

**VOLUNTEERING MATTERS**



# TOOLKIT

**YOUTH SOCIAL ACTION IN  
HEALTH AND SOCIAL CARE**

**VOLUNTEERINGMATTERS.ORG.UK**

THE DEPARTMENT OF HEALTH HAS PROVIDED FUNDING TO VOLUNTEERING MATTERS (FORMERLY KNOWN AS CSV) TO ASSIST IN THE PROVISION OF THE TOOLKIT.

# TOOLKIT

## YOUTH SOCIAL ACTION IN HEALTH AND SOCIAL CARE

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# SECTION 1.

## FOREWORD



**JEREMY HUNT MP**  
Secretary of State for Health

*“As the NHS Constitution makes clear, ‘the NHS belongs to the people’. Effectively involving volunteers in health and social care helps to make that vision a reality.*

*The benefits offered by volunteering both to health and social care organisations, people who are supported by volunteers, and to individual volunteers themselves are considerable.*

*The Department of Health, alongside the Cabinet Office, NHS England, and Public Health England is keen to support the widening of opportunities for volunteering and social action for young people across the health and care system.*

*We have strong evidence of the benefits of volunteering and social action for young people. These include young people learning new skills, benefiting from broader experiences, gaining from interactions and empathy with others, supporting further education, training and employment, and building new social networks.*

*We have been working with Volunteering Matters (formerly known as Community Service Volunteers – CSV), #iwill (a national campaign that aims to make social action part of life for as many 10 to 20 year-olds as possible by the year 2020.) and the National Association of Volunteering Service Managers (NAVSM) to help unlock opportunities for younger people in a range of settings. These opportunities may be in traditional volunteering*

*roles, but we would also encourage organisations to consider new innovative opportunities around social action.*

*We also believe that there is great potential in the forging of new relationships between health and care organisations and partners across education and the voluntary sector.*

*We want to thank Volunteering Matters and their partners for producing this toolkit and we hope it is a helpful practical contribution for those organisations who already offer opportunities and for those who may be thinking of doing so in the future.*

*Over the next few months we want to continue to work with Volunteering Matters, #iwill, the Cabinet Office, NHS England and other key bodies across health, care and education to support a growth in the number of young people benefiting from these opportunities.”*



**OONAGH AITKEN**  
CEO of Volunteering Matters

*“Providing meaningful opportunities for young people to engage in volunteering and social action within health and care settings is more important than ever. We know that these experiences improve the outcomes for people with health and care needs, create a stronger sense of community and demonstrate to young people the vast range of potential career opportunities in our health and care sector.*

*As the UK’s leading volunteering and social action charity Volunteering Matters was delighted to be invited by the Department of Health to work together with a range of partners including #iwill, the National Council of Voluntary Organisation (NCVO), Marie Curie Cancer Care and the National Association of Voluntary Service Managers (NAVSM) in the production of this toolkit.*

*Designed as a practical resource for those already offering volunteering opportunities for young people in health and social care settings, as well of those thinking of involving young people, we hope this toolkit will help promote opportunities for young volunteers and secure an increase in both the number and range of these.*

*But more importantly we hope this toolkit will help to embed social action and volunteering in the everyday lives of young people and improve the health and wellbeing of everyone.”*



# SECTION 2.

## INTRODUCTION

This toolkit takes an inclusive and broad approach to social action and volunteering – including both formal and informal opportunities for young people to engage within health and care settings and wider activity that is often described as social action.

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#iwill

It is important to be clear about the interchangeable terminology of **Volunteering** (often considered as ‘formal’ activity) and **Social Action** (often considered as ‘informal’ activity). Both are actions which are carried out to the benefit of others. Volunteering is a form of social action. Therefore, within this toolkit, these terms have become interchangeable.

It is helpful, however, to refer to #iwill’s definition of Youth Social Action:

**“Young people taking practical action in the service of others to create positive change. Social action might happen through a structured programme or school or workplace, or might be self-generated by young people themselves.”**  
The following qualifying statements relate to this definition of social action:

- **Relates to people or the environment outside of their own home**
- **Is generally voluntary, but there may be occasions where organised activities (i.e. school) qualify as social action**
- **Is generally unpaid unless subsidised as part of a service year, apprenticeship or employer-supported days**
- **Includes volunteering for a charity, fundraising, community organising, campaigning, mentoring, tutoring, befriending etc.**

**Health and Social Care Roles** – Volunteering roles within health and social care are varied and depend on the care setting in which the support is required. Whilst there are some similar roles across organisations, there are also roles that are tailor made or bespoke, developed to meet the needs of the people who directly benefit from them.

We want this toolkit to be used as a practical tool to support organisations in creating opportunities for young people – across the age ranges. In addition to this, we want to ensure that young people are made aware of those opportunities and feel empowered to engage with them. We hope that this toolkit will encourage, support and enable you to consider young people for roles you already have, and roles for young volunteers when you develop new volunteering programmes within your organisation. We also hope to inspire you to consider creating special programmes specifically for and with young people.

It is clear that some colleagues in the health and care sector already have successful volunteering schemes in operation, some of which already involve young people, and we want to celebrate these successes. Others, however, have involved young people with varying degrees of success, due to a variety of reasons. Accordingly, the preparation of this toolkit has been informed by recognising the challenges associated with engaging young people. These include; retaining attention during potentially lengthy recruitment processes, differing motivations, difficulty in attracting young people, poor retention following placement, lack of commitment and practical issues for example insurance.

To provide further practical support to organisations considering offering opportunities to young people, we have developed some useful templates.

In this toolkit, we consider:

- The value of volunteering
- Why young people volunteer
- In what settings and roles young people volunteer
- The appropriate management of young people
- How best to measure the impact of youth volunteering
- Where funding might be secured for youth volunteering programmes.

Our aim is to encourage more health and care agencies to extend and diversify their volunteering programmes to and for young people, or to establish distinct youth volunteering programmes. In doing this, we hope to engage more young people in volunteering in health and care settings, through an increased range of appropriate and attractive opportunities.

We have tried to ensure that this toolkit is as user friendly as possible. The intention is for it to be read as a complete guide, with each section complementing and further enhancing your knowledge bank. Links to external resources and research are included throughout and we have been careful to ensure that we direct you to the most appropriate industry resources available to support you in developing your programme and youth volunteering roles in a safe, suitable and sustainable way.

## VOLUNTEERING MATTERS:

Volunteering Matters, formerly known as Community Service Volunteers (CSV), is the UK's leading volunteering charity with a substantial track record and reputation for the effective recruitment, training, support and management of volunteers in a wide range of settings. In 2013 Volunteering Matters celebrated its 50th anniversary with a reception at St James's Palace graciously hosted by Her Majesty the Queen.

Volunteering Matters focuses on making a difference for the most disadvantaged in society, supporting people in a whole range of circumstances with no barriers on age. Volunteering Matters undertakes a range of intergenerational activities in schools and with individuals, and encourages the mutual benefits of peer to peer work and helping volunteers support and organise other volunteers. Volunteering Matters works at the very hard end of social action, supporting individuals and families who are amongst the most vulnerable and excluded in society.

Volunteering Matters is actively involved in a number of major national campaigns focused on the commitment to increase opportunities for young people to develop confidence and become engaged and active in their communities, including:

- Two pledges to **#iwill**
  - Volunteering Matters commit to involve more young people to play an active role in building stronger, safer communities through high quality social action that benefits themselves and society as a whole. Plan to involve 380 young people in social action in Dover and Canterbury over the next two years.
  - Volunteering Matters commit to supporting young people and the sector, working with #iwill, to increase the number of volunteering opportunities available to young people in the health and social care sectors through the launch of a Youth Volunteering Toolkit and cross sector Alliance.
- Delivery of the **National Citizen Service (NCS)** in Yorkshire and the Humber
- Delivering a Kent programme for the **Youth Social Action Fund**, funded by the Cabinet Office
- Volunteering Matters **Full Time Volunteering** – which for 52 years has supported hundreds of young people every year to engage in full time volunteering activities including supporting disabled people and those with limited mobility to live independently, enabling disabled students to attend university, conservation of historic buildings, and engaging other young people in social action in their communities.

 For more information:  
[www.volunteermatters.org.uk](http://www.volunteermatters.org.uk)

## #iwill:

#iwill is a national campaign that aims to make social action part of life for as many 10 to 20 year-olds as possible by the year 2020. Through collaboration and partnership it is spreading the word about the benefits of youth social action, working to embed it in the journey of young people and creating fresh opportunities for the participation. The campaign is being coordinated by the charity Step Up To Serve and consists of over 100 leading organisations across all sectors such as education, business, voluntary sector, health and social care.

The campaign was launched in November 2013 by HRH The Prince of Wales and the three main UK party leaders. Their definition of social action means 'practical action in the service of others that creates a double benefit'. This benefit is to the young people themselves and the communities in which they live. The #iwill vision is that every young person in the UK is taking part in this kind of 'quality' social action and will be achieved by inspiring leaders from across society to create fresh opportunities for 10-20 year-olds to take part. By 2020 more than 1 million young people will get the chance to engage in social action for the first time.

The campaign's overarching goal is: **To increase the number of young people aged 10-20 taking part in meaningful social action by 50% in the UK by 2020.**

The #iwill campaign in collaboration with all its partners have developed a quality framework for youth social action. This agreed set of principles should underpin all further work on assessing good practice and establishing an agreed quality standard for youth social action programmes. The six agreed principles of youth social action are:

- **Challenging:** stretching and engaging as well as exciting and enjoyable
- **Youth-led:** led, owned and shaped by young people
- **Socially Impactful:** creating positive social change that is of benefit to the wider community as well as to the young people themselves
- **Progressive:** progressing to other programmes and activities
- **Embedded:** becoming the norm in a young person's journey towards adulthood and a habit for life
- **Reflective:** valuing reflection, recognition and reward.

 For more information:  
[www.iwill.org.uk](http://www.iwill.org.uk)

## NAVSM:

The National Association of Voluntary Services Managers (NAVSM) exists to support and develop best practice in volunteer management within the NHS, to enhance the experience of patients, carers, the public, and staff.

NAVSM strives to be the organisation of choice for anyone responsible for volunteering in the NHS and for those associated with the provision of volunteering services. It is a membership association, funded from subscriptions from its members.

NAVSM's mission and purpose are:

- To enhance the experience of patients, carers, the public and staff in the NHS, through best practice in volunteer management.
- To provide a strategic lead for promoting and driving forward the future of volunteering in the NHS through:
  - Best evidence based practice in the management of volunteers
  - The 'voice' of its members
  - Utilisation and sharing of knowledge, skills and expertise
- Positive influencing of stakeholders on the benefits and added value of volunteering services
- Pro-active and collaborative working with partnership organisations.

NAVSM has been involved in a number of national projects and working groups to develop volunteering within the healthcare sector.

 [www.navsm.org](http://www.navsm.org)

## 5 REASONS WHY YOU SHOULD INVOLVE YOUTH VOLUNTEERS

1. To empower young people within health and social care
2. To develop young people – their skills, understanding, and aspirations – as your potential future workforce
3. To engage with ALL of your community and ensure you are meeting their changing needs
4. To support improved health and wellbeing for young people
5. To improve patients' experiences of care and support you to meet statutory objectives.

**"WHAT FIRST INSPIRED ME TO BEGIN VOLUNTEERING WERE THE EXPERIENCES THAT I WOULD GAIN. I WOULD LIKE TO BECOME A SPEECH AND LANGUAGE THERAPIST"**

*Youth volunteer*

**"THE VOLUNTEERS ARE MORE THAN JUST AN EXTRA SET OF HANDS; THEY MAKE A HUGE IMPACT ON THE VULNERABLE ADULTS IN THEIR CARE. VOLUNTEERING MATTERS VOLUNTEERS BRING DIVERSITY TO THE SERVICE WE PROVIDE... A VITALITY AND FRESHNESS THAT GIVES THE WHOLE TEAM A BOOST; THE CONTRIBUTION THEY MAKE CANNOT BE UNDERESTIMATED."**

*Organisation*

**"I STARTED AS A VOLUNTEER AT 16...NOW, ALL THESE YEARS LATER, I AM BACK IN SOUTHAMPTON AS A FOUNDATION YEAR ONE HOUSE OFFICER IN SURGERY"**

*Youth volunteer*

## SECTION 3.

# BENEFITS OF YOUTH VOLUNTEERING WITHIN HEALTH AND SOCIAL CARE: SETTINGS AND DEVELOPING THE BUSINESS CASE

In this chapter we look at the benefits of youth volunteering and help provide you with the evidence to develop your own business case.

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## BACKGROUND:

The health, social, and economic inclusion benefits of volunteering in health and care settings are widely evidenced and increasingly understood – for the volunteer, the person and community with whom they are volunteering, and the agency with which they volunteer:

- In their *Five Ways to Wellbeing*, The New Economics Foundation found that reciprocity and giving back to others promotes wellbeing for all ages
- The King's Fund Report (2013) *Volunteering in Health and Care* found that support provided by volunteers and peer mentors is of particular value to those who rely most heavily on services
- In a 2013 Volunteering Matters survey, 79% of individuals supported by Volunteering Matters volunteers felt that as a result of having volunteer support they were actively more engaged within their community and 78% reported that their wellbeing had improved
- *The Report of the Mid Staffordshire NHS Foundation Trust Public Inquiry* (2013) refers to the need for staff to be given the time, space and autonomy to be able to put the patient first and do the best for them. This can be achieved through volunteer contribution, providing staff with the much needed time and capacity to focus on patient care, and therefore greatly enhancing patients' wellbeing.

We also know that there are some specific benefits for young people in particular:

- Volunteering is an effective route into employment – a 2013 evaluation of the Volunteering Matters Full-Time Volunteering programme found that over 93% of young volunteers went on to education, employment, training or further volunteering
- Access to employment opportunities is also critical to an individual's health and wellbeing: The Prince's Trust published a report in 2013 on wellbeing based on a survey of 2,161 young people aged 16 – 25 years old (Youth Index 2013) [www.princes-trust.org.uk/about\\_the\\_trust/what\\_we\\_do/research/youth\\_index\\_2013.aspx](http://www.princes-trust.org.uk/about_the_trust/what_we_do/research/youth_index_2013.aspx). It found that 40% of jobless young people had faced symptoms of mental illness as a direct result of unemployment, and 21% of young people with fewer than 5 GCSEs admitted to drinking or taking drugs to get through the day and 9% said that "life is not worth living"
- Early access to volunteering can help to embed the spirit of social action into a young person's life journey; 79% of young people on Volunteering Matters's Full-Time Volunteering programme stated that they would volunteer again.

