



# **Volunteering Spirit Wales: an evaluation report**

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# 1 Executive Summary

The Volunteering Spirit Wales (VSW) project was funded by Spirit of 2012 and implemented over a two year period ending in June 2017. The project aimed to establish principles for best practice in the management of event volunteers, encourage and facilitate the sharing of learning between organisations managing event volunteers, and produce a variety of resources to support event managers.

VSW aimed to improve the experience of event volunteering, and concentrated on aspects of volunteer management under five theme. These themes were; Recruitment and Diversity; Management and Communication; Training and Support; Recognition; Follow up and Referral.

The project was led by WCVA, who employed an Events Volunteering Officer (EVO) to work with a project group including stakeholders, project partners, Spirit 2012 and the external evaluator. The project group met at intervals throughout the project to reflect and share learning. The six partner organisations were The Outdoor Partnership, Urdd Gobaith Cymru, Voluntary Arts Wales, Disability Sports Wales, St Fagans and Run4Wales. The partners worked with the EVO to carry out pilot projects, each testing out various interventions in volunteer management at an event. There was a wide variety of events in terms of their size and scope, the location, the scale of volunteer involvement and background of volunteers involved, and the approach to volunteer management at the events.

A baseline survey was carried out by WCVA amongst organisations on their database, collating information about the management of event volunteers. Responses from 56 organisations were analysed and highlighted a number of issues for VSW to address. These issues included the fact that many organisations had no role profiles for event volunteers, there was a lack of understanding about what the need for specific policies and approaches to event volunteer management might be, and that where good practice did exist, there was a lack of effective networks and support to share learning throughout the sector.

Data was also collected from volunteers at the six pilot project events via online pre and post-event surveys. The response rate to these surveys varied a lot between events, due in large part to how the purpose of the survey was communicated to volunteers.

Each of the pilot project events explored one or more of the VSW themes. The findings from each event in terms of what worked well, are explored in depth in this report, and have also been summarised in a series of six Case Studies which are available to download from the WCVA website.

The pilot partners trialled a range of interventions to improve the experience for event volunteers. Examples include the provision of a volunteer hub, different approaches to briefing volunteers, mental health awareness training, a variety of approaches to volunteer recognition from celebration events to 'goodie bags'. A number of organisations who had not previously used volunteer role profiles at events also trialled this approach.

Several of the events worked with Event Management students from Cardiff Met University who volunteered in a variety of roles which included running the volunteer hub at the Run4Wales event.

A number of resources to assist event volunteer managers were developed by the VSW project. These were a Volunteer Skills Scorecard self assessment tool, a certificate to acknowledge volunteer hours, and a bilingual Volunteer Management System (VMS). The Scorecard was designed in an Easy Read format to be accessible for people with learning difficulties. The bilingual VMS was developed in collaboration with The Outdoor Partnership and will continue to be trialled by them after the life of the project.

In addition to the above resources, the learning from VSW has been incorporated into an online Toolkit for event managers.

VSW found that well managed event volunteering can have benefits for both the volunteer and the organisation holding the event. A positive experience can result in volunteers being more likely to volunteer again, both for the event hosting organisation, and within their community. This can have positive outcomes for the volunteers, the organisations and communities as whole.

Best practise under all of the five project themes are detailed in this report, as well as areas of future focus for the project partners. The results of the pre and post event surveys showed that on the whole, volunteers had a very positive experience. VSW has shown that improvements in the process of recruiting, communicating with, supporting, recognising and following up with volunteers can increase retention of volunteers and well-being outcomes.

An important area of focus for the project was increasing the diversity of volunteers involved in events. Several project partners explored different ways to recruit volunteers from more diverse backgrounds including disabled volunteers and those with lived experience of mental health problems. The use of role profiles was found to be particularly helpful here, providing clarity for prospective volunteers in terms of what was required, which in turn helped people assess whether a role would suit them. The VAW pilot explored ways to ensure that event volunteering is made more accessible by exploring the individual support needs of volunteers and putting measures in place such as a designated quiet area.

A number of interesting themes emerged across the pilot projects. These included the variety of staffing structures within organisations for managing event volunteers, the need to understand volunteer motivations and how these may differ between event volunteers and 'regular' volunteers, and the expanding potential for third sector organisations to generate income from events supported by volunteers.

The conclusions from VSW have been shared at a number of events including Gofod3, a series of consultation workshops, and an Event Management Conference at Cardiff Met University, also through the publication by WCVA of a series of articles throughout the duration of the project and the ongoing dissemination of resources such as the Toolkit.

## **2 Project Description**

### **2.1 The rationale for Volunteering Spirit Wales**

Volunteering Spirit Wales [VSW] was a two-year project about event volunteering initiated by Wales Council for Voluntary Action [WCVA] and funded by the Spirit of 2012 Trust [Spirit of 2012], the London 2012 legacy charity. VSW began in February 2015 and finished in June 2017.

WCVA provides support, leadership and an influential voice for the third sector and volunteering in Wales. It aims to be the primary source of high quality information regarding the size, scope, activity and impact of the third sector in Wales.

