLUNTEERING FRAMEWORK

Culture
& Sport
Glasgow



1. VISION

1.1 Purpose of the Strategic Volunteering Framework

Volunteering is a fundamental building block of civil society – it is widely recognised that volunteering opportunities have a positive impact on individuals, organisations and the wider community.

Whilst there is already an active volunteering culture within Glasgow, to date it has been managed through individual programmes in different sectors and under a range of policies and guidelines. The Strategic Volunteering Framework (SVF) aims to enhance the positive contribution of volunteering within the city by assisting volunteer involving organisations, and other stakeholders that support volunteering, to adopt an effective, efficient and consistent approach across the city.

The overall vision for the Framework is of:

“A city that values and supports volunteering, recognising its contribution to personal and community development, encouraging everyone to participate and share in the benefits, and enhancing practice across sectors to ensure quality volunteering experiences accessible to all.”

The Framework will enable the voluntary, public and private sectors to unite as partners to promote and develop volunteering in Glasgow. It aims to enhance the quality of the experience for existing volunteers, to ensure volunteering is accessible to all, and to encourage new people to participate and share in the benefits of volunteering.

1.2 Definition of Volunteering

In its Volunteering Strategy (2004 - 2009) the Scottish Government defined volunteering as:

“...the giving of time and energy through a third party, which can bring measurable benefits to the volunteer, individual beneficiaries, groups and organisations, communities, the environment and society at large. It is a choice undertaken of one's own free will, and is not motivated primarily for financial gain or for a wage or salary.”

Volunteering can be either formal or informal and this strategy is concerned with both components. Formal volunteering refers to activities coordinated through an organisation, be it a small community group consisting entirely of volunteers, individuals serving as trustees on the boards of voluntary (and charitable) organisations, or through major public sector agencies such as NHS Health Boards, local authorities, or educational establishments (e.g. through university programmes or student associations).

Informal volunteering refers to activities undertaken independently as an individual to help others (e.g. checking on the wellbeing of an elderly neighbour), or as part of wider community activity in response to an identified issue or need (e.g. care and maintenance of the local environment). Amateur sport relies significantly on its volunteers including coaches, referees, umpires and officials. Likewise, volunteering in the arts and culture (e.g. museum and heritage guides, drama groups, arts and crafts organisations) can do much to enhance the quality of life, and self-esteem, of individuals.

The number of people volunteering informally in Scotland is believed to be far more than those volunteering formally. This provides an indicator of the significant contribution

volunteering can make to social capital¹ and reflects informal social networking within neighbourhoods. Research undertaken by Glasgow Caledonian University found that such experiences of volunteering could also enhance participatory democracy (Beattie and Munro, 2004)². The contribution of volunteering and the wider voluntary sector to civil society in Scotland has been recognised by the Civicus³ World Assembly being held in Glasgow in 2006, 2007 and 2008.

1.3 Volunteer Roles

Volunteering is an activity which is underpinned by particular values and is quite distinct from paid work. In some cases volunteers will work alongside paid staff, complementing and adding value to the work done by employees. Where this is the case, it is important that there is a clear distinction between the roles of volunteers and those of paid staff, to ensure that volunteering is not seen as a substitute for paid work.

While involvement of volunteers brings many advantages, considerable thought needs to be given to developing appropriate roles for volunteers. Volunteers are increasingly being asked to undertake work that is more complex, more responsible and often more visible. The development of appropriate roles, underpinned by clear policies and procedures and a robust risk management approach, is particularly pertinent where there are statutory, legal or moral responsibilities to deliver services.

Equally, it must be noted that volunteers do not 'come free' and it is vital that the costs associated with the recruitment and appropriate support of volunteers (e.g. travelling expenses, child care, training and development) are factored in. The development of volunteers is an investment for the city, so it is important that resources are provided to develop capacity and enable volunteers to play a bigger role in their community.

1.4 Widening Participation

A key aim of the framework is to widen participation in volunteering. This will require an acknowledgement and understanding of the barriers that may prevent or deter people from becoming involved in volunteering (e.g. lack of appropriate provision for cultural or access needs; fear of homophobia, racism; or simply a lack of confidence). In addition, it demands a commitment to addressing these barriers in line with the principles of diversity and inclusion (see Section 3.2).

An Equality Impact Assessment has been undertaken as part of the development of this framework, and will inform the supporting Implementation Plan.

¹ Social capital is defined as the connections among individuals – social networks and the norms of reciprocity and trustworthiness that arise from them (Putnam, 2000).

² Evaluating the active community: an evaluation of the CLEAR training programme, *Local Governance* (2004) 29 (3) (Beattie and Munro), pp182-200

³ CIVICUS is the World Alliance for Citizen Participation, which works to strengthen citizen action and civil society.