It is clear that young people want to contribute through volunteering and social action. Existing volunteering programmes within health settings already include significant numbers of young volunteers. Within the volunteering programme for King's College Hospital Trust, there are 1,500 volunteers of which 70% are under 30 years of age – the majority of whom are between 16 to 21-years-old.

This is reinforced by findings of various existing programmes of work, including:

- Volunteering Matters's VIBE project at Queen Mary's Hospital in Sidcup, Kent was a youth volunteering project which ran for 10 years. During that time over 2,100 young people volunteered at Queen Mary's collectively contributing 185,000 hours of their time. Volunteers participated in social and wellbeing activities including supporting patients during mealtimes, taking round the library and League of Friends trolley services, and attending Patient Care meeting. In an evaluation, 74% of Volunteering Matters Vibe volunteers said that they volunteered at Queen Mary's because they were interested in pursuing a career in the NHS
- National Citizen Service, launched in 2011 and managed by the NCS Trust since 2013, is a Cabinet Office funded programme bringing young people aged 15-17 from diverse backgrounds together to take part in social action activities and support them to develop greater confidence, self-awareness and responsibility. In 2013, just under 40,000 young people took part in activities. In an evaluation carried out by Ipsos Mori [www.ncsyes.co.uk/impact](http://www.ncsyes.co.uk/impact) the following key findings were reported:
  - 76% of participants felt more confident about getting a job
  - 92% felt they had developed useful skills
  - 61% felt they had a greater responsibility towards others in their community and 72% would now help out locally.

Research, consultation, and continuing monitoring across existing youth volunteering programmes has allowed for a picture of the benefits of volunteering and social action within health settings to be drawn.



# WE OUTLINE THESE BELOW.

## BENEFITS:

### 1. FOR YOUNG PEOPLE

- Volunteering offers the opportunity to influence health and care policy and practise and to be part of a 'bottom-up' approach to community and patient care experience
- Volunteering helps enhance their skills and career prospects
- It opens up the variety of career opportunities within health and care, enhances CVs through experience and showing interests outside of education, and also enables medical students to gain mandatory experience prior to applying to training
- Volunteering enables the young person to develop new and influential networks which could help their future career
- Volunteering aids personal development, helping to raise their aspirations and promote personal resilience
- Volunteering enables them to feel part of their community, more included and with a stake in wider society
- Volunteers gain a better understanding of the factors influencing health and wellbeing, empowering them to make informed lifestyle and health choices.

### 2. FOR PATIENTS/USERS/CARERS/COMMUNITIES

- Patients' wellbeing is greatly enhanced by the contribution of volunteers, through building the capacity of paid staff to put the patient first and focus on patient care
- Through a wide range of activities, local young people can make a powerful contribution to health and social care, bringing in their enthusiasm, fresh outlook and approaches
- The efforts of volunteers from diverse backgrounds help to improve patient experience and extend the reach of health services into diverse communities

- Engaging young people with vulnerable groups including mental health patients, disabled people and older adults increases understanding and tolerance of these groups, leading to enhanced community integration and understanding, increased community networks and capacity

- Volunteers in the community are well-placed to identify simple, practical solutions that enable people to stay healthy or recover from ill health, although these are often undervalued compared to clinical solutions
- Volunteers play an important role in improving people's experience of care, building stronger relationships between services and communities, supporting integrated care, improving public health and reducing health inequalities.

### 3. FOR PROVIDERS

- By being able to provide flexible support, and under less intense time constraints, young volunteers are well placed to work across boundaries and consider the multiple needs a person might have
- Volunteers play a particularly important role in taking health "upstream", preventing ill health
- Volunteer engagement sends positive messages out about the organisations and some of the aims you want to achieve. It improves the way the organisation is viewed externally through positive engagement and gathering feedback
- It also brings important messages into the organisations from your membership and enables you to meet quality standards and targets around these set by Department of Health and CQC in patient and public engagement
- It creates a diverse workforce – volunteering opens up careers in health and care to a diverse range of people who may not have considered this path
- A diversity of volunteers enables providers to engage effectively with their community/membership.

## DEVELOPING THE BUSINESS CASE:

As part of this support pack we are keen to provide organisations with the information to develop a business case for youth volunteering programmes. We have outlined some of the key areas below, with supporting evidence.

### For the Health and Care System, volunteers can help drive quality care:

As we outlined earlier, *Report of the Mid Staffordshire NHS Foundation Trust Public Inquiry* (2013) refers to the need for staff to be given the time, space and autonomy to be able to put the patient first and do the best for them, improving the quality of care and the patient experience. Volunteer roles alongside staff can provide much needed time and capacity to focus on patient care, therefore greatly enhancing patients' wellbeing.

It is widely accepted and evidenced that volunteers bring particular value to people who need and access services in a range of health and care contexts, and who may have multiple care and support needs. Volunteers can provide the bridge linking these services, ensuring that care is integrated for the beneficiary. As The King's Fund report *Volunteering in Health and Care* observes:

*"Volunteers can play an important role in bringing together services delivered by different providers, co-ordinating their activities around the patient or service user and supporting continuity of care. Again, this is of particular value for those with multiple long-term conditions and complex combinations of mental and physical health needs. By being able to work flexibly and under less intense time constraints, volunteers are well placed to work across boundaries and consider the multiple needs a person might have."*

Examples given include volunteers for The British Red Cross who support individuals experiencing multiple care needs including mental health, physical wellbeing, and social isolation.

At King's College Hospital Trust, volunteer engagement impact can be determined through patient surveys, where questions can be linked to roles which the volunteers carry out, for example 'Did you have help with a meal?' Those who had been supported in some way by a volunteer score on average 3.3% higher than those who had no volunteer contact.

Report of the Mid Staffordshire NHS Foundation Trust Public Inquiry refers to the need to harness the 'opportunity for the NHS to re-engage with staff at all levels not just top-down but critically, bottom-up'. This is a chance to genuinely involve young people in achieving the cultural change that is required to ensure that patients get the best possible care and that re-admissions are kept to a minimum.

Within health and social care, providers are required to adhere to quality checks on a regular basis:

- The Department of Health set 'You're Welcome' Quality Standards which aim to significantly improve health services for young people. The criteria set are based on the principle that 'all young people are entitled to receive appropriate health care wherever they access it'
- CQC Essential Standards ask how you have engaged with your patients and service users, which include young people.

It is crucial, therefore, that services find appropriate ways to engage with their patients – and in the case of engagement with young people, this can be achieved through involving them in social action within healthcare settings in roles which include Forums, Healthwatch, Mystery Shopper programmes, and user-led health initiatives (such as Health Buddies).

## CASE STUDY



At University Hospital Birmingham NHS Foundation Trust their Young Person's Council has helped to change the food menu by being engaged in tasting foods to be included, and as a result menus now include food that young people enjoy. The Council also identified a gap in the information available to young people about the hospital and they have designed and filmed a DVD to provide information for young people. They are about to embark on an arts project to design and produce artwork for the hospital to enhance the environment for young people.

## DRIVING APPROPRIATE SAVINGS:

Several studies have been undertaken in order to quantify the value of volunteering in the health and care sector. It is important to bear in mind that the findings should be considered alongside the wider social and personal outcomes described in Section 1, rather than in isolation and as the only reason to commission or invest in a volunteering service within a healthcare setting.

The *Institute for Volunteering Research* calculated return on investment across a sample of NHS organisations using the *Volunteer Investment and Value Audit Toolkit*. They propose that:

- In hospital trusts, the value of volunteering was on average £700K per annum
- In mental health trusts, it was £500K per annum
- In primary care trusts, this amounted to £250K per annum.

In addition, they found that for every £1 invested in a volunteering programme, there was an average return of up to £6.10. This return was shared between the patients, volunteers, organisation and the wider community (Teasdale, 2008).

The New Economics Foundation undertook research with the British Red Cross to assess the financial returns on their volunteer led preventative services. The research found that there was a typical saving which was 3.5 times greater than the investment into the services provided (British Red Cross, 2012).

At King's College Hospital Trust, recently evaluated by The King's Fund, it has been determined that volunteers provided 3,000 hours of support per month on average within the hospital.

The NCS Trust's evaluation by Ipsos Mori of their 2013 programme found that for every £1 spent on the delivery there was an estimated value of £6.10 back to the community.

Whilst it would be tenuous to claim that the engagement of volunteers was responsible for savings within the health and care sector, it cannot be ignored that volunteers can make a contribution to positive clinical outcomes for patients that may have a financial impact long term. For example, the mental health service user engaged in volunteering may be less likely to access services; a patient supported by a dining companion volunteer may as a result have an improved nutritional status and leave hospital a day earlier; a patient supported by an expert patient programme run by volunteers may access their GP less.

## FOR YOUNG PEOPLE AND THE COMMUNITY:

Young people who are able to engage with health and social care systems through volunteering and social action are more likely to feel they have a voice in their community and understand the positive impact of informed health and lifestyle choices on their immediate and long-term health and wellbeing.

The *Young People's Health Partnership* reports that poor adult health can have its roots in adolescence:

- 75% of mental illness in adult life starts before the age of 24
- 90% of lifetime smoking and 80% of lifetime alcohol or cannabis habits are initiated by age 20 in the UK
- Sexual risk behaviours are initiated during adolescence
- The cost of preventable health and social outcomes faced by children and young people over a 20-year period is £4 trillion.

Involving young volunteers ensures that the voice of young patients is heard, and that their changing health and care needs are met in appropriate ways. Well organised volunteering schemes represent their patient populations – which enables effective engagement with those who most need the service.

The King's Fund, in its 2013 report *Volunteering in Health and Care; Securing a Sustainable Future*, recommends the following:

- Volunteering needs to be seen as a high-value activity in health and social care and volunteers as an important part of the workforce. As such, service providers and commissioners should take a much more strategic approach, with a clear vision of how volunteers will help meet organisational objectives and benefit patients and the local community
- Volunteering should be used as a means of improving quality rather than reducing short-term costs. The management of volunteering and supporting infrastructure should be adequately resourced or there is a risk it will not achieve its potential.

## CASE STUDY

### Check it Out, Isle of Wight Clinical Commissioning Groups (CCG):

In November 2010, You're Welcome Leads successfully recruited 12 young volunteers aged between 11 to 19-years old to join the new Check it Out IW Young People's Forum, all of whom either have a connection with the NHS or wanted to join because they are interested in working in the health service later on in life. The purpose for Check it Out IW is to enable young people's views and involvement to be incorporated into the You're Welcome accreditation process.

This is achieved in two ways, firstly by 'mystery shopping' the service and then by 'known shopping' it (See below). The service is then judged against their self-assessment to see if they can be awarded You're Welcome (DH) accreditation.

Mystery shopping is when young volunteers visit or telephone the service for advice or information as if they were a 'real' service user which enables them to evaluate the service from a patient's experience.

Known shopping is when young volunteers make an appointment that is both convenient to the Service Manager and them where they can meet and ask specific questions to find out more about the service.

It is Check it Out IW Young People's Forum's plan to work with the IW CCG to help services completely understand the needs of young people. They will do this by continuing to visit surgeries, pharmacies, hospitals and community services. Each service is given a feedback report by the young people with recommendations of changes (if any) that they feel needs to be made so that the service can be awarded You're Welcome Accreditation. So far they have assessed eight different services which have all reached the standard.

They have also represented the views of young people on the Isle of Wight at the PCT Clinical Summits and Pharmaceutical events and recently won the category of Improving Patient Access at the 2012 Annual IW NHS Awards evening.

Participants felt that by being part of Check it Out, they benefited by:

- Being able to have their say
- Learning about Health Care Services
- Making a difference to other young people
- Helping to change things for the better
- Gaining experience of working as a group
- Learning new skills
- Getting involved in activities
- Increasing their confidence
- Receiving CV building certificates
- Making new friends.



# SECTION 4.

## HOW TO CREATE ATTRACTIVE AND SUCCESSFUL YOUTH VOLUNTEERING ROLES

In this section we consider what roles would be suitable for young volunteers and provide examples of where these have been applied.

Volunteers are engaged in a diverse range of roles within health and social care settings which have been demonstrated to have significant impacts on all stakeholders, patients, staff, the volunteers themselves and the wider community.

We will focus on those which have been most successful in effectively engaging young volunteers or which, following consultation, are judged to offer opportunities for development as youth volunteering activities.

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### VOLUNTEERING AND YOUNG PEOPLE:

The key elements of ensuring the successful engagement of young volunteers are:

- **Effective engagement with other partners** – develop good links with other providers working with young people, schools, colleges, universities, youth service providers and charities
- **Effective recruitment** – simple recruitment processes that are completed as quickly as possible keeping the young person engaged throughout the process, so that their interest is maintained
- **Matching roles to motivation** – during consultations with young people, the importance of flexibility was reinforced. The focus should be on matching skills and passions with opportunities, rather than trying to match volunteers with limited set slots. This is particularly important with regards to the availability of time of young people – many young people have other commitments such as education or work and may only be able to volunteer for shorter hours or shorter periods of time (i.e. over the summer). In order to avoid unrealistic expectations on both sides, it is good practice to consider what roles you could create which meet both your needs and the skills and availability of young people
- **Effective induction and training** – it is important to have a clear structure to your youth volunteering programme in order to ensure quality and safety. This will involve developing an effective induction and training programme
- **On-going support and supervision** – all of the existing youth volunteering programmes we have talked to have clear and effective systems for supporting volunteers. Support is usually provided by staff, older more experienced volunteers, and often includes peer support
- **Recognition** – there are a number of existing programmes of rewards and recognition for young people locally and nationally that you can link in with, for example; vinspired, Duke of Edinburgh Awards, Scout Awards and volunteer of the month awards in Southampton.

#iwill's 6 Principles of Quality Youth Social Action should be considered and referred to when developing your youth volunteering roles and programmes:

#### PRINCIPLE 1 – BE CHALLENGING

Make opportunities stretching and engaging as well as exciting and enjoyable

#### PRINCIPLE 2 – BE YOUTH LED

Enable young people to inform the opportunities, develop their own, or have a role to play in reviewing and future developments

#### PRINCIPLE 3 – BE SOCIALLY IMPACTFUL

Ensure roles create positive social change that is of benefit to the wider community as well as to the young people themselves

#### PRINCIPLE 4 – BE PROGRESSIVE

Consider how young people can progress from this role to other opportunities or activities

#### PRINCIPLE 5 – BE EMBEDDED

Consider how the role will support young volunteers developing a habit for life

#### PRINCIPLE 6 – BE REFLECTIVE

Ensure the role enables young people to reflect on their social action and recognise their achievements

AGE:

When engaging young people in health and social care settings, it is important to consider the psychological and emotional impact that they may be exposed to. For example; seeing a person their own age or younger with a terminal illness; being exposed to a violent or abusive patient; seeing a person with a traumatic injury. Whilst these may be infrequent or rare in different settings, they may be more common in others and so care needs to be taken when deciding the appropriateness of placements and the support available to young volunteers.