Spirit of 2012 is an independent trust, established with a £47m endowment from the Big Lottery Fund, to perpetuate the social and community legacy of the 2012 Olympic and Paralympic Games across the UK. It believes that its investment in enabling people to participate in a wide-range of activities and engage with their communities will:

- Improve the wellbeing of individuals, communities and society as a whole
- Improve perceptions towards disability and impairment
- Lead to greater social cohesion and understanding

Spirit of 2012 invited bids for funding from organisations in the UK that wanted to build on the learning and experience of the Olympics and contribute through their activity to Spirit's objectives. The VSW project was an opportunity for WCVA to work with partners in the sector and agencies in Wales with an interest in event volunteering to explore:

- Ways to improve the professionalism of standards of volunteer involvement in events in Wales
- Ensure that volunteers at future events in Wales also had positive and worthwhile experiences

### **2.2 The background and context for Volunteering Spirit Wales**

WCVA was involved in organising volunteering support for the Ryder Cup in Newport in 2010. At the invitation of the Welsh Government, GwirVol, a youth volunteering initiative for Wales administered by WCVA, recruited and supported volunteers from local schools and organisations in Newport. WCVA particularly targeted young people who would otherwise have no access to the event and ensured that they received a recognition award linked to the Millennium Volunteers programme. This preliminary work involved the Major Events Unit of Welsh Government. This was the start of WCVA's interest in events volunteering and awareness of the potential for positive development of episodic volunteering in Wales.

The VSW project was developed within the context of the *Welsh Government Volunteering Policy: Supporting Communities Improving Lives*, and *The Well-being of Future Generations (Wales) Act 2015* (see Appendix 1 for further details).

### **2.3 The development of Volunteering Spirit Wales**

WCVA consulted with a wide range of organisations and agencies to develop a funding bid to Spirit of 2012 and decide its focus and priorities. Consultations took place with the Welsh Government Major Events Unit; volunteer centres through the North Wales regional

meeting; national charities through the Wales Volunteering Policy Network; and with individuals known to have volunteered at large events.

Further details about this consultation process can be found in Appendix 2.

## 2.4 The aims of Volunteering Spirit Wales

**Aim 1** Improve practice in the involvement of volunteers at public events

**Aim 2** Widen access to event volunteering, to include a broad diversity of volunteers

**Aim 3** Improve the experience and maximise lasting benefits for volunteers and communities

**Aim 4** Build networks of communication and collaboration involving volunteer centres, event organisers, academic institutions and volunteers

Within the context of these aims, the Volunteering Spirit Wales project was intended to:

**Make connections and embed learning** through a wide range of partners and stakeholders, to learn from their experience, identify opportunities for co-working to achieve common aims, and opportunities for disseminating learning from the project

**Work closely with partners on six identified pilot projects**, to explore how volunteer management principles of good practice can be applied to events taking place in different contexts

**Develop resources** according to the needs, resources and commitment of partner organisations

The practical resources that WCVA committed to producing as part of the project included:

- A framework of good practice for event volunteering, based upon the Investing in Volunteers Quality Standard
- A certificate to recognise the contribution of event volunteers
- An information sheet on event volunteering
- An events section of the website [www.volunteering-wales.net](http://www.volunteering-wales.net) where event volunteering opportunities can be posted
- Develop expertise in the use of volunteer management software for events
- Disseminate learning for event volunteering from six case studies
- Evaluate and report on the project

The framing of the four VSW project aims and the design of project activities was influenced by preliminary scoping work. This work, carried out by WCVA prior to the start of VSW, highlighted a number of specific issues affecting the quality of event volunteering practice in Wales.

Amongst the issues highlighted were:

- An absence of best practise guidance on event volunteering
- Lack of sharing of experience within the sector
- Little opportunity for learning between events of different types
- Lack of consistency in how well volunteers are managed at events of different types

- and size
- Scope for improvement in inclusion and diversity, and follow-up with volunteers, even at events where volunteer management was well established
- No obvious communication channels between the events sector, event management educators and volunteer management support infrastructure (such as local Volunteer Centres and WCVA)

Further detail on these points can be found in Appendix 3.

Volunteering Spirit Wales was also concerned to identify ways to maximise the benefits of events and event volunteering. These benefits would accrue to voluntary and third sector organisations, to volunteers, and to communities in Wales. Research suggests that volunteering is associated with improved health and well-being, and that positive impacts are context dependent, including good management and support for volunteers.

## 2.5 The design of Volunteering Spirit Wales

### Project lead and reporting structures

WCVA was project lead and accountable body for the development and delivery of VSW and reported progress to Spirit of 2012 through formal quarterly reports. Members of the Spirit team also participated in the cycle of partner and stakeholder meetings held throughout the project.

### The Events Volunteering Officer

The Events Volunteering Officer [EVO] managed the VSW project on a day-to-day basis. This post was a fixed term 2-year appointment, funded through the Spirit of 2012 grant, and hosted by WCVA. The post was considered key to the delivery of the project: its core role was to: ‘drive and coordinate activity outlined in the delivery plan, identifying and widely disseminating learning in order to equip event volunteer managers with information and useful resources.’ The main responsibilities of the post holder were to:

- Work with WCVA Foresight to carry out a baseline survey of event volunteering, using the findings to inform project planning
- Collaborate with each of six partner organisations on a defined pilot project event, to evaluate the range of volunteer management interventions tested
- Develop practical experience in the use of volunteer management software and be able to advise others on its use

The EVO reported to the WCVA Volunteering Development Officer and to the joint partner/stakeholder meetings. The role involved organising regional opportunities within Wales for consultation and discussion on the progress and significance of the VSW project with a wide range of stakeholders, developing a range of learning resources and disseminating information and learning from the project. Fluency in the Welsh language was an essential skill for this post, and enabled project partners to interact with the project in the language of their choice.

### WCVA Foresight

WCVA Foresight was the unit within WCVA responsible for research and statistical policy. It aims to be ‘the primary source of high quality information regarding the size, scope, activity and impact of the third sector in Wales.’ The role of staff in VSW was to work with the EVO to conduct a baseline survey of event volunteering in Wales so that the results

could inform project planning and to collaborate with an independent evaluator to devise and deliver an appropriate evaluation framework for the project.