2. CONTEXT

2.1 National Context

The Scottish Government's *Volunteering Strategy* (2004 - 2009) aims to embed a robust culture of volunteering in Scotland, and clearly states that if volunteering is to reach its potential it requires resources, commitment and skilled management.

Development of the strategy took account of a range of evidence, including research which suggested that:

- Non-volunteers are especially concentrated amongst the socially excluded, those on low incomes and benefits, the economically inactive and unemployed, and residents of poorer neighbourhoods;
- There are a range of barriers to volunteering, including: misperception about the impact of volunteering on welfare benefits; lack of confidence; lack of information / awareness of the range of opportunities; financial disincentives (i.e. out-of-pocket expenses not covered); mobility/disability issues; language barriers; and non-inclusive practice by volunteer-involving organisations.

Consequently, the Strategy supports volunteering that:

- Seeks to build community well-being, sustainability and respects the dignity of all people;
- Helps tackle social, cultural, economic and environmental issues; and
- Builds a more humane and just society.

The Strategy sets out a vision of a Scotland:

- Where anyone who wants to volunteer in their community of place or interest can do so readily;
- Where volunteering is valued and recognised across all sectors, as an expression of an empowered people and a force for change; and
- Which believes that every one of its people can contribute towards, and benefit from, making Scotland a better place to live.

2.2 Local Context

Currently in Glasgow we have active volunteering across voluntary, public and private sectors, involving large numbers of dedicated volunteers and a wide range of volunteering opportunities (e.g. service delivery, regeneration, campaigning, fundraising, mutual support, community representation, governance, cultural and sporting events, environmental and conservation projects).

Developing a Strategic Volunteering Framework is a key action within *Glasgow's Cultural Strategy* (2006). The framework will provide a significant contribution to Glasgow's social renewal agenda by developing confidence and skills to enable more people in Glasgow to enter employment and participate more fully in local communities.

It is well recognised that volunteering reflects direct engagement in community life and active civic participation, and we therefore wish to maximise the potential of volunteering to act as a positive force for change in the city. This desire is reflected within *Glasgow's Single Outcome Agreement*, which acknowledges the contribution volunteering can make to achieving both national and local outcomes.

In addition, the framework will ensure that volunteering in Glasgow supports the key themes of Glasgow's Community Plan:

A Healthy Glasgow: Involvement in volunteering has been found to have a positive impact on the mental health and well-being of individuals. In addition, volunteers can contribute to the city's key health objectives of narrowing the health gap and improving the health of the most disadvantaged communities in Glasgow. Volunteers will help develop a capacity building approach for vulnerable groups through links to wider initiatives, and will support key health themes such as healthy living, smoking cessation, physical activity and stress reduction.

Across NHS Greater Glasgow and Clyde, there are currently more than 2000 volunteers involved in supporting the delivery of health objectives. This includes assisting with hospital-based projects such as the hospital radio service, community-based activities such as the Glasgow Breastfeeding Initiative, and patient involvement through patient fora and Community Health Partnerships. Volunteers provide a range of support that complements the services and care provided by the NHS, often offering invaluable emotional support and practical assistance at what can be a difficult and stressful time for patients and their families. For example, when people lose a limb, they are very well looked after in terms of physical rehabilitation, but there are a number of other needs that also require attention. These can be the need for information, the need for emotional support, or simply the chance to talk to someone in a similar position. The rehabilitation services within the NHS cannot always meet these needs and so the Murray Foundation works closely with the NHS to provide a range of support services to those affected by limb loss or limb absence.

A Learning Glasgow: Education and lifelong learning are recognised as key mechanisms for empowering people to pursue their ambitions in their personal, family, community and working lives. Whilst volunteers provide a range of support for the learning process (e.g. as tutors, providing learner support, etc.), community learning and development also has a reciprocal role to play in supporting people to develop the skills and confidence to play an active part in their local communities.

Glasgow Women's Library (GWL) is the only women's library in Scotland. As well as housing a large collection of historical and contemporary library and archive materials, it also delivers an innovative Lifelong Learning Programme and Adult Literacy and Numeracy Project. Jane first came to GWL in 2003, when she was 22, and describes it as "*the best thing I ever did*". She had been ill for a while, on benefits for many years, and described her confidence as very low. Volunteering with GWL, Jane learned many new skills, gradually building her confidence to the extent that she also became a volunteer Peer Educator with GWL's Young Women's Peer Support. As a volunteer, Jane participated in many GWL Lifelong Learning courses and events and, with her new found skills and increased self esteem, she enrolled as a learner on GWL's Adult Literacy Project. Through *The Big Plus* national literacy campaign, Jane became active in encouraging others to get help with their reading, writing and numbers and in 2004, one year after becoming a GWL volunteer, she won the Learn Direct 'Young Champion Learner of the Year Award'. Jane regards her three years as a volunteer at GWL as being a vital period in her life, resulting in a feeling of empowerment, encouraging her independence and leading to further education and employment. She successfully completed a PDA course at Stow College and now works as a Development Worker in the voluntary sector.