For example, Marie Curie said:

- For our patient facing roles, we usually have a lower age limit of 18
- For all our patient facing roles, we have a clear role description with the boundaries for the role, as well as the skills/attitudes the volunteer needs to bring to the role. The roles are quite demanding, and we don't shy away from that – it is an important aspect of us safeguarding the volunteer and the patient that we are confident the volunteer will be able to operate in such a difficult environment
- Our local staff will meet any prospective volunteer and have a discussion with them about the role and their suitability. We certainly turn people away who we don't feel have the skills and attitudes required
- The volunteers then receive training appropriate to the role they are going to perform, including things like confidentiality, safeguarding, infection control, communication skills, diversity etc. There is then on-going supervision and support.
- Because of the potentially intense experience of volunteering with terminally ill people, we can arrange for volunteers affected by their volunteering to have access to our staff welfare service if necessary.

In some hospital settings there may be an age restriction placed on volunteering on wards. However, as we show opposite, there is a wealth of opportunities that young people can still be involved with – given some thought and creativity.

In other situations roles can be suitable for those under 18 years of age:

- The NCVO Volunteering in Care Homes Project delivery in Oldham focused on working with young people to deliver short term activities with groups of residents. Working with staff, the young people consulted residents about their interests and in response developed a series of activities that included making collages, watercolour painting, paper crafts, scrapbooking and playing games such as Dominoes, Snakes and Ladders, Ludo and Snap.  
*'I was really nervous to start with and had to push myself to volunteer. I really enjoyed it over the weeks as the residents liked playing games with me, especially dominoes. I feel a lot more confident now about leaving the house and I have decided I want to go into care work in the future.'* 16-year-old volunteer  
*'In my life I never had the opportunity to do any arts and crafts. I love painting with the volunteers and look forward to the activities.'* Resident B.
- Volunteering Matters Positive Futures is a youth-focused programme which encourages and supports young people in Hackney, Kent and Wales aged as young as 13 to volunteer. Some of the social action carried out has included befriending elderly people and supporting children and young people at youth clubs and after school clubs.

In the next section we also draw out some specific opportunities for younger age groups. Organisations should also consider the settings in which young people will be working and make a judgement on whether they should set their own age restrictions on particular roles. It is essential that a considered judgement is taken on what is appropriate for a young person to participate in – both for them and those they may be interacting with including people receiving care and professionals.

ENSURING SUITABLE OPPORTUNITIES:

In order to engage young people in volunteering, it is crucial to ensure that the roles you have to offer are appealing to them, as well as beneficial to you, your users and your organisation. The appeal of the opportunity should take into account the benefits to the young person of volunteering (as outlined in Section 3), including experiences of being in a work environment, skills development, and networking/ social opportunities. In addition, appeal relates to how your roles use the skills and interests of young people. In some cases, this may be identical to adult roles in your programme, but it is important to recognise that young people can bring diverse skills and interests which could be to the benefit of you and your users/patients. This could include IT support for older/disabled adults; wellbeing sessions for patients (i.e. hairdressing, massage); art therapy; reading to dementia patients or sharing life experiences and stories through memory book work.

We have outlined some examples of both roles and settings within which these could take place, along with case studies of successful programmes.

CASE STUDY



iConnect4Life: Sussex Community NHS Trust

The 12 week iConnect4Life project has been undertaken by undergraduates on a high impact/ short term basis. The project was promoted during Fresher's Week in Brighton and attracted predominantly creative students who were technology savvy, e.g. design and film studies undergraduates. The volunteers visited housebound patients in their home to provide IT support to get them actively using computers to interact with family and friends in order to reduce social isolation. Volunteers were trained in safeguarding and were accompanied by the nursing team during their visits.

EXAMPLES OF ATTRACTIVE AND SUCCESSFUL YOUTH VOLUNTEERING ROLES:

ACTIVITIES	EXAMPLES
Befriending/ Buddies	Meal time buddies
Carers Support	Care support groups
Social Activities/ Entertainment	Hospital radio/Quizzes/ Knit and Natter
Wellbeing	Using existing skills i.e. Hairdressers
Communications/ Feedback	Guides/Completing surveys
Maintaining Independence/ Retention of Skills	Support to live in own home, support to access community, support to learn/ retain skills
Health Messages and Influencing Public Policy	Developing health messages pertinent to peer group
Organisational Level Roles	Membership of boards/ advisory groups; establishing Youth Forum
Peer to Peer Support	Informal support on wards or in community based on experiences
Leadership of Others	Engaging younger volunteers through leadership of older peers

SETTINGS AND TYPES OF OPPORTUNITIES:

SETTING	EXAMPLE
Care	Residential, supported living, sheltered housing, individual's homes
Acute Care	Hospital settings, on wards and within other appropriate roles
Community	Social inclusion and volunteering support, activities within the community and social action activities
Primary Care	GP surgeries; delivering health messages; as Health Champions or members of Committees such as HealthWatch
Education	As peer Health Trainers or supporting younger volunteers to engage in social action activities within a safe environment but directly benefiting those with health and care needs in some way

ACROSS THESE SETTINGS THERE ARE A RANGE OF DIFFERENT ROLES THAT YOUNG PEOPLE CAN TAKE:

**Befriending:** Volunteers undertaking these types of roles help to tackle loneliness and isolation, as well as having clear clinical benefits, such as meal time buddies who contribute to improving patient’s nutritional intake.

CASE STUDY

Royal Voluntary Service Telephone Befrienders

Video link:  
 [www.royalvoluntaryservice.org.uk/our-impact/real-life-stories/holly-and-caroles-story](http://www.royalvoluntaryservice.org.uk/our-impact/real-life-stories/holly-and-caroles-story)

Holly volunteers with the Royal Voluntary Service as a telephone befriender. She calls Carole, who’s in her 70s, every week for little bit of company and friendly chat. Holly is now in university but continues to call Carole every week to let her know how she’s getting on and to hear more about Carole’s life.

**Social Activities and Entertainment:** For patients who find themselves in hospital long term, volunteers play a crucial role in providing entertainment and the opportunity to participate in social activities

CASE STUDY

East and North Hertfordshire NHS Trust:

East and North Hertfordshire NHS Trust are piloting an activity team on two of their elderly care wards. East and North Hertfordshire NHS Trust have a trolley of activities that can be done at the bedside or in the day room.

These include:

- Crafts – lacing cards, colouring in, joining the dots, knitting, crochet
- Games – dominoes, cards, large piece puzzles
- Conversation starter – memory books, photo albums, pictures of the seaside/ holidays, war time memorabilia
- Puzzles – crosswords, word searches (all enlarged print).

East and North Hertfordshire NHS Trust have engaged a team of volunteers to think about what activities might work on a ward. The volunteers put the activities together and they ensured that everything complied with infection prevention procedures. The volunteers had to find ways of engaging with elderly patients. The team at the Trust have been amazed by the volunteers’ *“enthusiasm and intuitive understanding of the needs of our patients.”*

The Trust now has a team of four activity volunteers on each ward. Every Wednesday and Friday afternoon is an activity afternoon. Once a month one of those afternoons is ‘afternoon tea’ where all the patients can sit and chat with volunteers whilst having tea served in a china cup and saucer with a slice of cake. Patients and their visitors are encouraged to join in.

East and North Hertfordshire NHS Trust said: *“The benefits are that the day goes a bit faster for some of our patients. They have the opportunity to talk to someone new and to tell their stories. They also begin to talk to each other. The activities can be stimulating or simply comforting.”*

WELLBEING:

Young people can be actively recruited for their skills, such as Hairdressing and Beauty Therapy students providing free relaxing treatments within wards – this benefits the patients as they receive social contact, comfort, and an opportunity to ‘pamper’ themselves and feel ‘normal’ whilst in hospital. The young people benefit by gaining invaluable experience applying their learning.

CASE STUDY

Care Makers – the NHS volunteering scheme that ensures compassionate patient care:

The Care Maker initiative was developed in autumn 2012 initially to support the Chief Nursing Officer (CNO) conference and the newly published nursing, midwifery and care staff strategy – Compassion in Practice. It built on the legacy of London 2012, capturing the volunteer spirit and aimed to establish a vibrant network of student nurses who would act as ambassadors for the 6Cs (care, compassion, competence, communication, courage and commitment).

There are two key reasons for the Care Maker initiative:

- Build on the legacy of London 2012 to establish a Care Maker network across the NHS
- Spread and embed Compassion in Practice in the workplace and promote transformation of culture and care locally.
- The successful launch and recruitment during 2013/14 means there currently are over 1400 confirmed Care Makers that are either health and social care students or qualified NHS staff.
- The impact of Care Makers:
- Care Makers influence direct patient care through championing the 6Cs and Compassion in Practice
- They act as a support network across England, connecting like-minded people within the health and social care sector
- They help transform the NHS culture by embedding the values and behaviours set out in the 6Cs
- They support trusts and care facilities to drive the standards of care up by challenging behaviours that don’t reflect the 6Cs.

Care Makers recruits volunteers of all ages, including young people. The Care Makers programme is an excellent example of how young people can volunteer for the NHS as part of a wider initiative alongside adult volunteers.



# RETENTION OF SKILLS WHILST IN HOSPITAL OR CARE SETTINGS:

It is important for patients to be supported to keep active – both in body and mind – whilst in prolonged stays within health and care settings. The skills of young volunteers can be applied to achieve this successfully through reading, accompanying patients off of the wards for strolls or to the café and through innovative schemes such as reminiscence groups.

## CASE STUDY

### Hull and East Yorkshire NHS Trust:

Hull and East Yorkshire NHS Trust have volunteers delivering digital reminiscence therapy (DRT) on their dementia ward. DRT is a software package developed by Hull University; it is touch screen and has hundreds of activities on it. A volunteer sits in the room with the patient (and carer, when available), and asks about what they like or enjoy. If, for example, they played the piano or a musical instrument this could be selected by the volunteer and the patient could feel as if they are playing this instrument. The software can be used to watch old movies and TV programmes; paint a virtual picture, which can be printed off if they want to keep it. It is in its very early stages but the Trust has had some great response from the volunteers, who enjoy seeing the positive reactions from dementia patients in their 20 minute sessions. The Trust are hoping to take this equipment to the bedsides of dementia patients, so that patients who cannot get to the DRT room can still benefit from this service too. Hull and East Yorkshire NHS Trust said: “A patient was a little reluctant to go to the room for the first time as her movement was apparently not too good but her husband said she had been a ballroom dancer when she was younger. After her session where she had listened to some big band musical and watched a film with Fred Astaire for a few minutes she was taken back to her bed. She was put in the chair next to her bed to wait for her lunch, feeling really happy and relaxed and that day she ate all her lunch which was very unusual.”

## CASE STUDY

### Volunteering Matters Full-Time Volunteering programme:

Over 50 years ago, Volunteering Matters pioneered the development of full-time volunteering opportunities for young people within health and care settings. Volunteering Matters promotes citizenship, social inclusion, and youth social action through a range of high quality volunteering opportunities, delivered through creative partnerships, and offers a unique experience of total immersion into the lives of the people with whom they volunteer. Volunteering Matters full-time volunteering programme offers young people the opportunity to develop skills, networks, confidence, and character through challenging yet rewarding placements with individuals and families, disabled students, professional service providers, public services/educational establishments, and through leading on encouraging and facilitating other young people to engage in volunteering in their local communities. Young people aged 18+ are matched by Volunteering Matters to UK based social action projects for six months to a year, giving up to 35 hours of their time in voluntary activity per week. Social actions include:

- Helping people with disabilities live independently through support in their home and in the community (including live-in support)
- Mentoring young people at risk of exclusion
- Enabling disabled students at University to be independent.

# COMMUNITY ACTION OPPORTUNITIES:

Community Action is driven by the individual or community and as such can be hard to define. However, there are some good standard ways of empowering young people to take social action within health and care, which can then be further supported potentially through small grant giving trusts, including Vinspired:

 [www.vinspired.com/what-type-of-funding-is-right-for-me](http://www.vinspired.com/what-type-of-funding-is-right-for-me)

Supporting and encouraging young people to get involved in health and care through social action supports recommendations made by the Frances Enquiry (2013) on improving services for young people, enabling a dialogue with them and offering them the opportunity to voice the issues which concern them most and then actively take action on them.

Some key areas within which you can promote involvement of young people in health and care social action are outlined next. The case studies are good examples of how #iwill’s key principles 1,2 and 3 (see table p17) can be applied.

## Influencing public health policy (developing their own health messages):

The Francis Report talks about improving services for young people, enabling a dialogue with them and offering them the opportunity to voice the issues which concern them most and then take action on them. Enabling young people to identify the health issues which are most relevant to them and their community ensures that you will be tackling an immediate health challenge in the most appropriate way and with direct influence and support from the community it most affects. This enhances their ability to engage with the challenge, and also to set in motion sustainable prevention actions.

## CASE STUDY

### Volunteering Matters Health Champions:

Volunteering Matters’s network of Health Champions includes some Youth Health Champions, who via social action are resolving some of the biggest health issues for young people in their localities. Nine volunteer Health Champions from the University of East Anglia (UEA) suggested an event around healthy eating, and that they particularly wanted to have the Volunteering Matters Smoothie bike on the premises for the event. Their objective for the event was to spread healthy eating and hydration messages around the University. Volunteering Matters held two planning meetings where the students all undertook research and created quizzes and posters and hand outs for fellow students. Volunteering Matters printed these up and brought them along. Amelia, a Volunteering Matters volunteer (also a UEA student and Health Champion) booked a space in the HIVE cafe for the pop-up health event. The nine volunteers – Almaja, Loveday, Mosab, Ahmad, Zaakirah, Maddie, Diksha and Lauren – were all studying Pharmacy in the Medical School and had a passion to educate their peers about health issues. They were given a brief demonstration of how to use the smoothie bike, and then left to spread the health messages. They were fantastic, really enthusiastic and encouraged students to get on the bike and make a smoothie, and handed out leaflets, quizzes and smoothies to staff and students around the cafe, and out into the square. They were really proactive and happy to go up to people and speak to them about health. The event actually ran over time by 30 minutes as the volunteers wanted to give away all the fruit and smoothies. Over the two and half hours the volunteers engaged with 200 students spreading key health messages. Other events organised by these Health Champions included one on stress during the exam period and one on sleeping well.