## **Stakeholders and Project Partners**

### **The Stakeholders**

The VSW stakeholder organisations had differing roles in the social, cultural and political life of Wales but shared an interest in event volunteering and the potential learning and legacy of VSW. The stakeholders' role was to provide knowledge, advice and experience to support the objectives of the VSW project and to disseminate learning gained through the project. It was also acknowledged that learning from the project might influence the policy and practice of their own organisations.

The stakeholders at the outset of the project were: Arts Council of Wales; Cardiff Metropolitan University: Events Management Course; Volunteer Centres in Wales; Sport Wales; and the Welsh Government's Major Events Unit. Other organisations including Tenovus: the cancer charity, Sport Cardiff and Sport Leaders UK joined the project during the programme.

Stakeholders were invited to participate in the wider group planning and reflection meetings involving the six partners, the WCVA lead contact and EVO. Stakeholders were also encouraged to collaborate with the independent evaluator.

### **The Partners**

The six VSW partner organisations were Amgueddfa Cymru National Museum Wales; Disability Sport Wales; Run4Wales; The Outdoor Partnership; Urdd Gobaith Cymru; and Voluntary Arts Wales.

Each organisation was to deliver a pilot project as an integral part of their event. The pilot projects had defined objectives that related to specific VSW and Spirit of 2012 themes and indicators. These pilot projects involved distinct interventions in selected events of varying scale, purpose and location across Wales. Pilot projects were selected to include arts, heritage and sports events ranging from large international events to small local ones, in both urban and rural locations across Wales.

They were chosen on the potential they offered for learning about event volunteering and the extent to which they contributed to Spirit of 2012 priority outcomes. The experience of both the partner organisations and the volunteers involved in their six separate pilot projects would offer, for example, significant learning opportunities for the partner organisations; would enable the voice of volunteers to be heard; and identify transferable learning for the sector.

Each partner identified, in consultation with WCVA, a specific objective or multiple objectives to be explored through their pilot project. These objectives addressed real issues known to be affecting their practical approach to events policy and strategy and/or their management of event volunteers. All partners entered into a formal agreement with WCVA defining the scope and purpose of the pilot; the VSW themes and indicators the pilot would focus upon; the role of the EVO within the pilot project; the requirement for collection and submission of equalities and diversity monitoring; and self-evaluation. Each partner organisation received a small grant towards the costs of the pilot project from the Spirit of 2012 funding.

All partners were also expected to be active members of the wider group involving stakeholders, the WCVA lead contact and EVO in regular planning and reflection

meetings. Partners were also required to collaborate with the independent evaluator.

### **The Pilot Projects**

The six pilot projects were:

- A celebratory event for Future Inclusion champions, January 2016 Swansea: Disability Sport Wales
- The World Half Marathon Championships March 2016 Cardiff: Run4Wales
- The Urdd Eisteddfod May 2016 Flint
- Wales Mental Health Arts Festival November 2016: Voluntary Arts Wales with Disability Arts Cymru
- The Outdoor Festival October 2016: The Outdoor Partnership
- The Food Festival September 2016: Amgueddfa Cymru/National Museum Wales, St Fagans

### **Collaborative Working**

A series of regular meetings between partners and stakeholders was planned at the outset as a crucial part of the project: to foster networking, sharing of learning, problem solving and legacy planning. Meetings took place throughout the project as planned: agenda were jointly agreed to explore key issues and allow reflection on progress.

### **3 Evaluation Methodologies**

This chapter gives an overview of the evaluation methodologies adopted to monitor and evaluate the success of the VSW project in meeting its aims. Further detail is provided in Appendix 4.

#### **3.1 The evaluation plan**

It was established at the outset that WCVA would work with an external evaluator appointed in March 2015 to develop and deliver the VSW evaluation framework, working closely with the WCVA lead, EVO, partners and stakeholders.

The purpose of the evaluation framework was to provide a structured process to achieve the following aims:

- Support learning for everyone involved in VSW during the project as well as at its end
- Explore and assess the progress and success of VSW and capture learning for sharing and dissemination to others in Wales and beyond, including the funder Spirit of 2012.
- Identify any unexpected discoveries made during the course of the project
- Analyse and present evaluation findings in ways that will help to stimulate interest in event volunteering amongst organisations in the voluntary sector, from funders to policy-makers

The evaluation framework agreed was both formative (ongoing) and summative (carried out at the end). Both qualitative and quantitative evidence was gathered.

The evaluation focused on the experiences of the:

- Six partner organisations
- Individual volunteers involved in the six pilot projects
- Collaborative working between partners, stakeholders and WCVA

It also included the relevant Spirit of 2012 themes and indicators as an integral part of the process.

#### **3.2 The evaluation framework**

The evaluation framework developed by WCVA and the evaluator consisted of ten strands. The framework was reviewed and agreed with the partners, stakeholders and staff from Spirit of 2012. The ten strands of the framework were.

##### **(i) Online Wales-wide VSW Baseline Voluntary Sector 2015 survey:**

An online survey about event volunteering submitted by email to 177 organisations on the WCVA database that had indicated via a previous survey that they organise events. There were 56 valid responses, a response rate of 32%.

##### **(ii) Online Wales-wide Voluntary Sector 2020 Impact survey**

It was proposed that, dependent on future priorities and availability of funding, WCVA should issue a second survey five years after the Baseline Survey to monitor whether event volunteer management practise has changed following VSW.