A Safe Glasgow: Safety is a universal issue – it affects all areas of Glasgow and all sectors of the community. Improving community safety is fundamental to promoting social inclusion and improving quality of life for all. However, to be effective, any approach must involve the communities affected – both in identifying the issues of greatest concern and in developing a coordinated response to these. Volunteers make a significant contribution to both these functions, including through: participation in the city's Community Safety Forums; provision of support to those affected by domestic violence; and involvement with the Clean Glasgow initiative. Volunteering can also help improve the opportunities available to those affected by issues of crime and community safety.

Glasgow's voluntary sector plays a crucial role in supporting community activities and in providing services to those in need. It comprises around 2,000 organisations, ranging from major charities to small community groups, with around 40,000 volunteers and 10,000 paid staff⁴. The Greater Springburn Stroke Club, although primarily serving the needs and interests of stroke survivors, also provides opportunities for volunteers who are themselves marginalised and excluded. Paul is 36 years of age and has been a volunteer with the club since the end of 2005. Since his teens, Paul has led a life entangled in drugs and drug-related crime, and has a 20 year history of criminal convictions. Paul says he got involved in voluntary work in an effort to change aspects of his life and because he wanted to have "*something to do and to keep me occupied, instead of just lying about the house doing nothing*". The Stroke Club exercises equal opportunity policies in its volunteer recruitment and accepted Paul to volunteer weekly as a bus escort and general club helper. Paul was warmly accepted into the club by members and soon developed good rapport and close working relationships with members and volunteers alike. Volunteering with the Stroke Club has exceeded Paul's expectations – it has not only helped him recover from heroine addiction and maintain a drug and crime-free lifestyle, it has also increased his understanding and awareness of issues faced by older people and stroke survivors, developed his skills in working with vulnerable groups in the community and, crucially, helped him regain some of the trust and respect he had lost in the past.

A Vibrant Glasgow: Enabling people to get involved in the life of the whole city is key to achieving a vibrant Glasgow. In addition to contributing to the delivery of recreational, sporting and cultural activities, including celebratory festivals and events, volunteers play a crucial role in supporting people to access the range of opportunities available (e.g. selecting and delivering library materials to people who are unable to visit the library themselves, and facilitating access to the city's parks and museums).

⁴ Glasgow Council for Voluntary Sector, Infobase.

Glasgow Museums' vision is to develop and sustain a vibrant, artistic, and creative culture within the city. Through its world class collections, Glasgow Museums aim to enhance social inclusion, encourage self development and life-long learning, enrich the quality of life, and improve the health and well-being of the people of Glasgow. Bob started volunteering with Glasgow Museums in 2000. Having had a life-long interest in vehicles he became aware of the range of objects in the Museum of Transport, including a fire engine which he attended fires in as a recruit in the early 1970's. Volunteering has had a significant impact on Bob's life. Having had to retire from the fire brigade due to injury, his life went on "hold" for nearly 4 years. Volunteering provided Bob with an avenue to introduce himself back into society. Nearly seven years on, Bob says it has provided him with "stimulation, valuable experience in museum matters, continued learning and the opportunity to give something back to the people of Glasgow". Volunteers like Bob are vital to achieving the museums' vision and bringing a fresh perspective, often bridging the gap between curators/artists and the general public, and providing an accessible source of interpretation of the collections. In 2006, 348 people were involved in Glasgow Museums' volunteer and placement programme, contributing in excess of 33,000 hours of their time. As well as researching the collections, they support a range of activities, including: provision of guided tours; assistance for workshops and other educational activities; and conservation activities.

A Working Glasgow. Whilst being in work can have a significant positive impact on the economic and emotional welfare of our citizens, it is recognised that many people continue to experience a range of barriers to employment, including poor health and lack of skills. Volunteering can provide a first step back to employment for many people, complement existing work and life experience, offer opportunities to develop new skills and knowledge, and provide an increased sense of confidence.