## CASE STUDY



### The Young People's Health Partnership:

The Young People's Health Partnership (YPHP) is a seven-strong consortium of organisations working with the Department of Health, Public Health England and NHS England as strategic partners to raise the profile of the health agenda across the voluntary youth sector. The partnership will champion young people's health needs whilst providing a conduit for youth organisations, the state, and young people to work towards reducing health inequalities. The partnership is led by the National Council for Voluntary Youth Services (NCVYS) and includes, Addaction, Association of Young People's Health, Brook, CLIC Sargent, StreetGames and Youth Access.

Uniquely, the Partnership reaches a massive network of local agencies. This means it can deliver services to young people and young people's organisations on a large scale. Each partner is contributing specialist expertise, resources, volunteers or training programmes to this initiative.

#### Key priorities:

##### Sector Change

We want the voluntary and community sector to be equipped to work in partnership with the Health system as both deliver quality services to young people and agents of change

##### System Change

We want to influence and shape the Health system to ensure young people (up to the age of 25) have access to age appropriate health and wellbeing services that take a whole person approach and address health inequalities to acting upon the social determinants of health

##### Young People Change

*We want young people to be supported to exercise empowered and active voices in the healthcare system.*

*The Young People's Health Partnership (NCVYS) strongly advocate for giving young people opportunities to influence national health policy through social action opportunities, including:*

- **Takeover Days** – we facilitate a Health system specific Takeover Day each year, which is based on the Office of the

Children's Commissioner campaign to give young people the chance to work with adults for the day and be involved in decision-making. Young people benefit from the opportunity to experience the world of work and make their voices heard, whilst adults and organisations gain a fresh perspective on what they do. It also helps to break down barriers and encourage active involvement in their communities

- **Involvement in CQC reviews** – we have supported a number of focus groups with young people to support with CQC inspections
- Youth participation in local Healthwatch programmes
- Keeping the sector up to date with the latest health information.

## CASE STUDY



### Local Healthwatch involving young people:

#### Enter and View:

Local Healthwatch have the power to conduct Enter and Views to publicly funded health and social care services. They report the findings of the Enter and View to the providers and/or commissioners of the service, and make recommendations about the things that need to change as a result of their visit. Some local Healthwatch have trained local young people to be authorised representatives who are able to carry out Enter and View visits.

This includes:

- Young ambassadors and young people's champions
- Some local Healthwatch have specific roles for young volunteers, through which they gain experience in attending meetings, facilitating groups and speaking in public
- Local Healthwatch involving young people to ensure their voices are heard
- Some local Healthwatch have recruited young people to sit on their board, who are involved in the Governance of local Healthwatch. Some local Healthwatch may also have young people who are involved in the Governance of major Steering groups, sitting on project groups and identifying priorities for change in the local area.

## ORGANISATIONAL LEVEL ROLES:

Involving young people at the heart of your organisation by establishing positions for them on Boards or Advisory Groups, and creating youth specific Steering Groups, ensures that you are gaining the voice of a large proportion of your membership. In addition, it encourages and enables young people to take active roles in the quality assessment of the care provided, supporting both NHS and CQC standards.

## CASE STUDY



### East and North Hertfordshire NHS Foundation Trust, Youth Membership:

The Future is Membership is an initiative designed to inspire and motivate young people to get involved with their local hospital and wider community. The idea is to show what the NHS is really like by demonstrating how the NHS can support young people's learning and personal development. They promote a variety of opportunities for young people to make practical and valuable contributions to their communities. They actively support applied learning in a work environment to help develop new skills and support career choice.

Their approach is to work with schools and their pupils in an interactive, fun way, free of jargon and management speak. They get the pupils involved right from the start through imaginative projects designed to enrich their personal development as well as give communities the real benefit of their unique insight.

In return for signing-up as public members, young people aged 14 and over across Hertfordshire and beyond have already experienced:

- Presenting their ideas for redesigning our membership offer for young people to our Trust Board
- Delivering health and wellbeing advice at Stevenage Health Action Day following tailored brief intervention training
- Presenting their participation and learning to a national best practice workshop in London

- A hospital AGM attended by an unprecedented 325 delegates from across Hertfordshire communities, delivering a delegate satisfaction rating of 96%
- Creating a unique, innovative art installation for the hospital's new emergency department
- Featuring in a short promotional film for young people that captures the essence of what we are about to inspire the next generation of *young members and health champions*
- A Youth Health Champions conference for Hertfordshire secondary schools – around 20 schools and over 100 pupils took part.

The Future is Membership captures the imagination of young people to do innovative things that help communities improve as well as enriching their own experience and learning. For example, they involved new young members to design and develop The Future is Membership concept. They ran three interactive workshops with a design class of 30 year ten pupils over the spring term of 2013. They encouraged them to split into eight groups to compete with each other 'Dragons' Den style' to research and develop alternative concepts and designs for the hospital to attract the next generation of young members. In the workshops they encouraged team working and creativity and sparked a real infectious enthusiasm for applied learning. The eight teams presented to the hospital, head and class teachers who unanimously chose the top three teams to present to the Trust Board in April 2013. Their ideas were enthusiastically discussed and accepted and ultimately implemented by the hospital. They now have amazing new membership material for kids to incentivise the next generation of young members, exclusively designed and branded to attract our target audience. Not only does the project involve young members but also provides a neat and sustainable solution to the problem of how to secure civic participation in the future.



## CASE STUDY



### NCVO, Volunteering in Care Homes Project:

The Volunteering in Care Homes Project is funded for three years by the Department of Health to explore the impact of engaging volunteers in supporting residents to meet their social care needs. In particular, the project is focussed on the impact of volunteers on the residents' quality of life outcomes and more broadly on how the involvement of volunteers impacts on the care homes' relationship with its local community.

Managed by the NCVO, local volunteer centres have been recruited in five pilot sites to support local care homes to identify roles, recruit volunteers and work with care homes to develop the systems to successfully support volunteering longer term. Each volunteer centre has developed a model of volunteer engagement that works for their community and the care homes they are working with.

Voluntary Action Oldham has been working with young people to deliver short term activities with groups of residents. Recruited through an online campaign and their brokerage service, 14 young people came forward.

The young people went through the project's introductory training and each care homes' induction prior to their placement.

Working with staff, the young people consulted residents about their interests and in response developed a series of activities that included making collages, watercolour painting, paper crafts, scrapbooking and playing games such as Dominoes, Snakes and Ladders, Ludo and Snap.

They were supported by staff at Voluntary Action Oldham to plan and deliver the programme of activities.

The impact on all concerned has been remarkable; young people have developed their confidence, residents have had new experiences, a more vibrant care home environment has been created and relatives have become more engaged in the activities of the care home.

At the recruitment stage, many of the young people reported feeling shy and apprehensive about going into the care homes. However, after a few weeks of visiting the residents their confidence levels visibly improved.

*'Before volunteering I was really shy and did not know how to talk to the residents or what I should say. After the first session I felt relieved as it was great and the residents really enjoyed the watercolour painting we were doing which made it so much easier to make conversation. It was a great experience and it has made me more confident.'*

#### 17-year-old volunteer

*'I was really nervous to start with and had to push myself to volunteer. I really enjoyed it over the weeks as the residents liked playing games with me, especially dominoes. I feel a lot more confident now about leaving the house and I have decided I want to go into care work in the future.'*

#### 16-year-old volunteer

These short term volunteering opportunities have promoted longer term interest from the younger people in volunteering in the care homes.

*'I had such an amazing time working with the older people. It makes me so happy to talk to them and see them smile, so I am going to volunteer every weekend.'*

#### 16-year-old volunteer

*'It has been fantastic volunteering. I love it and I am going to volunteer until I go to university.'*

#### Young volunteer

About 30 residents took part in the activities and enjoyed their experiences. *'I look forward to volunteers coming in....'*

*'In my life I never had the opportunity to do any arts and crafts. I love painting with the volunteers and look forward to the activities.'*

#### Resident B.

The care home staff reported that the young people brought a vibrant, energetic atmosphere to the home. They felt that the residents benefitted as they received one-to-one support from a young person and were able to interact with a new group of people.

Relatives were also impressed by the young people and some donated arts and craft materials and others got involved in supporting the activities alongside the young people.

## PEER TO PEER SUPPORT:

Being supported by your peer group is widely accepted as an effective engagement tool, as it is informal and enables a relationship to be developed based on mutual respect and trust. Developing roles within health and care for young people (who have experienced health and care needs in many cases) to offer support and guidance to other young service users ensures that the beneficiary feels able to discuss openly any concerns, and has a non-medical support within their care who can offer more informal emotional and experience-based guidance. It also embeds social action into the life of the young person. (#iwill Principle 5)

## CASE STUDY



### University Hospitals Birmingham, Drop in Buddies:

This is an informal drop-in buddy scheme between members of the Young Persons' Council and 16 to 25-year-old inpatients at the Queen Elizabeth Hospital.

Aims:

- To reduce feelings of isolation and loneliness felt by teenagers and young adults in adult wards
- To provide non-medical support, conversation and to improve the hospital stay of these inpatients
- To raise awareness of the Young Person's Council in the hospital and for young patients to feel that the council is available to listen to their feedback and try and improve their hospital experience.

A group of volunteers visit the hospital to drop-in on young inpatients in the hospital. The volunteers offer to chat to young patients and listen to any non-medical concerns, make them drinks, play cards, and bring magazines. It also provides an opportunity to get feedback so that we can improve the hospital experience for young people in the future.



## CASE STUDY



### St John Ambulance: Student Volunteering, Youth Leaders and Peer Educators:

St John Ambulance, the nation's leading first aid charity, offers a range of volunteering opportunities for students and young people. Opportunities include; being part of a team that saves lives and teaching first aid to the next generation of lifesavers.

#### Student volunteering:

St John Ambulance runs a student volunteering programme for higher education students. The programme is run through student union societies, often first aid societies affiliated with St John Ambulance.

St John Ambulance recruits the members of these societies as volunteers to take on a number of frontline, functional or support roles. Most are recruited as 'first aiders' who go on to provide first aid support at public events, with a smaller number being involved in youth leadership within St John Ambulance's youth programmes.

Student volunteers are aged 18 plus and go through a full recruitment and selection process, meeting all necessary regulations and requirements, including the Care Quality Commission (CQC).

The running of the society is funded by students and through their student union. St John Ambulance funds volunteer costs associated with service delivery for St John Ambulance.

In addition, St John Ambulance has two National Student Volunteering Officers, both of whom are volunteers and are either ex or current student volunteers.

#### Youth Leaders:

St John Ambulance offers the members of their youth programmes, called Badgers and Cadets, the opportunity to volunteer as youth leaders when they reach the age of 18. Youth leaders are responsible for supporting and sometimes leading the delivery of activities for other young people in a safe, inclusive and open environment in which all our young people can learn first aid. Youth leaders acquire valuable experience and skills, including leadership skills, interpersonal and team building skills, and new national networks.

### Peer Educators:

Young people aged 14 years and older have access to the St John Ambulance Peer Education programme. This gives young people the skills they need to deliver first aid training to other young people whilst also obtaining a BTEC level 2 award.

## ENGAGING VOLUNTEERS UNDER 15 YEARS OF AGE: LEADERSHIP OF OTHERS:

To engage a much younger cohort of volunteers, some of the best programmes enable the young volunteers to participate in group one-off activities (such as organising coffee mornings or entertainment for residents of a care home or patients on a ward) or in a social action activity in a safe, supported environment potentially not directly engaging with the people they are carrying the activity out for – but still followed up with a visit or event.

## CASE STUDY



### Volunteering Matters Positive Futures:

Volunteering Matters Positive Futures is a youth-focused programme which encourages and supports young people in Hackney, Kent and Wales aged 13 to 19-years-old (up to 25-years-old with any learning difficulties or disabilities) to volunteer. Examples of volunteering opportunities include:

- Befriending elderly people
- Volunteering at after schools clubs, supplementary schools and youth clubs
- Organising awareness raising and fundraising events
- Environmental and other locally determined campaigns.

Volunteering Matters staff support young people to develop and run their own youth led projects. Examples include:

- Holding conflict resolution workshops for their peers
- Organizing fundraising events for local charities
- Designing a school webpage on healthy eating for teenagers.

By offering accreditation and training opportunities, volunteering for young people can be worthwhile and provide useful transferable skills for the future.

From 1 April 2013 to 30 September 2014 Volunteering Matters supported 623 young people to volunteer on the London and Kent Positive Futures projects.

In March 2014 it was reported that on the London project there were 13 full time youth volunteers, 323 part time youth volunteers and 52 accreditations had been achieved.

## CAUTION – JOB SUBSTITUTION:

It is important when considering volunteer roles that a distinction is made from paid staff roles, to ensure that there is no risk of job substitution or unrealistic expectations. A range of possible scenarios could constitute job substitution:

- An organisation decides to cut jobs and recruit volunteers to fill the gaps – this is clearly direct replacement if a paid role is replaced with a voluntary one, and would likely receive objections from staff and possibly potential volunteers
- A commissioner cuts funding and decides to withdraw a service and members of the community decide to take on the running of it instead – this is clearly a decision by a community to voluntarily carry out a previously paid for role, but could include changes as to what that role is and how it is carried out
- A commissioner withdraws or reduces funding for a service, or a new provider is appointed with the belief that it could be provided by volunteers or the community – it can be difficult in this situation to see where the staff roles could have been substituted, as this could involve a completely new service design and delivery model.

In all cases, it is important to review the service, the appropriateness of volunteer roles and resources required to support these, as well as the financial situation.

The NCVO has published a guide to avoiding *job substitution*. This includes a charter between the TUC and the NCVO on strengthening relations between staff and volunteers, and links to guidance on volunteer roles and responsibilities.

Key messages include:

- Consult with trade unions, staff and the community on key principles for volunteer involvement
- Create a volunteering policy, defining the procedure for creating new roles and solving problems
- Agree roles and responsibilities of volunteers
- Create opportunities for staff and volunteers to better understand each others' roles.