### **(iii) Pre-event and post-event surveys of volunteers in the six partner events**

Volunteer surveys designed to gather knowledge and evidence of the individual volunteer experience at two points in their volunteer 'journey': at the start of their involvement with the partner pilot project and once their volunteering was complete.

### **(iv) Equalities and Diversity Monitoring of volunteers**

Collection of demographic and other information about the event volunteers for analysis, aligned with Spirit of 2012's demographic categories for gender, disability, ethnicity & age.

### **(v) Tailored evaluations of the six pilot projects**

An evaluation of each pilot project, completed by the EVO in consultation with VSW's external evaluator.

### **(vi) Partner self-evaluations of their overall event**

Partner-led evaluation of their own event to provide a source of additional learning material and encourage reflection on organisational practice.

### **(vii) Structured interviews with partners in person and by telephone**

A series of three structured interviews with each partner to monitor and record the progress of each pilot project at inception of the project, pre-event interview and post-event.

### **(viii) Structured interviews with stakeholders in person and by telephone**

A series of three structured interviews with each stakeholder to monitor and record their observations and experience during the roll out of the VSW project and their view on learning gained through the pilot projects.

### **(ix) Facilitated group conversations**

Group conversations, facilitated by the evaluator and/or EVO during partner meetings.

### **(x) Collection and analysis of print/online material relevant to VSW**

Review of websites, publications, photographs/images and other print/online material.

## **3.3 Networking: sharing information and learning**

It was planned to undertake consultations and presentations during the roll out of the project. This reflected commitment to collaborative learning and reflective practice. The learning from these events was then used to inform the next phases of project delivery. They also enabled collection of information and comment from the wider sector as part of the evaluation process.

Formal consultations and presentations included:

- The EVO and evaluator led workshops at the WCVA National Conference 2016: Volunteering for Future Generations. They were on the theme: 'Making a difference: now and in the future. Evaluating the impact of volunteering.' These workshops explored ways to evidence the contribution of volunteering/event volunteering to the Welsh Government's Well-Being Goals
- Two full day project consultation events were held in the north and south of Wales - Rhyl and Cardiff - during November 2016. The purpose was to share information, questions and issues arising from VSW and gather feedback on the resources under development as part of the project.
- Presentations and workshops with a similar purpose and structure were held at Gofod3, an event organised by WCVA in collaboration with the third sector in Wales, in March 2017

### 3.4 The VSW Volunteering Themes and Indicators

WCVA identified an overarching volunteering theme relevant to all six pilot projects. This theme was deliberately based on the existing Investing in Volunteers [IIV] Quality Standard, administered in Wales by WCVA. This decision was made to test whether the principles of the Quality Standard were a useful benchmark of good practice in the context of events or required amendment to support best practice. The overarching theme was:

'Appropriate management structure, policies and procedures and resources for volunteer involvement are in place e.g. volunteering policy in place setting out the organisation's commitments, expectations, roles and responsibilities and referring to other relevant documents such as: data protection; risk assessment; safeguarding procedures; health and safety; insurance.'

Five specific VSW event volunteering themes and related indicators were also identified. These were to be explored through delivery of the pilot projects by the six partner events. All partners were to address the overarching volunteering theme, plus one or more specific themes as agreed with the EVO and WCVA Lead.

The five VSW volunteering themes were:

1. **Recruitment and Diversity:** including inclusive recruitment and engaging hard to reach target groups
2. **Management and Communication:** including use of volunteer management software as a tool for effective communication, management and follow up and development of bilingual Welsh and English volunteer management software
3. **Training and Support:** including the potential for replicating core training from one event to another
4. **Recognition:** including tracking of achievement and, in the case of young people, linking with the Millennium Volunteers award scheme
5. **Follow up and Referral:** including support into further volunteering opportunities, links to the Wales volunteering opportunities database and to volunteer centre services

Indicators were defined for each of the volunteering themes and confirmed in September 2015. Detail about these indicators can be found in Appendix 5.

These volunteering themes and indicators, along with relevant themes and indicators from the Spirit of 2012 Theory of Change, then informed the design of the evidence analysis framework used with each partner and stakeholder to categorise and report information.

### **3.4 Changes during delivery**

During the course of the project WCVA Foresight ceased to be part of WCVA due to organisational restructure. WCVA Foresight designed and managed the Baseline Survey, produced the Baseline Survey Report and designed the pre- and post-event surveys. Analysis of the latter surveys has been done by an independent research and marketing consultancy.

In November 2016 the Events Volunteer Officer gave notice, in order to take up a new post. After review of the work plan for the balance of the project it was decided to appoint independent consultants to undertake two specific tasks:

- Completion of the six case studies drawn from the pilot projects
- Creation of an online event volunteering toolkit designed to support best practice

## **4 Findings from Volunteering Spirit Wales**

This chapter outlines findings from delivery of Volunteering Spirit Wales, drawing on information collected during the project to assess the extent to which it fulfilled its aims.

The chapter begins with a review of findings from the Baseline Survey 2015: a snapshot of event volunteering practice in Wales at the outset of the VSW project. It then explores the experience of the six pilot projects considering each of the VSW Themes and Indicators in turn. The third section analyses responses to the pre- and post-event surveys from of the volunteers participating in the six pilot projects. The fourth section considers the role and contribution of the stakeholders during VSW.

The analysis presented is drawn from a variety of sources as detailed in Section 3 of this report.