In 2005 Claire returned from a period overseas and decided that she wanted to pursue a career in social work. Despite her degree and experience gained overseas, she filled in application after application without success, and rapidly became aware that she did not have enough relevant experience. She looked to volunteering as a way to fill the gap and, after being provided with training, was matched with Ruth, aged 9, through a befriending project. After a year of working with Ruth, Claire was accepted to study for her Masters in Social Work, and she credits the experience gained through befriending with helping her to achieve her goal: *"The aims of the match were to provide the young person with new experiences and a space in her life that was just for her. For my part I wanted experience to help me in my career. I admit that both our needs have been met – in fact I'm not sure who has benefited most from the experience. I have watched her develop into a confident, caring and adventurous little girl. For my part, I have gained my experience but more than that I have been given the chance to spend time with a little girl who is caring, intelligent, funny and so incredibly resilient that she amazes me."*

3. OBJECTIVES

3.1 Key Objectives

In order to achieve our vision, the framework will address the following 4 key objectives:

1. *Increase the number of people volunteering by raising the profile of the diverse range of volunteering opportunities available. In addition, increase awareness of the benefits of volunteering for volunteers, Volunteer Involving Organisations (VIOs), and the wider community.*

In particular, we will target individuals that would not normally consider volunteering, including those that face particular barriers to participation in volunteering (e.g. disabled people, asylum seekers, and people with caring responsibilities) and build on existing expertise in order to develop additional support structures for volunteers (e.g. mentors, team leaders and area teams).

We will also raise awareness in the public and private sectors about the value of having volunteers in the work environment and supporting their workforce to volunteer. In addition, the contribution and achievements of volunteers will be recognised through: access to accredited training programmes; opportunities for action-based learning; and provision of networking opportunities. There is recognition that organisations supporting community learning and development have a significant role to play in supporting those engaged in informal volunteering to develop the necessary skills, knowledge, networks and resources.

2. *Develop quality standards for volunteering involvement*

Building on existing frameworks (e.g. *Investing in Volunteers*), standards will be developed to support higher quality of volunteer management in the public, private and voluntary sectors and to ensure that opportunities match the needs, aspirations and lifestyles of volunteers. In addition, performance indicators will be developed to support the evaluation of volunteering and demonstrate the outcomes in relation to health improvement, learning, training, and employment agendas, as well as the development of a vibrant, dynamic civic culture in the city.

3. *Co-ordinate a city-wide volunteer information database and training programme*

The development of a central volunteering database and administrative support will allow improved coordination of volunteering resources and opportunities in the city. This will be linked to complementary information systems (e.g. Infobase and Engage databases, Volunteer Centre Glasgow database, employability services database and directories), to improve information on volunteering opportunities and help develop pathways from volunteering to employment. In addition, the joining up of resources will enable the development of a cross-sector training programme, including pre-volunteering programmes linked to the Government's objective to increase the number of people in employment.

4. *Maximise the contribution of volunteering to local and national priorities*

Volunteering has a key contribution to make to wider policy objectives, including health, lifelong learning, employability and active citizenship. It can provide an opportunity for volunteers to engage in activities that contribute to achieving policy objectives (e.g. improved community safety), as well as issues of local concern (e.g. activities for young

people). Equally, direct impact on volunteers through development of skills and confidence can contribute to increased employability and social capital.

3.2 Principles

The framework is underpinned by the following core principles:

- *Choice* – volunteering must be a choice freely made by each individual. In addition, volunteers need to be provided with a range of opportunities and roles that can accommodate their needs, aspirations and lifestyles;
- *Diversity and Inclusion* – volunteering should be open to all, no matter what their background, race, age, gender, sexual orientation, faith or impairment. It should be recognised that everyone has some skill or knowledge that can enrich someone else's life as well as their own, but that some people may require additional support to realise their full potential. The barriers that prevent some people from volunteering must be addressed;
- *Mutual Benefit* – volunteers offer their time and skills without pay but should benefit in other ways in return for their contribution. Giving time voluntarily must be recognised as establishing a reciprocal relationship in which the volunteer also benefits and feels that their contribution is personally fulfilling;
- *Recognition* – explicit recognition is required that valuing the contribution of volunteers is fundamental to a fair relationship between volunteers and the host organisation. This includes recognising the contribution to the organisation, the community, and wider social objectives;
- *Quality* – we must work to create structures that support a positive and high quality volunteering experience for both volunteers and hosts. This recognises the need for robust mechanisms, but must not be unduly bureaucratic;
- *Partnership* – if volunteering in Glasgow is to realise its potential, partners across the voluntary, public and private sectors will need to be innovative and pool knowledge, understanding and resources;
- *Appropriate Resourcing* – whilst volunteers give their time freely, it must be acknowledged that there are costs associated with supporting volunteering. It is therefore essential that adequate resources are identified to ensure positive outcomes for volunteering in the city.