**NAVSM have also produced a Best Practice Guide on Volunteering vs Job Substitution which can be found on their website at**



[www.navsm.org/members-area/training/best-practice-guides/other-best-practice-guides/job-substitution](http://www.navsm.org/members-area/training/best-practice-guides/other-best-practice-guides/job-substitution)

## SECTION 5.

# MANAGING YOUR PROGRAMME AND VOLUNTEERS

In this section we provide you with information on how to get started, good practice in volunteer management, key considerations when involving young volunteers, and management of risk.

**VOLUNTEERING**  **MATTERS**

#iwill

We hope that this Toolkit has given you an appetite to develop a programme of youth volunteering within your organisation. You will now need to consider how to establish such a programme – potentially alongside an existing volunteering scheme or as your first engagement with volunteers. Either way, it is crucial to ensure that you do it right, and there is much advice available from infrastructure organisations both in health and care and in the voluntary sector to help you to do this. This section will link you with these organisations and also give you a quick step guide to getting started.

### 5.1: GETTING STARTED

#### GUIDES:

The NCVO provides a range of practical support on volunteering, including information on KnowHow NonProfit:



[www.ncvo.org.uk/practical-support/volunteering](http://www.ncvo.org.uk/practical-support/volunteering)

This includes good guidance on Volunteer Management, roles, policies and procedures within their Good Practice Bank. Several of these documents are available to anyone; however, please note that for more detailed information and guidance you will need to become a member.

In addition, the NCVO recently published a quick reference guide, in partnership with #iwill, on Involving Young People in Volunteering and Social Action.

For those in NHS Trusts, NHS Employers and NAVSM have produced clear guidance on involving volunteers. Their Volunteering Pack should be consulted:



[www.nhsemployers.org/Aboutus/Publications/Pages/VolunteeringPack.aspx](http://www.nhsemployers.org/Aboutus/Publications/Pages/VolunteeringPack.aspx)

This contains templates and materials for use in NHS settings.

A quick start guide to establishing your programme is as follows, with additional information contained in subsequent sections:

<b>DEVELOP A VOLUNTEER INVOLVEMENT POLICY</b>	The first step to engaging volunteers in your organisations should be to ensure that you have a robust Volunteer Involvement Policy. This clearly sets out your rationale for involving volunteers in the work of your organisation, and outlines what you expect from them and what you will give in return.
<b>DEVELOP CLEAR VOLUNTEER ROLES</b>	Ensure that you have clear roles for young volunteers within your organisation, considering how they complement staff and ensuring that they do not directly replace paid roles. Consider the needs of young people when developing roles, how they can inform this process, and how best to use their skills and talents. Consider the #iwill 6 Key Principles (p17).
<b>DEVELOP A PROJECT PLAN</b>	The best way to get started is to ensure that you have a project plan – which clearly outlines your motivations for developing the programme, the outcomes you wish to achieve and how these link in with your organisational volunteering strategy and the organisations aims and objectives. It is also useful to link them to key local and national government objectives.
<b>DEVELOP A RECRUITMENT STRATEGY, PLAN AND PROCESS</b>	<p>Ensure that you have a recruitment strategy linked to policies and paperwork which is suitably robust to ensure the safety of young people volunteering with you.</p> <p>This includes a promotion and publicity plan. Once you are ready to engage with young volunteers, it is important that you find ways to attract them to what you have to offer. This can be achieved through a variety of means, and will depend on the resources you have available to you.</p> <p>Develop a support and supervision plan with reward and recognition elements. This will also support #iwill's Key Principles 4 and 6 (p17).</p>
<b>DEVELOP APPROPRIATE POLICIES</b>	Consider your existing policies and procedures. If you have a volunteering programme, consider what you will need to do to existing paperwork and policies to ensure that they reflect the support of young volunteers, and what the lower age will limit be. See Recruiting and Supporting Young Volunteers (5.2) for guidance on legislation, risk assessment, and age appropriate roles and support for young volunteers.

<b>ENSURE ADEQUATE AND APPROPRIATE STAFFING TO SUPPORT VOLUNTEERS</b>	If you already have a volunteering programme, there may be a high level of understanding and support for volunteering in general amongst staff already. However, they will need to be prepared to support younger volunteers and understand any additional considerations and risk assessments which this entails (see Managing Your Programme and Volunteers section for more detail on these). Prepare them and the organisation (including at Board/Trustee level) to take young volunteers. Staff will need training and guidance in how to support volunteers as this can require a different skill set than that of supporting staff.
<b>DETERMINE YOUR OUTCOMES AND SUBSEQUENT MONITORING AND EVALUATION PROCESSES</b>	Consider how you will monitor the outcomes you wish to achieve through involving volunteers – for your volunteers, your beneficiaries, and the organisation. These will link to your funding models. See Measuring and Demonstrating Impact section for more guidance.
<b>IDENTIFY FUNDING</b>	Funding considerations should be given once the plan is written and you are clear what you want to achieve, for and with whom, and how you will achieve it. This will ensure you have clear outputs and outcomes for any potential funder. See the Effective Fundraising section for more guidance.
<b>DEVELOP A PROMOTION PLAN (TO RECRUIT VOLUNTEERS)</b>	Attracting young volunteers – once you are ready to engage with young volunteers, it is important that you find ways to attract them to what you have to offer. You will need to also consider the varying types of media available to you and accessed by young people, such as social media.

See **Annex 3** for the *Top Ten Dos and Don'ts for Youth Volunteering in Healthcare Environments* from King's College Hospital NHS Foundation Trust.

**We will now expand on these critically important areas.**



## 5.2: RECRUITING AND SUPPORTING YOUNG VOLUNTEERS

This is a framework of principles which can be applied and should be considered regardless of the setting. There will be some settings which will have specific requirements around volunteer engagement within health and care. In a time of austerity but increasing risk to vulnerable people, it is critical that funders and Boards recognise the importance of robust volunteer management to ensure appropriate placing of volunteers within care settings and with vulnerable people, including the safety of potentially vulnerable volunteers (under 18), and the investment that this requires.

Good practice guidance can be found on the NCVO website in their Good Practice Bank:

 [www.ncvo.org.uk/practical-support/volunteering](http://www.ncvo.org.uk/practical-support/volunteering)

For those in hospital settings, NHS Employers give clear guidance and their Volunteering Pack should be consulted:

 [www.nhsemployers.org/Aboutus/Publications/Pages/VolunteeringPack.aspx](http://www.nhsemployers.org/Aboutus/Publications/Pages/VolunteeringPack.aspx)

The National Council for Voluntary Youth Services (NCVYS) has published a guide to best practice when involving young volunteers – *Keeping it Safe*

 [www.ncvys.org.uk/keeping-it-safe](http://www.ncvys.org.uk/keeping-it-safe)

This guide is available to purchase, with reduced rates for members of the NCVYS. It has been produced by and for organisations working in the youth sector and ‘is intended to help organisations begin the process of safeguarding by providing guidance to support the development and implementation of the policies and procedures required in order to keep young people, their staff and volunteers safe’.

It includes sections on young people as volunteers, ensuring safe working practices and environments, and insurance considerations.

It is crucial that you have a robust Recruitment and Selection Process which takes into account all of the health and safety considerations alongside the needs of the beneficiaries and the aspirations, knowledge and ability of the volunteer. The principles of good volunteer management are identical to the principles of good management generally:

- Have a robust and fair recruitment process
- Ensure roles and expectations are clear on both sides of the relationship
- Provide ongoing training, support and supervision
- Ensure time to review.

Do not be afraid to say no – it is of critical importance that the match is appropriate, and your recruitment process should enable you to achieve this. Part of this process should be the ongoing support needs of your volunteers and it is important to have a plan for identifying and applying these from the beginning of your programme.

You should also give consideration to diversity within your volunteering membership. Identify from the beginning accessible volunteering opportunities and how you would offer support to those volunteers with additional needs, such as physical or learning disabilities, and from diverse ethnic backgrounds who may require flexibility within their roles or special considerations.

**See Annex 3 for an example of how a disabled young person was supported to participate on a local Volunteering Matters programme (VIBE, Lucy)**

In 2014 the National Development Team for Inclusion (NDTi) worked with #iwill and the Pears Foundation to review and learn from approaches that enable all young people to fully participate in youth social action.

The final report was published, sharing the lessons and findings from a study of the evidence about ‘what works’ in enabling the full participation of children and young people who risk being excluded from opportunities for youth social action:

 [www.ndti.org.uk/uploads/files/iwill\\_NDTi.pdf](http://www.ndti.org.uk/uploads/files/iwill_NDTi.pdf)

To get started, you should develop a flow chart and checklist of processes to cover from recruitment to matching and ongoing support of your volunteer (see Recruitment Plan and Process, p36). Consider #iwill’s 6 Key Principles (p17) while you are doing this and try to embed them in your plans and processes.

The NCVO, NAVSM, and NHS Employers have produced clear and comprehensive guides to good volunteer management, which read across age ranges, and should be used as tools to develop your programme and its underlying processes, policies and procedures. NHS England has clear recruitment requirements (i.e. DBS checks, references), and these should be adhered to for those schemes within NHS organisations.

 [www.navsm.org/members-area/training/best-practice-guides](http://www.navsm.org/members-area/training/best-practice-guides)

 [www.nhsemployers.org/Aboutus/Publications/Pages/VolunteeringPack.aspx](http://www.nhsemployers.org/Aboutus/Publications/Pages/VolunteeringPack.aspx)

 [www.knowhownonprofit.org/people/volunteers/managing-volunteers](http://www.knowhownonprofit.org/people/volunteers/managing-volunteers)

The process will vary according to the roles you are recruiting into, but for one to one roles within health and care settings the following is a quick guide. Please consult the comprehensive guidance of the above organisations and links, however, alongside this:

### VOLUNTEER INVOLVEMENT POLICY:

The first step to engaging volunteers in your organisations should be to ensure that you have a robust Volunteer Involvement Policy. This clearly sets out your rationale for involving volunteers in the work of your agency and outlines what you expect from them and what you will give in return. This is a good place to set out your commitment to involving young volunteers.

As aforementioned it is important to ensure that volunteer roles do not replace paid posts and that they clearly complement existing staff roles in the organisation and add value for the beneficiary. The King’s Fund recommends in *Volunteering in Health and Care*:

- There is a need for clarity regarding the boundaries between professional and volunteer roles. Sensitivities around job substitution, real or perceived, will need to be handled carefully.

A good Volunteer Involvement Policy should cover the following points clearly:

- Set out why you involve volunteers (including young volunteers) in your organisation (their role, importance, statement of commitment to them, enhancing services)
- Set out your commitment to volunteers (expenses, training and skills development, support, good practice in volunteer management)
- Explain your expectations of volunteers (skills sharing, adhering to the values and objectives of your organisation)
- Break down your stages of developing and supporting a volunteer role: how you develop a role; risk assessment/health and safety; recruitment; induction and training; support and supervision; termination of a role; complaints procedure; exit interviews; reward and recognition
- Explain any special policies or procedures such as child protection, safeguarding, considerations for young volunteers. Explain how and when you will review and refresh this policy.

### PROJECT PLAN:

Your project plan should consider why you feel there is a need for youth volunteering, and how you will recruit the youth volunteers. You should clearly outline roles, with expectations, which can be published for applicants. Consider the appropriateness of roles for young volunteers and what will be attractive to them as well as best use their skills (see section on Roles). Ensure that, as part of this planning process, you are taking into consideration whether individuals will be supporting vulnerable adults or other young people, and as such ensure that you have the appropriate Policies in place for this, risk assessments, and also clarification of the level of DBS required (if indeed it is required, or legally obtainable – under 16s cannot have DBS checks made on them). See p40/41 Safeguarding and DBS for more information.

## RECRUITMENT PLAN AND PROCESS (INCLUDING SELECTION AND RISK ASSESSMENT):

It is important to have a clear plan for how you will recruit volunteers and the processes you need to go through with them before they can be matched to opportunities. This ensures the safety of the volunteers and beneficiaries, and allows you to ensure that you have the right volunteers within the right roles.

This process should include:

- Promotion Plan for Recruitment – once you are ready to engage with young volunteers, it is important that you find ways to attract them to what you have to offer. This can be achieved through a variety of means, and will depend on the resources you have available to you
- Marketing – via social media platforms (for which you may require specialist support), attractive website (to which you could link your paperwork for the recruitment and monitoring processes), leaflets and campaigns
  - *Volunteering Matters VIBE project used attractive media to recruit volunteers. See Annex 3*
  - *Walsall Healthcare NHS Trust used appealing literature to attract young volunteers. See Annex 3.*
- Direct contact – through developing strong links with local schools, colleges and universities to recruit young people on a regular basis via presentations and visits, and through attendance at events related to volunteering or fresher and careers fairs
  - *King's College Hospital Trust give presentations and have direct links with local schools and colleges, who refer students on to their website to apply for volunteer opportunities.*
- Via systems which are managed by third party organisations (i.e. DoIt.org, Volunteer Bureaux)
- Partnership – with a volunteering organisation which could support you to recruit and select your volunteers
  - *The Volunteering Matters VIBE project was a partnership between voluntary organisations and Queen Mary's Hospital, Sidcup. At the VIBE project 16 to 25-year-olds volunteered within the hospital carrying out a variety of volunteering tasks that had a positive impact on the patients and staff at the hospital. Unlike conventional Voluntary Services in hospitals, Vibe was a project of a specialist external volunteering agency, Volunteering Matters, working closely with other agencies, including The League of Friends. See Annex 2 for more information.*
- Application Form – this should include a request for references (good practice is two) and a DBS check should the individual be volunteering closely with vulnerable people and unsupervised. Please check the *DBS guidance* on which roles require checking, as it is as important to not ask for more information than you need as it is to ensure your beneficiaries are safe. It is illegal to complete checks when it isn't appropriate for the role, and also they cannot be requested for under-16s. Completing checks when it's not necessary can additionally slow down the recruitment process and create unnecessary barriers. You should also seek parental permissions for young people aged under 16 at this stage
- Gather references and carry out DBS
- Interview/Assessment – this could be one to one or group, depending on the activity for which they are applying
- Training
- Assessment process – looking at all of the above elements and determining the suitability of the applicant to the role and vice versa (this could include a risk assessment of the applicant, looking at information received through the recruitment process i.e. references, DBS, training, interview and giving due consideration to their age and the roles available)

- *University Hospitals Birmingham NHS Foundation Trust use an online web registration for all individuals interested in volunteering which enables them to ascertain the motivations of the potential volunteers and how these match the needs of the programme – anyone who does not match is not followed up. A group assessment process is arranged, and available volunteer roles are sent to interested individuals – this ensures that people know if their personal skills and motivations can be fulfilled. An interview is arranged, and each potential volunteer writes a 200 word essay on why they wish to volunteer at the hospital. This whole process ensures that individuals' motivations match the hospital's needs and vice versa at each stage. See Annex 3 for a flow chart.*

- Matching – to age and skills appropriate roles
- Induction Pack – including induction checklist, expectations, communications systems and any reward events, guidance on orientation, role description and any risk assessments, details of their supervisor, Volunteer Agreement, Vulnerable Person's Policy (both documents to be signed by volunteer)
- Personal Progression Plan – clearly outlining their objectives and how they might feasibly achieve them – this enables you to support them within their role around their motivations, which will support better retention and also #iwill's Key Principles 4 and 6 (p17).