### **4.1 The Baseline Survey: Event volunteering in Wales at the outset of VSW**

Information derived from the Baseline Survey was used during the course of the project and influenced how the project developed. The full report is available on the WCVA website along with a PowerPoint presentation summarising the main findings. The Baseline Survey shows a reasonable response rate [32%] and appears to be broadly representative of voluntary organisations that involve volunteers when they organise events. The fifty-six responses represented a large number of events, involving about 1,500 volunteers.

Over two thirds of respondents indicate that volunteers were very important to their events. 32% of respondents said that volunteers would 'become much more important in the future'. This was especially true of organisations that already said volunteers were very important, whilst only half of those who said volunteers were fairly important felt that they would become more important.

## **Event volunteering in Wales**

A large range of types of event and volunteer roles was identified. Almost half [45%] of the respondents organised more than four events a year, with a third organising between two and four events a year. Some of the events raised questions about the nature and definition of an 'event' within the scope envisaged by Volunteering Spirit Wales: for example, were a 'friends of' group providing tea and coffee at a concert delivered by the main organisation, or special open days of heritage organisations within its frame of reference? However, the responses show the diversity which could be covered, and which needs to be taken account of when communicating to the sector about 'event volunteering'.

The majority of respondents [46%] involve between 11 and 50 volunteers in their events, whilst a further 39% involve up to 10 volunteers. However a significant minority involve larger numbers: 6% of organisations involve between 51 and 100 volunteers and 7% engage 100 or more volunteers.

Thirty-seven roles for event volunteers were reported, with 'steward' the most common. Half of the organisations did not have any written role descriptions for the roles they had identified. The low number of organisations (24 percent) that have role descriptions for all event volunteering roles was a significant finding.

## **Event volunteering management**

Organisations were asked about the policies that they had in place to do with event volunteering. Over two thirds of organisations had policies that related to volunteers for health & safety, equality & diversity, risk assessment and safeguarding. Fewer organisations had specific policies for volunteers that would be relevant to event volunteering e.g. data protection, expenses, recruitment and resolving problems. For instance, only a fifth of respondents said they had a recruitment and selection policy regarding event volunteers.

This raises a question about whether specific policies for event volunteers are required. If an organisation is entirely run by volunteers, then the level of formalisation required may be different from organisations that are also employers. However, any public event would normally require a risk assessment, statement of how the event is to be run, roles and responsibilities of key people and policies that would include health and safety, first aid, fire and emergencies. Responses to the Survey raised the question: for organisations with staff and a general volunteering policy, what extra is needed for event volunteering? The possible need to adjust practice appropriate to general volunteering, when events and event volunteers are involved, does not seem to have previously been considered by the respondents.

## **Process of application and recruitment**

Existing volunteers and supporters were the main target of recruitment for just over 4 in 5 organisations. This may explain why there are few organisations with specific procedures for recruiting event volunteers. Half of organisations also recruit from the general public. Only a fifth of respondents said they had a recruitment and selection policy for event volunteers.

Those who organise events use websites and social media as their main recruitment methods, and email as the most common communication method. However, face-to-face communication is also seen as important.

Just over half of the respondents said that they monitored equal opportunities. Although

this is considered similar to the sector as a whole, this level of monitoring raises questions about whether organisations have sufficient knowledge of their volunteer profile - who is volunteering and who is not - to widen access to event volunteering.

### **Management and communication with volunteers**

The most important ways of communicating with event volunteers are email and face to face. Using key people, social media or texting are also quite important, with mailing and websites being the least important.

Tools used to manage volunteers were split evenly between in-house databases, excel spreadsheets and paper-based methods, with about a quarter of organisations using each method. The rest of the respondents were unsure or did not have a tool. Only 4% used a bespoke volunteering management database.

### **Training and support**

Briefing and support during the event is given by almost all organisations. Two thirds briefed volunteers on the day, but only 16% of organisations used this method only. Half of all organisations used two or more methods. It appears to be the more informal groups where this is not seen as needed - perhaps because everyone is assumed to know what they are doing as they are all part of the group deciding what to do and how to do it. Having a designated coordinator and team leaders were the most commonly used of the suggested types of support.

### **Thanks and recognition**

The contribution of volunteers is recognised by the majority of organisations who responded (94 percent). The methods vary, with the most common being personal thanks. A fifth of respondents said they held a post event celebration.

Only 22% of respondents indicate that their volunteers receive a record of their achievements. This took different forms including personal records of achievement that acknowledge areas of work undertaken and particular skills gained as part of any event/session; a record of hours contributed for Millennium Volunteer and other Award schemes; references; and a range of other methods. Given the range of reasons that motivate people to volunteer it may be that a 'record of achievement' is not always appropriate or wanted. However, evidence of knowledge and skills gained through event volunteering will be wanted by some volunteers, for example, anyone looking for paid employment.

### **Follow up & information about further opportunities**

'Follow up' after an event is thought of in two ways: firstly making event volunteers aware of other opportunities to support the organisation and secondly as a mechanism for the organisation to receive feedback on the volunteering experience. Follow up and feedback of some form is carried out by almost all organisations.

Ways in which the volunteer can further support the organisation are most frequently cited by respondents with less prominence given to other development opportunities the volunteer might consider, such as training or employment.

A wide variety of mechanisms for feedback are mentioned. Some are open to bias, and some responses indicate a number of methods being used within a single organisation. The nature of the organisation may affect the way this is done, as more informal groups may do things verbally, or review an event at the next committee meeting rather than having a more formal process. However this raises questions about consistency and whether there is a need for a more widely shared understanding of best practice principles

in the sector, which can then be adapted appropriately given the specific circumstances of both the organisation and the volunteers.