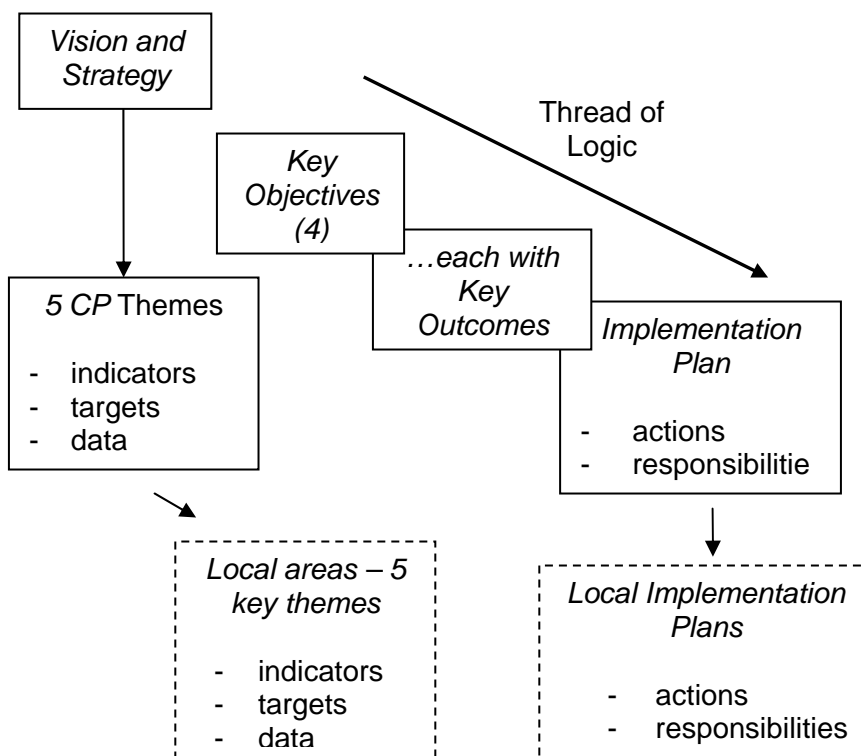
Volunteering can be a powerful driver of change: social, economic, cultural and environmental. It can empower people to fulfil their potential and acquire new skills and knowledge, but also build their capacity and creativity to contribute to the vibrancy of their own communities. Implementation of Glasgow's Strategic Volunteering Framework will ensure that this potential is realised.

4 IMPLEMENTATION OF THE FRAMEWORK

4.1 Strategic Structure

The chart below highlights the strategic structure of Glasgow's Strategic Volunteering Framework. The SVF provides a vision and strategy for volunteering in Glasgow, progress towards which will be monitored at the citywide level via indicators linked to the city's 5 Community Planning (CP) themes.

The vision and strategy will be underpinned by an implementation plan structured in relation to the SVF's objectives and outcomes. The implementation plan will support delivery on key actions, with the SVF steering group monitoring its progress at a Glasgow level and Local Community Planning Partnerships contributing towards implementation based on their local priorities.



4.2 Targets and indicators

Following a scoping study undertaken in early 2009, a series of volunteering-related indicators have been developed for Glasgow – linked to the five Community Planning themes – in order to monitor progress towards the overall vision. In addition, a target has been set on the overarching indicator of the proportion of Glasgow adults that volunteer.

In 2007 the Scottish Household Survey showed that 24% of the Glasgow adult population took part in volunteering activities compared to 30% for the Scottish average.

A commitment, as part of the SVF implementation strategy, is to *narrow the gap between the proportion of the Glasgow adult population taking part in volunteering activities compared to the Scottish average*, as determined by the Scottish Household Survey.

The SVF steering group agreed an overall target of 28% of the Glasgow adult population taking part in volunteering activities by 2012.

4.3 Volunteering-related Indicators by Community Planning Theme

The data sources for each of the indicators are shown, and the current (most recent) performance figure for Glasgow City for each of the indicators is also included. The key to data sources is:

- BQ = FMR's volunteering baseline survey 2009
- GHS = Glasgow's Household Survey 2008
- SHS = Scottish Household Survey 2006

Vibrant

Indicator and current performance	Data source
Whether provided unpaid help to organisations or individuals in the last 12 months: Glasgow 24% Scotland 30%	SHS1
What volunteering or unpaid help do you do? <ul style="list-style-type: none"> ▪ helping to organise or run events or activities: 22% ▪ providing advice or assistance to others: 13% 	BQ5
What type of organisation(s) do you volunteer for? <ul style="list-style-type: none"> ▪ sport/ exercise (coaching or organising): 17% ▪ religion: 13% ▪ citizens groups: 6% ▪ local community or neighbourhood groups : 4% ▪ hobbies/ recreation/ arts/ social clubs: 1% 	BQ4
What motivates you to volunteer? <ul style="list-style-type: none"> ▪ to make a positive difference to the community: 23% ▪ being neighbourly/good to help those who need it: 13% ▪ a way to become more involved in the community: 11% 	BQ18
Does voluntary work make you feel part of the wider community? <ul style="list-style-type: none"> ▪ Yes: 74% 	BQ21
Which of the following activities is your club, group or organisation involved in? <ul style="list-style-type: none"> ▪ arts (music, drama, crafts): 21.8% ▪ sport/outdoor activities: 28.4% 	GCVS17
Personal benefits gained from your involvement in volunteering <ul style="list-style-type: none"> ▪ knowledge of local community: 27% ▪ understanding of other cultures/people: 25% ▪ a sense of belonging within Glasgow: 19% 	GHS66