**See Annex 3 for an example checklist from Volunteering Matters of the recruitment process.**

**See Annex 1 for templates to use on your new programme, including Application Form, Volunteer Agreement, and Risk Assessment Form.**

## LEGISLATION:

Organisations should ensure that they have taken appropriate steps to meet their legal obligation to ensure a young person's safety and promote their well-being. Children are classed as a 'vulnerable' group so any organisation who takes on young volunteers must be careful to protect them. Legally a child is defined as someone who is under 18 years old. Steps include:

- Having relevant safeguarding policies and procedures in place – child protection policy statement, confidentiality/whistleblowing policy, codes of conduct (outlining good practice when working with children), parental consents for all children under 16, photo consents, complaints procedure
- Having the right level of appropriately trained and safe / suitable adult staff or volunteers to work with young people and ensuring that both they and the young people themselves are adequately supervised – young people should not be left unattended and should be supervised by two or more adults
- Ensuring that you have safe and suitable roles for under 18s – you will need to carry out a risk assessment to decide whether placing a young person in a volunteer role would put them or the people they are supporting/volunteering alongside at risk
- Undertaking a full risk assessment of all volunteer roles, activities, and settings – identifying potential hazards, dangers and vulnerabilities linked to particular volunteering roles and activities for young people and taking action to avoid or mitigate these
- If you are supporting volunteers under 16 years of age, you should ensure that you make this clear with your insurance agency as cover does not always automatically include under 16s. Research commissioned by the NCVO on behalf of #iwill has suggested that insurance companies in the main are not averse to insuring under-16s in volunteering roles as long as all the appropriate checks, described in the points above, are in place in order to meet all legal obligations to keep a young person safe
- It is also necessary to obtain parental/guardian consent for volunteers under 16, ensuring that the parent/guardian has sufficient information about the role, organisation, and support structure to be able to give informed consent.

**In the guidance compiled by #iwill and the NCVO, they recommend consulting with your local Council, who have a responsibility for ensuring and overseeing the effective delivery of all services for children under the Child Protection Act 2004. They might be able to provide you with more information and links to training for both staff and volunteers.**

**The NSPCC has guidance on what to do if you are worried about a child, and other issues.**



## VOLUNTEERING HOURS:

There are legal considerations to be made regarding the lengths of time during which young people under-18 in education can participate in voluntary activity. This guidance mirrors employment law, and it is best practice to follow it within volunteering. Key points from information available on the Volunteer Centres website ([www.volunteercentres.org.uk](http://www.volunteercentres.org.uk)) tell us that:

- For young people still in education, volunteering cannot be a reason for school absence
- For young people under 18, activities should also take place between 7am and 7pm. (not overnight). For volunteering over 4 hours, an hour break should be given. A young person who is under the school leaving age should have a 2 week break each year from any volunteering activities
- Young people aged 15 and under: can volunteer for 2 hours per day on a school day and 12 hours per week in school term-times: 5 hours per day on a non-school day (2 hours on a Sunday) and 25 hours a week in academic holidays
- Young people aged 15 and over (but still under school leaving age): can volunteer for 2 hours per day on a school day or 12 hours per week during school term-time. They can volunteer 8 hours per day on a non-school day (2 hours on Sundays) and 35 hours per week during academic holidays
- Young people aged 16-17 years old: no restriction on volunteering hours as long as they remain in part time training or education until the legal minimum age requirement.

The *Department of Work and Pensions* also points out that anyone under 14 cannot work for a profit-making organisation, even if unpaid (i.e. work experience/volunteering). The definition of profit making may be defined by the local Council and so it is best to check with them how your organisation is viewed if you wish to involve volunteers under 14 years-of-age.

The *Department of Education* provides guidance on the scope of regulated activity for children, including what would be classed as supervised and unsupervised activity.

## APPROPRIATE ROLES:

You should consider the roles young volunteers will be carrying out and the maturity of each young person to be able to handle any psychologically demanding or emotional situations which they encounter, for example, within palliative care, on cancer wards, or on intensive care wards. Emotional support will be required in these roles, and you should consider whether you can provide that – if not, you should match young volunteers to alternative roles.

**Insurance** – Ensure that you have insurance cover for volunteers – both for their age range and for the roles they will carry out. You may need to register the roles with your legal department for NHS Litigation Authority cover or insurers before the programme can begin. Check what your volunteers are covered for, and ensure that you communicate this to the volunteers also.

**Safeguarding and DBS** – If volunteers are providing unsupervised support to vulnerable individuals on a regular basis they will require a DBS check. You should check and follow *DBS guidance* on when a check is required, at what level, and advice on how frequently it should be refreshed. You should check to see if your organisation is registered to carry out the DBS checks, or if you will need to engage with an external organisation (for example a Volunteer Bureau) to administer them for you.

For any volunteers and staff who are in a supervisory role of volunteers under 18, it should be noted that they will require DBS checks as they will be in regular contact with a ‘vulnerable individual’ (i.e. a child).

NCVO has advice on DBS procedures and safeguarding on their Safeguarding section of *KnowHow Non Profit*.

NHS employers can also provide guidance on DBS checks: [www.nhsemployers.org](http://www.nhsemployers.org)

Young people aged under-16 cannot have a DBS check carried out on them. In these cases, you may have to rely on references from trusted and professional sources and all volunteers under 16 should be supervised at all times by appropriately trained and checked volunteers or staff – thereby minimizing the risk posed by the young person as well as to them. You could also ask the young person to self-disclose any previous convictions or issues with the authorities as part of your application and interview process, and make clear the consequences of not doing so.

Additionally, *The Safe Network*, which is managed by the NSPCC and Children England provides safeguarding guidance on activities involving children.

## RISK ASSESSMENTS AND RISK MANAGEMENT:

It is critical to risk assess all of your activities and your volunteers to ensure the safety of your volunteers and your beneficiaries.

The Health and Safety Executive has useful information on risk



The Cabinet Office has also published a *Can Do Guide* which details how to manage risk and keep participants in voluntary events safe.

Safeguarding is just one element of this process, and a DBS cannot stand on its own – you need a robust procedure in place which must be followed (see Recruiting Young Volunteers Section 5.2 Recruitment Plan and Process for advice on this). Your Recruitment and Selection process will enable you to determine the appropriateness of your applicants for the roles on offer, and vice versa. It is important to be brave enough to say ‘no’ to individuals who may be put at risk, or put others at risk, in a role.

All volunteer activities should be risk assessed, with a clear review plan to follow (generally to be reviewed either annually or when a change is known to have occurred). Risk assessments should follow the process of:

- Identify the possible risk (i.e. Slips and Trips)
- Identify who the risk is potentially to (i.e. users of the service; volunteers; the public)
- Identify measures you will put in place to reduce each risk (i.e. ensure that there is a check of the area for all potential slip and trip hazards at the beginning of each session)
- Identify who will be responsible for ensuring these measures are carried out/put in place and when by
- Identify the risk posed by and to any volunteers or recipients of volunteer support who are under 18 (this should include noting for whom parental permission is required, supervision arrangements, and suitability of roles and settings).

You should ensure that all necessary parties who have any responsibility for reducing risk are party to the assessments and have copies, and that they are sufficiently trained/equipped to carry their roles within this out.

In order to ensure that you are aware of the activities of your volunteers, record the sessions and activity which they have been asked to do and ask them to register or report back to an appropriate supervisor for each of these. This may include ensuring that the staff managing them are logging them in on their ‘sessions’ where this is applicable – both for recording and safety purposes.

Safety and risk assessment are continuous processes and should be repeated/reviewed on an ongoing basis during the lifetime of the programme and each individual volunteer. The best way to ensure adherence to this is to establish a checklist for your volunteers that you can complete throughout the recruitment and induction stages, and to then review during support sessions. Alongside this, setting regular review dates for all policies and procedures, including risk assessments, from the beginning will enable you to ensure that they are up to date and take into consideration any changes in national and local governance and in local project or individual circumstances.

## DATA PROTECTION AND INFORMATION GOVERNANCE:

Data Protection Laws dictate that you should only be asking for information which you require for volunteers to carry out their roles i.e. you won’t need their NHS number. Some information should also be optional – i.e. date of birth – as you may require this for monitoring purposes. However it should not be compulsory for someone to provide. Ensure that you have a data protection policy which all staff responsible for volunteers are aware of.

It is an NHS Standard to keep records of all applications, volunteers, matches, and it is good practice to do so within volunteering programmes across health and care. However, these records must be secure and only accessible to those who require access i.e. immediate Volunteer Manager, Supervisor. They should not be for general use. You should also set a time limit on retaining personal information of volunteers – there is no guidance on what that period should be, so you can sensibly decide this based on funder requirements and also the needs of your volunteers (for example, they may require references).

It is advisable to consult the *Data Protection Act*, and also the *Information Commissioner’s Office*.

Additionally, the NCVO has some useful guidance and links on *KnowHow Non Profit*.



## TRAINING:

Induction training should ideally form part of your recruitment and selection processes, as observing individuals within a learning and team working environment gives you an insight into how they inter-relate, provides you with a good indication of any gaps in their skills and knowledge, and gives them an opportunity to explore whether the role and environment is right for them. Having a robust training programme in place will also support #iwill's Key Principle 4 (p17), supporting the development of your young volunteers. Initial training programmes, before volunteers are accepted and matched, will vary in content and length depending on the roles and environments, but should contain:

- Introduction to organisation and volunteer roles
- Expectations
- Confidentiality and Boundaries
- Protection of Vulnerable Adults and Children (as appropriate), including Disclosure
- Risk Assessments/Health and Safety
- Any specific elements necessary for the environment (ie. Dementia awareness, health specific training)
- Any elements specific to the role (i.e. telephone manner, enabling, memory mapping)
- First Aid.

Training should be considered an ongoing activity for volunteers, both because many young volunteers will be motivated by this and because it will ensure your volunteers are competent in their roles and up to date with any changes.

You may wish, or indeed need, to engage with external training providers to complement your offer – for example with regards to elements which may require professional input including First Aid, Safeguarding, condition specific training. Your local Volunteer Bureau should be able to advise you on training organisations and link you up.

NAVSM have produced a best practice Guidelines for Volunteer Induction, Statutory and Mandatory Training which can be accessed via the NHS Employers website.

## SUPPORT AND SUPERVISION:


Ongoing support should be provided to your volunteers. This could be directly by the Volunteer Manager for smaller programmes but for much larger ones (covering whole hospitals, for example), support roles can be given to staff who are responsible for the wards or areas of work within which the volunteer is contributing. A Volunteer Manager should ensure that all supervising staff are trained – whether formally or informally – to provide this support. Managing volunteers requires a distinct set of skills from those used in managing staff. Volunteers are not employees and so have different motivations for attending to undertake their volunteer role. Therefore, the management approach needs to reflect this. An essential task of volunteer management is finding ways to unlock the potential of volunteers and to harness their enthusiasms and talents – volunteers are more successful within organisations when they identify with service users. Volunteer managers are required to understand this and seek to reconcile any conflicting aspirations.

Supervision sessions with volunteers should ideally be recorded and linked to aims and aspirations of each volunteer (which can be ascertained during the application process and recorded, including potentially as a Personal Progression Plan). This can be achieved through completing sign in sheets at each volunteering session and having templates for supervision sessions which link to the aims and objectives of the volunteer as well as their role and responsibilities. **See Annex 1 for a sample supervision form.**

## STAFFING:

Robust volunteering programmes require resourcing – as volunteering does not come for free. One of the main resources is a Volunteer Manager to co-ordinate the programme and volunteers, ensuring that you have appropriate support for your volunteers, including policies and procedures, and that you are adhering to legislation as well as general good practice in volunteer management. This is even more important when considering young volunteers, who will require specific support, risk assessment, and policies appropriate to their age.

NAVSM have produced a document to support the requirement for dedicated volunteer management which can be found on their website at:

 [www.navsm.org/members-area/training/best-practice-guides/other-best-practice-guides/paper-to-support-volunteer-ser](http://www.navsm.org/members-area/training/best-practice-guides/other-best-practice-guides/paper-to-support-volunteer-ser)

You can consult the *National Occupation Standards* for advice on roles managing volunteers.

As explained above, managing volunteers requires a different set of skills to managing staff. In some cases, organisations may find it advantageous to partner with an external organisation dedicated to volunteering rather than employ their own Volunteer Managers. An intermediate organisation dedicated to volunteering, may possess skills not available to a service provider, be able to provide a more cost-effective service and offer links to volunteers undertaking similar work elsewhere.

When developing a job description, some key areas to highlight within their duties include:

- Responsibility for recruitment, support and supervision of volunteers, including promotional activity
- Responsibility for ensuring that all applicable legislation is adhered to, and that policies and procedures are in place to ensure the safety of volunteers, staff, users of the service, and the public (as appropriate)
- Responsibility for the safety of children and vulnerable adults both volunteering on the programme and in receipt of support from it
- Responsibility for ensuring that all Health and Safety requirements are met and risk assessments for all activities are carried out and regularly reviewed
- Responsibility for monitoring the programme and reporting both successes and challenges;
- Responsibility for keeping accurate records of activities, volunteers, and users of the service in accordance with Data Protection Laws and individual organisational policies
- Developing fundraising plans and initiatives.

## EXPENSES:

Volunteers should not be out of pocket and it is best practice to have an expenses policy. This policy should consider the accessibility requirements of diverse groups of volunteers, including disabled people and those from diverse ethnic backgrounds – who may require non-standard forms of transport or support to participate.

Expenses should also be paid in a timely fashion – and you should clearly outline to your volunteers what they should do to enable this to happen, for example having deadlines for submission of expenses monthly aligned to reimbursement dates. Young volunteers may find it particularly challenging to continue to participate if they are not fully reimbursed, and in a timely fashion – potentially they might have little or no independent income, be a student or be seeking employment.