### **Sources of support**

Almost half of the respondents said that they had not sought support on event volunteering. Of those that had, there was an even distribution between support from others in their own organisation and support from WCVA or CVCs. Some had used other agencies; one mentioned a local authority and another the employer of volunteers volunteering through a corporate volunteering scheme.

### **Future considerations**

Analysis of the Baseline Survey suggested some issues for future consideration:

- Revision of the survey to include expanded questioning on equal opportunity practice and the volunteer demographic profile
- Extension of the survey to gather information on wider social, environmental, cultural and economic impacts of events and event volunteering e.g. calculation of the monetary equivalent value of the time and skills volunteers contribute to events
- Addition of question exploring why voluntary organisations invest in events and how investment in events is considered to contribute to their charitable purpose
- Cross-reference with established national/UK economic and social impact monitoring frameworks so surveys align and findings are recognised beyond the voluntary sector

## **4.2 The six partner pilot projects**

Case studies of each of the pilot projects were written during the course of the VSW project describing in detail the stories of the six different partners and the events they delivered. They were prepared after the completion of each pilot, initially by the EVO and later by a consultant appointed to complete them, drawing on input from and information gathered by the EVO and the evaluator. The rationale for writing them during the VSW project was to share the learning from these specific projects with the wider sector and other agencies as early as possible. The case studies were added to WCVA's public online VSW resource during the project.

Each case study gives a flavour of the character of each event and the people involved as volunteers. They are structured to a standard format designed to enable readers to quickly identify information and content relevant to their own interests or context. This is:

- Outline of the context of each event
- Identification of the key learning gained by the partner
- Account of the partner's approach to the VSW Volunteering Themes relevant to their objectives: noting innovations and change in previous practice
- Commentary on the event volunteers responses to pre- and post-event surveys
- Description of the transferable learning gained through each pilot project

The following section sets out findings from the pilot projects within the framework of the overarching VSW Volunteering Theme and the five VSW Themes and indicators.

**4.2.1. The overarching VSW Volunteering Theme: appropriate management structure, policies and procedures and resources for volunteer involvement are in place e.g. volunteering policy in place setting out the organisation's commitments, expectations, roles and responsibilities and referring to other relevant documents such as: data protection; risk**

**assessment; safeguarding procedures; health and safety; insurance.**

The Baseline Survey included a list of ten 'policies for volunteering' reflecting assumptions about volunteering best practice: pilot partner responses show that two had all of these in place at the beginning of the project; one had all in place but no volunteering policy: 'We do not specifically have a volunteering policy but we are close to developing one.' The three other partners had five, seven and eight of the policies in place: all these organisations had a volunteering policy.

The policies most frequently not in place were 'resolving problems' and 'recruitment and selection procedures'. In one instance these policies plus 'expenses policy' and 'risk assessment' were not selected. This does not necessarily mean that these processes were not addressed: for instance, one of the larger partner organisations did have a risk assessment process and an expenses policy - expenses are not paid - but did not select those options perhaps because they are not formally written down. This may reflect something observed in other areas of the pilot projects: a principle or policy or way of doing something is 'held' in the head of the person responsible for volunteer coordination and/or event delivery, rather than being explicitly stated in formal documentation.

One of the smallest partner organisations had a volunteering policy but commented on their response that they also had a 'volunteering strategy covering recruitment, deployment, recognition and retention'. These issues may be addressed within an overall volunteering policy of course: what was striking was that this partner drew a distinction between a 'policy' and a 'strategy' and regarded the strategy as a 'live' document guiding every day practice and decisions about use of financial and staff resources. This strategic approach was based in research and monitoring of volunteer and user profile data. It was aimed at achieving specific change in the profile of people making use of their services.

When asked about their policies for event volunteering, compared with volunteering in general, three of the six partner organisations repeated the first list whilst two excluded one or two policies listed previously. One noted on the remaining list of policies: 'We have work to be done to ensure these fully encompass volunteers in an effective way.' These responses may or may not suggest that the volunteering policies include event volunteer specific information. One respondent removed six of the volunteering policies from the first list leaving only the 'volunteering policy' and the 'expenses policy'. This range of responses and doubt over whether policies are generic or adapted to the specifics of event volunteering seems to reflect the general uncertainty seen in the Baseline Survey overall (noted above) about whether event volunteering requires a different approach from the organisation than engaging on-going volunteers over a long period.

The Baseline Survey did not ask organisations *why* they invest time and resources in events or ask how their events related to delivery of their core charitable purposes. The overarching volunteering theme - and related themes and indicators - focus on the 'nitty gritty' of organisational practice: the practical involvement of volunteers in events.

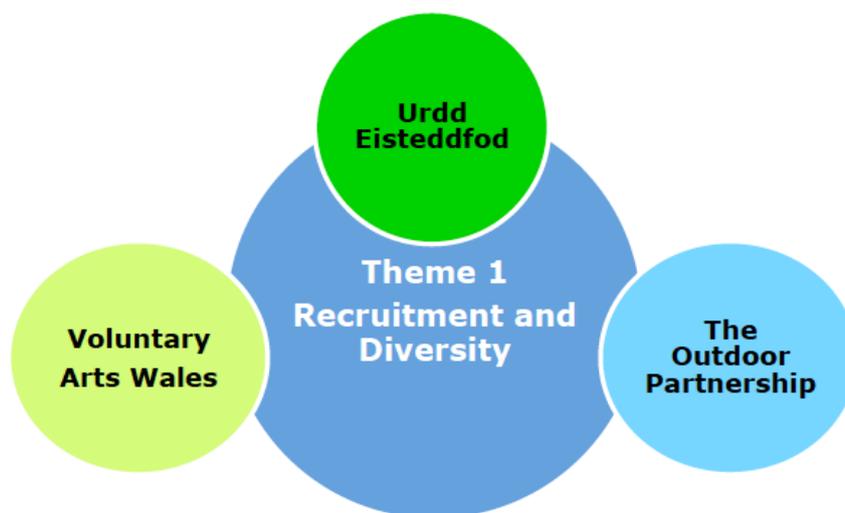
However, participation in VSW prompted reflection amongst pilot partners on the role of events in achieving their objectives and whether events could play a part in the longer-term sustainability of their organisations. For some organisations involved in the pilot projects their event was a central mechanism through which they sought to achieve their charitable objectives. This was the case, for example, at the larger scale of the Urdd Eisteddfod and Run4Wales, involving large numbers of volunteers in events of a national and international scale. It was also the case for some smaller organisations involving fewer volunteers and operating in a specific geographical area, such as The Outdoor Partnership. For others,