Working

Indicator and current performance	Data source
What motivates you to volunteer? <ul style="list-style-type: none"> to improve my employment opportunities: 8% 	BQ18
Do you feel that your volunteering has improved your chances of finding employment (if out of work) or promotion/career enhancement (if in work)? <ul style="list-style-type: none"> Yes: 25% No: 68% Not sure: 7% 	BQ19
Are any of your existing volunteers seeking to improve their employability via working for you? <ul style="list-style-type: none"> Yes, all of our volunteers: 4.1% Yes, some of our volunteers: 57.3% No, none of our volunteers: 38.5% 	GCVS20
Personal benefits gained from your involvement in volunteering? <ul style="list-style-type: none"> Route into employment: 5% 	GHS66

Healthy

Indicator and current performance	Data source
What motivates you to volunteer? <ul style="list-style-type: none"> self improvement/personal development: 10% to improve health and wellbeing: 10% 	BQ18
Personal benefits gained from your involvement in volunteering <ul style="list-style-type: none"> personal development (e.g. increased confidence or self-esteem): 51% 	GHS66
What type of organisation(s) do you volunteer for? <ul style="list-style-type: none"> health, disability and social welfare: 31% youth/ Children: 19% sport/ exercise (coaching or organising): 17% the elderly: 6% 	BQ4

Learning

Indicator and current performance	Data source
What type of organisation(s) do you volunteer for? <ul style="list-style-type: none"> children's activities associated with schools: 16% education for adults: 1% 	BQ4
What volunteering or unpaid help do you do provide? <ul style="list-style-type: none"> education or training or coaching: 19% 	BQ5
What motivates you to volunteer? <ul style="list-style-type: none"> to learn new skills: 13% self improvement/personal development: 10% 	BQ18
Personal benefits gained from your involvement in volunteering <ul style="list-style-type: none"> development of transferable skills (e.g. communication, time management, leadership): 27% access to learning opportunities: 17% 	GHS66

Safe

Indicator and current performance	Data source
What type of organisation(s) do you volunteer for? <ul style="list-style-type: none"> ▪ citizens groups: 6% ▪ local community or neighbourhood groups: 4% ▪ safety/ first aid: 0% ▪ justice and human rights: 0% 	BQ4
Which of the following activities is your club, group or organisation involved in? <ul style="list-style-type: none"> ▪ justice/ Legal assistance: 2.2% 	GCVS17
Personal benefits gained from your involvement in volunteering <ul style="list-style-type: none"> ▪ understanding of wider issues (e.g. health, environment, community safety): 36% 	GHS66

4.4 Implementation Plan

The implementation plan was developed by aligning required actions to the SVF's objectives and outcomes. The actions are guided by the key findings emanating from the four strands of work commissioned by the SVF steering group which are reported on within a separate summary report. This report is available from:

Policy and Research Team
 Culture and Sport Glasgow
 Phone: 0141 302 2844
 Fax: 0141 287 0981
 Email: info@csglasgow.org

It is intended that the implementation plan will be a live document, regularly updated to maintain the progress of each of the actions and ultimately achieve the vision of the Framework. The implementation plan is outlined in the following section.

Glasgow Strategic Volunteering Framework – Implementation plan 2009 - 2012

Objective 1 - Increase the number of people volunteering by raising the profile of the diverse range of volunteering opportunities available. In addition, increase awareness of the benefits of volunteering for volunteers, Volunteer Involving Organisations (VIOs), and the wider community.

In particular, we will target individuals that would not normally consider volunteering, including those that face particular barriers to participation in volunteering (e.g. disabled people, asylum seekers, and people with caring responsibilities) and build on existing expertise in order to develop additional support structures for volunteers (e.g. mentors, team leaders and area teams). We will also raise awareness in the public and private sectors about the value of having volunteers in the work environment and supporting their workforce to volunteer. In addition, the contribution and achievements of volunteers will be recognised through: access to accredited training programmes; opportunities for action-based learning; and provision of networking opportunities. There is recognition that organisations supporting community learning and development have a significant role to play in supporting those engaged in informal volunteering to develop the necessary skills, knowledge, networks and resources.

Key Outcome 1: Increase the number of people volunteering through diverse models of volunteering

Action 1:	Key milestones & timescales:	Lead/key partners:	Reference to CP themes:
Develop a 'Volunteer Glasgow' ethos, promote different models of volunteering and establish and resource robust support structures and recognition schemes for volunteers.	End 2011	VCG/ SVF steering group	Vibrant

Key Outcome 2: Increase the range of people aware of the benefits of volunteering and community activity, and how to get involved as a volunteer.