The NCVO has good guidance and links on volunteer expenses, as well as templates:

 [www.ncvo.org.uk/practical-support/volunteering](http://www.ncvo.org.uk/practical-support/volunteering)

When setting out an expenses policy, consider the legal framework for volunteers who are in receipt of state benefits (which may include young volunteers aged between 18 – 25). The Department of Work and Pensions has published guidance for volunteers on their website at

 [www.gov.uk/.../volunteering-while-getting-benefits-leaflet](http://www.gov.uk/.../volunteering-while-getting-benefits-leaflet)

Additionally, the NCVO has information and guidance:

 [www.ncvo.org.uk/practical-support/volunteering](http://www.ncvo.org.uk/practical-support/volunteering)

## RECOGNITION SYSTEMS:

It is important to keep your volunteers motivated, and there are various ways in which you can do this. All of them should be linked to the motivations of your volunteers. See the Recognising Volunteer Contribution section for some suggestions. It is important that you have a reward and recognition plan in place for your programme, and where possible that you develop it as you go along with your volunteers to ensure it continues to best meet their needs – this can be done through surveys, steering groups, and social media.

## 5.3 RECOGNISING VOLUNTEER CONTRIBUTION

In this section we consider the importance of recognising the contribution of your volunteers and the best ways to do this for young people.

### MOTIVATION TO VOLUNTEER:

There are many reasons why people volunteer, from gaining work experience to simply wanting to give back in some way and enjoying the feeling and sense of usefulness that this gives them.

It is important to recognise that there are distinctions between age groups when it comes to motivations – for young people aged 16+, who are just embarking on their life’s journey, volunteering offers them an opportunity to start to gain invaluable life experience, develop new networks, enhance their understanding of the world and diverse communities within it, and build up a portfolio of skills to use in their education, career, and personal lives. For those aged under 16, particularly 10 to 14-year-olds, they are generally guided into volunteering and motivated by the element of fun and diversity within the opportunity – a much more experiential outlook.

Research has shown us that the main motivations for volunteering amongst young people are currently:

- Work Experience/Networks
- Social opportunities
- Building their CVs
- Helping them to choose a career path
- To be empowered within their community/life-volunteering offers them the opportunity to spot a challenge or problem and develop and co-ordinate solutions to it
- To have fun!

Within Volunteering Matters’s Full-Time Volunteer programme, in a survey of volunteers (2013), 96% felt that they had learnt something new, and over 60% felt it had an impact on their future career. Over 93% of young volunteers went onto education, employment, training or further volunteering.

80% of volunteers at King’s College Hospital Trust felt that their original motivations for volunteering had been met (70% of volunteers are under 30) and 51% of responses around motivation were linked to progressing within employment or education.

### RECOGNITION SYSTEMS:

With young volunteers, the following recognition systems have been found to be most effective:

- Certificates – showing hours of volunteering/ completion of training elements. There are a number of programmes of rewards and recognitions available locally and nationally for young people, such as *vinspired* and *Duke of Edinburgh*, and you may find that a partnership working with agencies such as these will enable you to link into a recognition system suitable for the needs of your young volunteers
- Letters of achievement – stating clearly what they did, how long for, and the impact that has had on the beneficiaries and the organisation
- Communications – these include regular newsletters, social media, and emails highlighting successes (enabling volunteers to share their experiences) and communicating any new offers such as training and events
- Training – many young volunteers are looking to enhance their CVs and work experience, and as such being offered additional training opportunities which not only benefit the organisation but also increase their skills, is very attractive
- Social events – these can be informal, such as dinners, bowling or cinema outings, and parties; or more formal, including regular support meetings where volunteers can share experiences and meet each other, and training sessions. These offers satisfy the motivations of volunteers looking to extend their social network and meet new people.

This Toolkit includes some templates which you could amend to suit your programme, including a certificate showing hours of volunteering – **see Annex 1.**

### CASE STUDY

#### King’s College Hospital Trust:

King’s College Hospital Trust awards certificates of 100, 250 and 500 hours, which they find young volunteers particularly value. They also offer training outside of the general needs of the volunteer role, which enhance the volunteer skills and experience as well as what they can offer the patients – such as hand massage and sign language.

### CASE STUDY

#### St John’s Ambulance:

St John’s Ambulance offers their young members the opportunity to engage as Young Leaders when they reach 18 – and as such they build up leadership skills, awareness and experience of responsibility and new national networks.

### RETENTION:

One concern of many Volunteer Managers is how to retain their volunteers once they have invested time in recruiting, training, and supporting them. This is no less important when considering youth volunteers – and in fact becomes more critical in order to ensure that they remain motivated in a world where there are many exciting options open to them competing with yours:

- The key to volunteer retention is communication. Ensure that you are communicating at all times and being clear about expectations before they start, and when they are matched; give them clear information about training, induction, support arrangements and ensure they are supported. Link their motivations and required outcomes to their role and the potential for them to learn and develop within it – and ensure you are regularly checking with them on their progress within this. A personal development plan is a useful tool to do this with. Arrange a follow up with them shortly after they have been matched to check how they are getting on. Arrange ongoing communication – perhaps via a newsletter or mass communication tool to all volunteers. Provide feedback to show them that their role is valued
- If they require debriefs, ensure they get them – especially when supporting volunteers in traumatic environments such as palliative care, and intensive care units or wards
- Ensure that you have an expenses policy and that they get their expenses on time – no volunteer should be out of pocket, and for young people they may struggle to continue to participate if their travel expenses are not quickly reimbursed, due to potentially low incomes.

These are all basic principles of good volunteer management, which should be followed closely.

# SECTION 6.

## EFFECTIVE FUNDRAISING

In this section we consider the need for funding to carry out your programme, or develop roles for young volunteers, and how you might be able to access this.



In a time of austerity but increasing risk to vulnerable people, it is critical that funders and Boards recognise the importance of robust volunteer management to ensure appropriate placing of volunteers within care settings and with vulnerable people, including the safety of potentially vulnerable volunteers (under 18), and the investment that this requires.

Before considering where you will source your funding, you need to carefully plan out exactly what you need it for. A breakdown of the typical areas of resource required for a robust volunteering programme within a health and social care setting based on existing programmes in hospitals, the community, and primary care, includes:

MANAGEMENT OF PROGRAMME	Cost of a staff post (see typical Volunteer Manager job description).
ADMINISTRATION	Typically the cost of either an additional support post, or overheads associated with obtaining services in HR, Finance, office administration, data collection and recording, and impact measurement.
VOLUNTEER TRAINING AND INDUCTION	Costs associated with producing the materials, hiring venues, catering, and any additional staff costs required to support the training. Also, any external training costs, including costs of ongoing training on an annual basis for longer term volunteers.
VOLUNTEER EXPENSES	It is good practice to ensure that volunteers are not out of pocket when supporting your programme so you must ensure that you factor volunteer expenses into your budget and project plan. These can include travel to and from the programme/match, subsistence costs associated with any matches which may involve meeting for drinks, lunch, outings, and phone and admin costs.
RESOURCES	Consideration should be given is to whether you require volunteers to wear special clothing or uniforms to carry out their role, and budget accordingly.
REWARD AND RECOGNITION/ SUPPORT COSTS	Ongoing support is good volunteer management so you should ensure that you are covering the costs of delivering this – this includes a reward and recognition programme for your volunteers which could include trips out, certificates, badges, events, newsletters.
RECRUITMENT COSTS	Your robust recruitment process will require investment: in paperwork, literature/promotional materials and events, a website and potentially social media activities (for which you may need to buy in external support).
IMPACT MEASUREMENT	It may be necessary to buy in specialist support or conduct an external evaluation. You may also need to invest in setting up a specialist database to enable you to record your volunteers, their activities, and their progress.



The NCVO has a Toolkit – *VIVA* – which can be used to help you work out the cost of your programme as well as enabling you to measure the economic benefits it brings.

Some youth volunteering programmes will, of course, not require additional funding – they may be an extension of an existing project or a way of engaging young people in systems and processes, which does not require additional resource to co-ordinate.

Once you have established what, if any, your costs will be, there are a variety of potential funding options. It is recommended that you consider diverse funding streams rather than just one funder, to enable you to fund different aspects of the programme which are attractive to diverse funders and also to ensure that you have greater sustainability through a range of partners. Think creatively.

- NHS Charities – NHS Trusts will have charities, to which you can apply for funding to support your volunteer programme. Link your proposed programme to the outcomes on ‘Improving Patient Experience’ to enhance your chances of being successful
- Partnerships with the Third Sector – NHS Trusts will not be able to directly apply for some funding streams, including The Department of Health funds, but can partner with Third Sector organisations in order to develop and deliver a youth volunteering programme. This has the additional benefit of engaging with a partner experienced in the delivery of youth volunteering and potentially already having policies and paperwork to bring to the programme. This type of partnership working also spreads the risk, workload, and increases the types of funding streams available to you
- The League of Hospital Friends – provide some small funding pots, and you are well advised to apply for aspects of your programme such as specific resources (uniforms, promotional materials)
- Commercial Companies – the private sector working within health and social care will be keen to increase their visibility and their social responsibility outputs. As such, many have small funding pots but others may be willing to sponsor specific aspects of a programme, including reward and recognition events

- Grants – Grant giving bodies such as European funds and the Big Lottery are open to applications for youth volunteering programmes within health and care, particularly if they align to their social objectives
- Personal Budgets/Personal Health Budgets – individuals with ongoing health and care needs are now eligible for personal budgets and/or personal health budgets. These enable the individual to choose their own care and support, and this could include the service you are providing, which may be supported by volunteers.

*The Ainstree NHS Trust volunteer programme was funded by The Big Lottery Fund. Prior to this they received European funding.*

*Some Volunteering Matters Choices programmes, where volunteers live in with adults with additional support needs to enable them to live independently in their own homes, are funded by individuals or, in some cases, personal budgets received by individuals for their care and support in independent living.*

*Volunteering Matters successfully established the VIBE project in partnership with Attend and Queen Mary’s Hospital in Sidcup, Kent. Young volunteers participated in a variety of activities including social interaction, mealtime support, and speech therapy. Volunteering Matters was able to access The Department for Education and Skills funding through the then Millennium Volunteers Programme to set up the project, and then secured continuation funding from volunteering charity V.*

**See Annex 3 for a table of examples of funding streams for existing programmes provided by NAVSM.**

**You may also find [Funding Central](#) a useful resource to source funding for your programme.**

# SECTION 7.

## MEASURING AND DEMONSTRATING IMPACT

In this section we cover the basic principles of monitoring your programme, evaluating its impact, and the importance of this, as well as looking at existing models and research available.



Monitoring impact is important for volunteer involving organisations:

- To measure the experiences of your volunteers and your beneficiaries
- To identify changes
- As evidence to funders and to attract more investment in your programme.

Young people want to be able to see the difference they are making, and ensuring that you are monitoring the impact of their volunteering will enable you to communicate this to them.

In carrying out your own programme monitoring, it is important to be comfortable with the terminology used:

MONITORING	This is the process of collecting information on the work which is taking place so that you can review your policies, procedures and activities regularly.
EVALUATION	This is the analysis of the information you have gathered through monitoring, to enable you to see how well your programme has worked and if you need to change anything.
INPUT	Resources that you need to put in to achieve the changes/ programme i.e. staff, volunteers, money.
OUTPUT	These are quantitative – ‘hard’ data. They are the numbers of activities provided and are facts, figures and statistics i.e. 10 Reading Buddies sessions each week.
OUTCOME	These are qualitative – ‘soft’ data. They are the changes which occur because of the activities and services, generally in people, and include increased skills, confidence, self-esteem.
IMPACT	Change resulting from your activity or programme – this includes unintended effects, negative as well as positive, long term and short term.
ACTIVITIES	The things you do with the inputs – the services offered i.e. training.
INDICATORS	These are the means by which we can measure outcomes and impact. They determine what success would look like and how we will therefore measure it, and can be quantitative and qualitative.
QUANTITATIVE	This is data which is facts, figures, statistics – with numerical values.
QUALITATIVE	Relies on feedback from individuals and is information which relates to their personal state i.e. confidence, skills, self- esteem.



IDENTIFY OUTCOMES

It is clear that you will need to consider what outcomes your programme will have. You should ensure that you consider outcomes for:

- The volunteers
- Patients/users of your service and carers
- The wider community
- Any funders.

Outcomes for volunteers are often forgotten, but are just as important as those of the user of the service and the wider community in order to ensure that you can continue to attract new volunteers, and retain those you already have. Young volunteers have been clear that they consider volunteering as a route into employment or further training, a networking opportunity, and a way to meet new people (alongside being able to make a difference) – so you should ensure that you consider these within your outcomes.

For users of your service, their carers, the wider community and funders, you may wish to link your outcomes to health and social care outcomes, such as the *NHS England* and *Public Health England* Frameworks and the *Adult Social Care Outcomes Framework*.

Shared outcomes across these include:

- Improving quality of life
- Enhancing people’s experiences of care
- Increasing employment opportunities for individuals with mental health conditions and learning disabilities.

The *Adult Social Care Framework* document helpfully illustrates on p44 the shared outcomes across all 3 Frameworks.

Linking your programme to health and social care outcomes will enable you to ensure that you can demonstrate its wider impact and potentially link it to funding streams within health and social care.

NCVO have produced an *Information Sheet on Monitoring and Evaluation*, which explains the key terms and offers advice on how to identify your outcomes and then measure them.

NESTA also published a very useful report on the *Standards of Evidence in Impact Investing*.

LINK OUTCOMES TO  
INPUTS AND OUTPUTS:  
THEORIES OF CHANGE

Once you are clear what outcomes you are seeking to achieve, you should consider how you will do this through activities to be delivered and resources to be put into the programme.

A Theory of Change will help you to demonstrate how you will deliver your outcomes and detail exactly what differences you expect they will make. See Annex 4 for an example.

In their report *Theory of change; The beginning of making a difference* (April 2012), New Philanthropy Capital says a theory of change ‘shows a charity’s path from needs to activities to outcomes to impact. It describes the change you want to make and the steps involved in making that change happen.’

A theory of change tends to take the form of a diagram, showing the casual links between steps. You should start by identifying your end goal, and then determining the intermediate outcomes which will get you there. Establish any links between these outcomes, and detail the activities which will be required to achieve them – including any inputs (resources). Link each activity to its respective outcomes.

Theories of Change help you to identify if your outcomes are clear, what activities you do not need to carry out, and whether there are gaps which could be filled by partnerships. They can also help you to identify where and how young volunteers can help you to achieve your outcomes.