involving volunteers in events was one strand in a range of activities. For one partner the pilot was directly aligned to larger scale independent feasibility studies with the intention to develop an organisational events strategy. Part of the motivation for this partner was to explore the feasibility of generating new income streams through events supported by event volunteering.

This raises questions about whether a new indicator might encourage organisations to make explicit why the organisation is investing in events and how that investment both supports the core purpose of the organisation and also delivers wider benefits: for the volunteers, for wider social, cultural, environmental and economic objectives. The Welsh Government's Well-being Goals may offer a useful framework.

The focus provided by being part of VSW enabled organisations to stop and reflect on their practice with event volunteers. It encouraged partners to compare their own practice to the Themes and their Indicators. This led to changes in how organisations worked and the systems they used. It also encouraged them to think carefully about the purpose of events and event volunteering within their overall mission: *'...the involvement with this project through WCVA has made us think about how we operate from recruitment through to recognition.'*

## Theme 1: Recruitment and Diversity



**Indicator 1.1** Volunteer roles are clearly defined e.g. written role description identifying essential requirements of the volunteer

Issues at a glance:

- Surprising number of different roles – ‘beyond the ‘steward’
- Specific role descriptions help potential event volunteers i.d. the role for them
- Encourages the organiser to think about how to accommodate the differing needs of event volunteers and signal the suitability of different roles for people with differing abilities and experience
- Role descriptions can be shared with other organisations – to help increase range and diversity of volunteers

The Baseline Survey shows a range of practice amongst the pilot partners at the outset of VSW: three partners had written role descriptions in place, one had some roles in place and two had no written role descriptions. All the partners were able to identify distinct roles, selecting role titles from an options list in the survey.

Three partners tested the principle of using written role descriptions during the pilot. The partners all reported that taking time to reflect on the different roles volunteers were going to be asked to take on and preparing the written role descriptions was useful for both their operational planning and for recruitment. Writing role descriptions involved thinking carefully about what was needed to make their event a success and what was expected of the volunteers. There was some surprise at just how many roles there were and what a wide range of opportunities they offered for people with differing abilities, skills and experiences.

One partner prepared a single generic role description as the volunteers were all taking on a similar role throughout the event. Two partners identified and wrote multiple distinct role descriptions: seven in one case and eight in another. The tone of voice used in the role descriptions and the range of information included varied between organisations. This might be expected perhaps, given the differing nature and contexts of each event. However it raises a question about whether a template or other guidance would be helpful.

It was the first time the Urdd Eisteddfod used specific volunteer role descriptions. Previously, volunteers were recruited under the general heading of 'stewards' and then specific tasks allocated once people were involved. Seven different roles, in addition to the stewards and team leaders, were identified and role descriptions drafted.

*'The main difference this year is due to the involvement of WCVA through VSW as it means we've had to think more in depth about the role descriptions of the volunteers. In the past we've advertised for 'stewards' but in reality the roles of the volunteers vary and require different skills: e.g. tickets / box office - financial skills; stewarding on the 'maes' - crowd control, health and safety; people working in the car parks need different range of skills. The Craft Design Technology unit has volunteers who interpret the artworks and displays to the visitors so they also have other types of skills.'*

All partners drafted role descriptions in Welsh and English.

**Indicator 1.2** Information about opportunities is widely circulated e.g. through various channels of recruitment; recruitment messages are inclusive.

*'... recruitment has tended to be done on a scattergun basis in the past so we want to explore a more targeted approach through VSW, for example, to identify the networks and organisations that we want to make sure are involved or could provide volunteers.'*

The Baseline Survey shows all six pilot partners recruit from their existing volunteers, four also draw on 'supporters and others already connected with their organisation.' Only half recruit from members of the general public. The most important recruitment tools were the organisations' websites and social media, with one partner citing 'presentations to groups' as their most important recruitment method and another using the Volunteering Wales website. Voluntary Arts Wales reported that word of mouth amongst prospective volunteers is usually important for recruitment, frequently accounting for 50%+ of their volunteers, with Events Management students from Cardiff Metropolitan University being routinely approached to volunteer.

The Outdoor Partnership said it did not use any of the recruitment tools suggested in the Baseline Survey except 'personal contact/word of mouth/meetings': almost all volunteers were members of clubs already associated with the organisation. When the partner initiated or helped set up a new club its members could then also become volunteers in their programme of club-focused events. These events were not open to the general public. However in this instance this approach had been a strategic and consciously adopted method, successful in establishing a thriving network of people actively involved with outdoor activities through club memberships. Breaking out of what was recognised as a 'closed system' to target specific groups, known from research and monitoring to be under-represented amongst participants and event volunteers, and opening the event to the general public, was the focus of their pilot project.