Action 2:	Key milestones & timescales:	Lead/key partners:	Reference to CP themes:
Development & implementation of a marketing/PR strategy to positively promote volunteering in the city, highlight the benefits for volunteers, Volunteer Involving Organisations and the wider community, and address misconceptions about volunteering.	Strategy developed by Dec 2010 Implementation of strategy April 2011 onwards	SVF steering group	All
Action 3:	Key milestones & timescales:	Lead/key partners:	Reference to CP themes:
Development & implementation of an awards scheme to recognise the contribution of volunteers with awards given to individuals at an annual celebration of 'Volunteer Glasgow'.	Completed by Oct 2012	SVF steering group	Vibrant

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<p><i>Key Outcome 3: Increased participation in volunteering by under-represented groups and people with additional support needs.</i></p>			
<p>Action 4:</p> <p>Implement an accredited training programme which provides recognition of volunteers' skills and personal development with awards given to individuals and VIOs at an annual celebration of 'Volunteer Glasgow'.</p> <p><i>This will be developed in conjunction with actions 7 and 13.</i></p>	<p>Key milestones & timescales:</p> <p>End of 2012</p>	<p>Lead/key partners:</p> <p>VCG and GCVS</p>	<p>Reference to CP themes:</p> <p>Learning</p>
<p>Action 5:</p> <p>Enhance Glasgow's image through high profile and positive image of volunteers (linked to the marketing/pr strategy).</p>	<p>Key milestones & timescales:</p> <p>April 2011</p>	<p>Lead/key partners:</p> <p>SVF steering group CSG / Vibrancy Groups</p>	<p>Reference to CP themes:</p> <p>Vibrant</p>
<p>Action 6:</p> <p>Develop a support programme for VIO's to enable them to offer enhanced and sustained practical, sensitive support to participants with additional support needs</p>	<p>Key milestones & timescales:</p> <p>Develop by end of 2010 Implement by April 2011</p>	<p>Lead/key partners:</p> <p>SVF steering group</p>	<p>Reference to CP themes:</p> <p>All</p>
<p><i>Key Outcome 4: Increased opportunities for skills and personal development through volunteering</i></p>			
<p>Action 7:</p> <p>Develop and implement a Preparation for Volunteering Programme which will become a first step on a pathway to volunteering.</p> <p><i>This will be developed in conjunction with actions 4 and 13.</i></p>	<p>Key milestones & timescales:</p> <p>Develop by March 2011 Implement from July 2011</p> <p>Personal Best pilot</p>	<p>Lead/key partners:</p> <p>SVF steering group</p>	<p>Reference to CP themes:</p> <p>Learning</p>
<p><i>Key Outcome 5: Increased employer-supported volunteering, leading to enhanced links between employers and local communities.</i></p>			
<p>Action 8:</p> <p>Develop and implement a partnership arrangement between local employers and SVF Steering Group to:</p> <ul style="list-style-type: none"> i) Increase support for employees to become volunteers. ii) Increase support for employees being made 	<p>Key milestones & timescales:</p> <p>Develop by end 2010 Implement by April 2011</p> <p>Paper to CPP Board</p>	<p>Lead/key partners:</p> <p>SVF steering group</p>	<p>Reference to CP themes:</p> <p>Working/Vibrant</p>

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iii)	redundant to become volunteers Increase support for retiring employees to make the transition to an active and fulfilling retirement involving volunteering activity.			
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<p>Objective 2 - Develop quality standards for volunteering involvement</p> <p>Building on existing frameworks (e.g. <i>Investing in Volunteers</i>), standards will be developed to support higher quality of volunteer management in the public, private and voluntary sectors and to ensure that opportunities match the needs, aspirations and lifestyles of volunteers. In addition, performance indicators will be developed to support the evaluation of volunteering and demonstrate the outcomes in relation to health improvement, learning, training, and employment agendas, as well as the development of a vibrant, dynamic civic culture in the city.</p>			
<p><i>Key Outcome 6:</i> A higher proportion of organisations operating quality, inclusive practice within a supportive volunteering framework:</p>			
<p>Action 9:</p> <p>Develop and implement standards to support a higher quality of volunteer management and support for volunteers (such as a volunteering policy and Investing in Volunteers with minimum requirements for opportunity providers and equalities practice assessment).</p>	<p>Key milestones & timescales:</p> <p>Completed by July 2011</p>	<p>Lead/key partners:</p> <p>VCG/VDS</p>	<p>Reference to CP themes:</p> <p>All</p>
<p><i>Key Outcome 7: Develop and monitor evidence base with which to prioritise the use of volunteering resources</i></p>			
<p>Action 10:</p> <p>Develop baseline data and performance indicators to support the evaluation of volunteering</p> <p><i>This is linked to Action 17</i></p>	<p>Key milestones & timescales:</p> <p>Baseline survey completed Feb 2009</p> <p>Performance indicators agreed June 2009</p> <p>Survey to be repeated in 2012 to monitor progress</p>	<p>Lead/key partners:</p> <p>SVF steering group VCG / VDS</p>	<p>Reference to CP themes:</p> <p>All</p>