The *Charities Evaluation Service* has a useful guide on how to develop and use Theories of Change, covering:

- An introduction to the theory of change model
- How to use the change model
- Developing your own model
- How the model can be linked to evaluating your projects and programmes.

## IDENTIFY HOW YOU WILL MONITOR YOUR OUTCOMES AND YOUR OUTPUTS

Once you are clear what your outcomes are, and what activities you need to carry out, you should identify how you will know that a change has been made following your intervention.

A good way of doing this is to complete an Outcomes Indicators table. See Annex 4 for an example.

Consider each outcome and how you will know that it has been achieved – for example, improved mental health could be seen to be achieved through access to social contact and activities and regular participation. You can then consider the methods best suited for you to collect your data on outcomes, and how you will subsequently report it.

Some existing systems you could apply to your programme to monitor impact include:

- *The Outcomes Star* – this popular and easy to use tool comes in various versions, including adult, wellbeing, and independent living versions
- *The SOUL Record* – this is a ‘distance travelled’ measurement tool which was developed in 2006 by *City College Norwich’s Research Centre* and *Voluntary Norfolk*, and which was rolled out for nationwide use. It enables measurement of progress in soft outcomes.

Registration – in order to be able to ascertain how many volunteers are active, when they are engaging, and for how long, a basic registration system works well. You should support this with a spreadsheet or bespoke database on which to log the sessions.

Databases – some programmes use Access or bespoke databases to enable them to log the volunteer matches, outcomes, and progressions. They then draw down on this information to produce reports around specific themes.

For examples of how other programmes have measured impact Goldstar published, *A Guide to Impact Assessment within Volunteer Involving Organisations*, on research it carried out in 2008/09.

*Inspiring Impact* has produced a range of resources for the not for profit sector to support better impact measurement.

## COMMUNICATING YOUR IMPACT

As well as it being important to measure the difference you are making, it is equally crucial to communicate it to all stakeholders and the wider community. Young volunteers have stated that they wish to be able to see the difference that they are making through their volunteering and social action. #iwill Key Principle 3 (P17) suggests that young people should be able to see the social impact of their volunteering activity.

You should consider who you want to communicate your impact to and the best method of doing this. Ideas include:

- Reports to Funders – generally they will provide you with a predefined format
- Celebration Events for volunteers and users of your service – these present a good opportunity to showcase the differences you have made
- Press Releases – you may wish to publicise your programme more widely, and a local/regional or national press release covering key facts, outcomes and statistics, and linking them to topical items is a good way of doing this. Please ensure that, if you are being specific about any volunteers or users of your service, you receive their permission first. This is especially important for young volunteers
- Case Studies – you may wish to send out to potential funders, volunteers, or users of your service case studies. Again, ensure that you have all necessary permissions before doing this
- Social Media – you could use social media to communicate with your volunteers, the wider community, and users of your service key successes. This could be a role for your young volunteers.



Whilst a lot of research has been carried out on the impact of volunteering in health and social care, the outcomes and effects of volunteering within a very complex setting are still undecided. In its 2013 publication *Volunteering in Health and Care: Securing a sustainable future* The King's Fund observes and recommends that:

- The value of volunteering needs to be better measured and articulated at all levels in the system. There is a striking lack of information quantifying the scale or impact of volunteering in health and social care. Filling this evidence gap should be a priority.

The research that led them to this conclusion is thorough and includes several examples of volunteering programmes within health and care.

The *Institute of Volunteering Research* has published several papers on measuring the *Impact of Volunteering in the NHS*.

In addition, the NCVO has produced a *Volunteer Assessment Tool* which is useful in determining your outcomes measurement. They also provide some advice on measuring the economic benefits of your volunteer programme through the VIVA tool – *Volunteer Investment and Value Audit*.

There is a wide range of work currently underway looking at how we can measure the impact of volunteering on the volunteer, the beneficiary, carer, community and the organisation and we will update these pages with new information and links once available.

Some existing evaluations can be found in Annex 4 and below:

*NCS Trust*

*The King's Fund*

## SECTION 8.

# ACKNOWLEDGEMENTS AND RESOURCES

Many links to key guidance, advice, and resources are placed within the section to which they are most appropriate, however below is an additional list. You will also find several examples of systems and paperwork in Annex 3, and many case studies of successful youth volunteering programmes in Annex 2. Samples of some key paperwork which you may wish to use to inform the development of your own can be found in Annex 1.










































**VOLUNTEERING** **MATTERS**

#iwill

WE WOULD LIKE TO THANK ALL COLLEAGUES FROM TRUSTS, FOUNDATIONS AND ORGANISATIONS WHO HAVE CONTRIBUTED TO THIS TOOLKIT AND PROVIDED INVALUABLE CASE STUDIES, CONTENT, AND ADVICE.

- Adult Social care Outcomes Framework: [www.gov.uk/government/publications/adult-social-care-outcomes-framework-2014-to-2015](http://www.gov.uk/government/publications/adult-social-care-outcomes-framework-2014-to-2015)
- Aintree University Hospital: [www.aintreehospitals.nhs.uk](http://www.aintreehospitals.nhs.uk)
- Attend: [www.attend.org.uk](http://www.attend.org.uk)
- Cabinet Office: [www.gov.uk/government/publications/can-do-guide-for-organisers-of-voluntary-events/the-can-do-guide-to-organising-and-running-voluntary-and-community-events](http://www.gov.uk/government/publications/can-do-guide-for-organisers-of-voluntary-events/the-can-do-guide-to-organising-and-running-voluntary-and-community-events)
- Charities Evaluation Services: [www.ces-vol.org.uk/tools-and-resources/Evaluation-methods/making-connections-tools](http://www.ces-vol.org.uk/tools-and-resources/Evaluation-methods/making-connections-tools)
- Council: [www.gov.uk/find-your-local-council](http://www.gov.uk/find-your-local-council)
- Volunteering Matters: Full Time Volunteering, Health Champions, Positive Futures, VIBE [www.volunteeringmatters.org.uk](http://www.volunteeringmatters.org.uk)
- Data Protection Act: [www.gov.uk/data-protection/the-data-protection-act](http://www.gov.uk/data-protection/the-data-protection-act)
- DBS Guidance: [www.gov.uk/government/publications/dbs-identity-checking-guidelines](http://www.gov.uk/government/publications/dbs-identity-checking-guidelines)
- Department of Education: [www.gov.uk/government/organisations/department-for-education](http://www.gov.uk/government/organisations/department-for-education)
- Department for Work and Pensions: [www.gov.uk/government/organisations/department-for-work-pensions](http://www.gov.uk/government/organisations/department-for-work-pensions)
- Duke of Edinburgh: [www.dofe.org](http://www.dofe.org)
- East and North Hertfordshire NHS foundation Trust: The Future is Membership [www.enherts-tr.nhs.uk](http://www.enherts-tr.nhs.uk)
- Funding Central: [www.fundingcentral.org.uk/default.aspx](http://www.fundingcentral.org.uk/default.aspx)
- Goldstar: [www.chances4volunteering.org/wp-content/uploads/2010/04/Goldstar\\_ImpactAssesmentGuide.pdf](http://www.chances4volunteering.org/wp-content/uploads/2010/04/Goldstar_ImpactAssesmentGuide.pdf)
- Great Ormond Street: [www.gosh.nhs.uk](http://www.gosh.nhs.uk)
- Guy's and St Thomas' NHS Foundation Trust: [www.guysandstthomas.nhs.uk](http://www.guysandstthomas.nhs.uk)
- Healthwatch: Enter and View [www.healthwatch.co.uk](http://www.healthwatch.co.uk)
- Contact: Alvin Kinch: [Alvin.Kinch@healthwatch.co.uk](mailto:Alvin.Kinch@healthwatch.co.uk)
- Hull and East Yorkshire NHS Trust: Digital Reminiscence Therapy [www.hey.nhs.uk/](http://www.hey.nhs.uk/)
- Information Commissioner's Office: [www.ico.org.uk](http://www.ico.org.uk)
- Inspiring Impact: [www.inspiringimpact.org](http://www.inspiringimpact.org)
- Institute for Volunteering Research – free volunteering reports and evaluations, bespoke advice services: [www.ivr.org.uk](http://www.ivr.org.uk)



-  Isle of Wight NHS: Check it Out:  
[www.iow.nhs.uk](http://www.iow.nhs.uk)
-  Contact: Michelle Jones:  
[michelle.jones@iow.nhs.uk](mailto:michelle.jones@iow.nhs.uk)
-  #iwill:  
[www.iwill.org.uk](http://www.iwill.org.uk)
-  King's Fund:  
[www.kingsfund.org.uk](http://www.kingsfund.org.uk)
-  Know How Non Profit:  
[www.knowhownonprofit.org/people/volunteers/managing-volunteers](http://www.knowhownonprofit.org/people/volunteers/managing-volunteers)
-  Luton and Dunstable NHS:  
[www.ldh.nhs.uk](http://www.ldh.nhs.uk)
-  Marie Curie Cancer Care:  
[www.mariecurie.org.uk](http://www.mariecurie.org.uk)
-  The National Association of Voluntary Services Managers:  
[www.navsm.org](http://www.navsm.org)
-  National Occupation Standards:  
[www.nos.ukces.org.uk/Pages/index.aspx](http://www.nos.ukces.org.uk/Pages/index.aspx)
-  NCVO – Good Practice Bank, clear guides created around themes:  
[www.ncvo.org.uk/practical-support/volunteering](http://www.ncvo.org.uk/practical-support/volunteering)
-  NCVO – How to find nearest Volunteer Centre:  
[www.ncvo.org.uk/ncvo-volunteering/i-want-to-volunteer](http://www.ncvo.org.uk/ncvo-volunteering/i-want-to-volunteer)
-  NCVO – Volunteer Centres Information:  
[www.ncvo.org.uk/practical-support/volunteering/volunteer-centres](http://www.ncvo.org.uk/practical-support/volunteering/volunteer-centres)
-  NCVYS – The Young People's Health Partnership: *Keeping it Safe*  
[www.ncvys.org.uk](http://www.ncvys.org.uk)
-  Contact for YPHP – Sarah Grady,  
[sarah@ncvys.org.uk](mailto:sarah@ncvys.org.uk)
-  New Philanthropy Capital (NPC):  
[www.thinknpc.org](http://www.thinknpc.org)
-  NESTA:  
[www.nesta.org.uk/sites/default/files/standards\\_of\\_evidence.pdf](http://www.nesta.org.uk/sites/default/files/standards_of_evidence.pdf)
-  NHS Framework:  
[www.gov.uk/government/publications/nhs-outcomes-framework-2014-to-2015](http://www.gov.uk/government/publications/nhs-outcomes-framework-2014-to-2015)
-  NHS Confederation:  
[www.nhsconfed.org](http://www.nhsconfed.org)
-  NHS Employers: Care Makers  
[www.nhsemployers.org](http://www.nhsemployers.org)
-  Contact: Marita Bardino:  
[Marita.Bardino@nhsemployers.org](mailto:Marita.Bardino@nhsemployers.org)
-  NSPCC:  
[www.nspcc.org.uk](http://www.nspcc.org.uk)
-  Outcomes Star:  
[www.outcomesstar.org.uk](http://www.outcomesstar.org.uk)
-  Public Health England:  
[www.gov.uk/government/organisations/public-health-england](http://www.gov.uk/government/organisations/public-health-england)
-  Queen Elisabeth Hospital Birmingham: *rop In Buddies*  
[www.uhb.nhs.uk](http://www.uhb.nhs.uk)
-  Contact: Pat Wilson:  
[Pat.Wilson@uhb.nhs.uk](mailto:Pat.Wilson@uhb.nhs.uk)
-  Royal Voluntary Service: Telephone Befrienders  
[www.royalvoluntaryservice.org.uk](http://www.royalvoluntaryservice.org.uk)
-  The Safe Network:  
[www.safenetwork.org.uk](http://www.safenetwork.org.uk)
-  Salisbury NHS Foundation Trust:  
[www.salisbury.nhs.uk](http://www.salisbury.nhs.uk)
-  St John's Ambulance: Peer Educators, LINKS and Youth Leaders  
[www.sja.org.uk](http://www.sja.org.uk)
-  The Prince's Trust:  
[www.princes-trust.org.uk](http://www.princes-trust.org.uk)
-  The Prince's Trust – *Youth Index 2013*:  
[www.princes-trust.org.uk/about\\_the\\_trust/what\\_we\\_do/research/youth\\_index\\_2013.aspx](http://www.princes-trust.org.uk/about_the_trust/what_we_do/research/youth_index_2013.aspx)
-  The Soul Record/ City College Norwich:  
[www.theresearchcentre.co.uk/files/Sarah\\_Durke\\_-\\_City\\_College\\_Norwich.pdf](http://www.theresearchcentre.co.uk/files/Sarah_Durke_-_City_College_Norwich.pdf)
-  Southampton NHS:  
[www.uhs.nhs.uk](http://www.uhs.nhs.uk)
-  Contact: Kim Sutton:  
[Kim.Sutton@uhs.nhs.uk](mailto:Kim.Sutton@uhs.nhs.uk)
-  V  
[www.vinspired.com](http://www.vinspired.com)
-  Volunteer Centres:  
[www.volunteercentres.org.uk](http://www.volunteercentres.org.uk)
-  Walsall Healthcare:  
[www.walsallhealthcare.nhs.uk](http://www.walsallhealthcare.nhs.uk)
-  Contact: Tracey Nock:  
[tracey.nock@walsallhospitals.nhs.uk](mailto:tracey.nock@walsallhospitals.nhs.uk)
-  Government: Strategic Vision for Volunteering in Health and Social Care –  
[www.gov.uk/government/publications/social-action-health-and-well-being-building-co-operative-communities-department-of-health-strategic-vision-for-volunteering](http://www.gov.uk/government/publications/social-action-health-and-well-being-building-co-operative-communities-department-of-health-strategic-vision-for-volunteering)
-  Guide to assessing the impact of volunteering in the NHS, with specific case studies and impact assessments:  
[www.ncvo.org.uk/practical-support/index.php?option=com\\_redshop&view=product&pid=78&cid=20](http://www.ncvo.org.uk/practical-support/index.php?option=com_redshop&view=product&pid=78&cid=20)
-  [www.volunteering.org.uk/resources/volunteeringinhealth/impact-assessment](http://www.volunteering.org.uk/resources/volunteeringinhealth/impact-assessment)

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