Objective 3 - Co-ordinate a city-wide volunteer information database and training programme

The development of a central volunteering database and administrative support will allow improved coordination of volunteering resources and opportunities in the city. This will be linked to complementary information systems (e.g. Infobase and Engage databases, Volunteer Centre Glasgow database, employability services database and directories), to improve information on volunteering opportunities and help develop pathways from volunteering to employment. In addition, the joining up of resources will enable the development of a cross-sector training programme, including pre-volunteering programmes linked to the Government's objective to increase the number of people in employment.

Key Outcome 8: Increase opportunities for volunteers to develop skills and confidence and to experience a diversity of volunteering opportunities.

<p>Action 11:</p> <p>Develop and implement a one-stop shop approach for volunteers and Volunteer Involving Organisations.</p>	<p>Key milestones & timescales:</p> <p>End 2011</p>	<p>Lead/key partners:</p> <p>SVF steering group</p>	<p>Reference to CP themes:</p> <p>All</p>
<p>Action 12:</p> <p>Develop a communication framework to improve communication between volunteers, Volunteer Involving Organisations and those supporting community activities.</p>	<p>Key milestones & timescales:</p> <p>Develop by end 2010 Implement by April 2011</p>	<p>Lead/key partners:</p> <p>VCG/GCVS</p>	<p>Reference to CP themes:</p> <p>All</p>
<p>Action 13:</p> <p>Develop a consistent approach to the delivery of core training programmes (e.g. health and safety, equality issues, child protection).</p> <p><i>This will be developed in conjunction with actions 4 and 7.</i></p>	<p>Key milestones & timescales:</p> <p>End 2010</p>	<p>Lead/key partners:</p> <p>SVF steering group</p>	<p>Reference to CP themes:</p> <p>Learning</p>
<p>Action 14:</p> <p>Improve the training, support and networking for volunteer managers and develop a volunteer managers network.</p>	<p>Key milestones & timescales:</p> <p>Development of a volunteer managers network by End of 2010</p>	<p>Lead/key partners:</p> <p>SVF steering group</p>	<p>Reference to CP themes:</p> <p>Learning</p>
<p>Action 15:</p> <p>Development of a structure that is capable of supporting the successful delivery of major events, including the Commonwealth Games 2014.</p>	<p>Key milestones & timescales:</p> <p>End of 2012</p>	<p>Lead/key partners:</p> <p>SVF steering group</p>	<p>Reference to CP themes:</p> <p>Vibrant</p>

<p>Objective 4 - Maximise the contribution of volunteering to local and national priorities</p> <p>Volunteering has a key contribution to make to wider policy objectives, including health, lifelong learning, (employability and active citizenship). It can provide an opportunity for volunteers to engage in activities that contribute to achieving policy objectives (e.g. improved community safety), as well as issues of local concern (e.g. activities for young people). Equally, direct impact on volunteers through development of skills and confidence can contribute to increased employability and social capital.</p>			
<p><i>Key Outcome 9: Increased number of volunteers entering employment through increased pathways developed for volunteering opportunities (e.g. learning, employment)</i></p>			
<p>Action 16:</p> <p>Improved partnership working by developing a partnership agreement between the SVF partners and implementing the SVF across all 5 CP themes and 5 local CP areas.</p>	<p>Key milestones & timescales:</p> <p>Development of partnership agreement by October 2010</p> <p>Embed the SVF within the Single Outcome Agreement for 2010/11</p>	<p>Lead/key partners:</p> <p>SVF steering group Vibrancy groups</p>	<p>Reference to CP themes:</p> <p>All</p>
<p><i>Key Outcome 10: Increased recognition of the contribution of volunteering at a local and national level</i></p>			
<p>Action 17:</p> <p>Gather evidence on the impact of volunteering achieving policy objectives at a local and national level.</p> <p><i>This is linked to Action 10</i></p>	<p>Key milestones & timescales:</p> <p>Baseline survey completed Feb 2009</p> <p>Follow-up survey to be undertaken in 2012</p>	<p>Lead/key partners:</p> <p>SVF steering group</p>	<p>Reference to CP themes:</p> <p>All</p>
<p>Action 18:</p> <p>Appropriate support provided to enable community organisations to take action on local priorities.</p>	<p>Key milestones & timescales:</p> <p>Oct 2010</p>	<p>Lead/key partners:</p> <p>SVF steering group & Local Community Planning Partnerships</p>	<p>Reference to CP themes:</p> <p>All</p>