It is not clear that all partners had a similar rationale for the emphasis on existing volunteers and supporters. The emphasis on recruitment from existing contacts and through personal contact may be understandable, for example, given pressures on resource in the sector including staff, lack of digital volunteer management systems and restricted funds. However this emphasis does seem likely to limit the range and diversity of people involved with the sector with multiple adverse effects: on the reach and impact of the sector and on the numbers benefiting as individuals or communities from involvement in volunteering.

The pilot projects involved partners in trying to reach volunteers new to their event. All partners used normal methods to advertise their opportunities though with an increase in use of social media: The Outdoor Partnership's 'Outdoor Festival' was advertised for the first time using social media, website as well as direct emails to the member clubs. However, all the partners also identified other voluntary organisations already working with their target groups as a way to reach new volunteers and also to fast track their own knowledge and confidence in working with people from backgrounds different to their usual volunteers and users. This networking approach proved effective, whether reaching out to Welsh learners and students of Further Education colleges for the Urdd; to agencies working with and for disabled people for TOP and VAW; or circulating information about volunteering opportunities through established communication networks in the particular geographic area of the event, such as the local authority, County Volunteer Centres and press.

Voluntary Arts Wales used the Volunteering Wales website to circulate information about the Mental Health Arts Festival. They also monitored how people contacting them had found out about the opportunity, with word of mouth accounting for approximately 50% of contacts.

One partner reflected on the impression prospective volunteers might get from the design, particularly the images, used on their website: '*There has been an investment in the last few years in branding but in thinking about the brand and the marketing material, it has tended to look quite 'white' and 'able bodied'.*'

**Indicator 1.3 Clear information is available for prospective volunteers e.g. information about what is expected, including the recruitment and selection procedure**

The Baseline Survey did not explore this issue. However review of partner websites at the outset of the VSW project showed the amount and type of information available to prospective volunteers varied between the partners, as did the ways in which the information was made available. In some instances the website information implicitly assumed that prospective volunteers were already familiar with the event and its purpose. In others the visual images used to show volunteers tended to show the type of people

already volunteering as against more inclusive images.

There continued to be variation during the project between the partners. For example, not all role descriptions were posted to partners' websites before their events, though the role descriptions were all available once a volunteer had signed up to an event. This suggests that a template or guidance on key issues to address in information for event volunteers and when and how to offer different types of information would be useful, not as a prescriptive 'to do' list but to share 'what works' and avoid reinvention of wheels.

In some organisations knowledge and experience about the recruitment and selection procedures, and event volunteering in general, appeared to be vested overwhelmingly in an individual member of staff. Prospective volunteers could be directed to contact specific named individuals for information. This seemed to be associated with websites without great detail about volunteering opportunities. One to one contact is feasible, and may be desirable, when recruiting small numbers of volunteers or involving people who, perhaps because of their personal circumstances, might find volunteering a daunting prospect. It is obviously more problematic in larger scale events.

Preparing the new role descriptions had involved making more explicit what was involved in volunteering beyond the literal focus of the tasks involved for all the partners. For example, how volunteers would be selected and the personal benefits of getting involved. One organisation described in detail some of the specific benefits volunteers might access: '*... building the experience needed to attend training courses, recording hours for the Millennium Volunteers programme, mentoring sessions at a discounted price to enable volunteers to acquire the skills and confidence necessary to become a qualified instructor in outdoor activities, the opportunity to attend courses at a discount of the National Governing Bodies and ... qualifications are recognised by employers in the outdoor sector.*' Information about the skills and interests the organisation was looking for in volunteers and the minimum age for people to volunteer was also clearly set out. Information was written in short paragraphs under clear headings e.g. Selection System, Volunteer Training Offer; Skills and Interests.

The tone of voice used in role descriptions and other information varied a little, though the emphasis was on a friendly tone. Easy read was used by one organisation in the wider partner group, due to the fact it was targeting volunteers with learning difficulties. The principles of easy read then underpinned the volunteers' own development during VSW of the *Your Skills: Event Volunteers Skills Scorecard*.

In another instance the new information available to volunteers included an explicit acknowledgment for the first time that disabled people might want to volunteer: this was backed by planning of support for disabled volunteers. However the way this was expressed in the written information available to prospective volunteers might give the impression that the main concern was whether disability might prove a 'problem' to the organisation. This was not the intent but may have been the outcome. Volunteers were asked whether they had '*any disabilities/medical conditions that may restrict your capability to undertake the work.*' Other organisations more explicitly welcomed disabled people in their information, making it plain that they had an understanding of how the prospective volunteer might be concerned about volunteering and pointed out their flexibility in identifying roles for them.

Clarity about what volunteers were not expected to do was also important. VAW, for instance, made clear what they meant by asking volunteers to '*steward workshops and performances*': *i.e. helping audience members & participants to find seats, supporting the*

*workshop leader if, for example, they needed extra pens. You would not be expected to help to facilitate a workshop.'* Making clear the limits of the role - the 'boundaries' as a partner expressed it in the Baseline Survey - may also encourage people lacking confidence or new to volunteering to get involved.

Striking a balance between the expressing the needs and interests of the organisation and seeking information about what volunteers want from their experience appeared to be a key issue in drafting the information. The latter information enables organisations to plan a high quality volunteer experience, but is not always collected. The volunteer also needs enough information to enable them to judge whether the opportunity is 'for them' and whether any particular personal qualities, skills or experience are necessary.

Organisations sometimes inadvertently assume that prospective volunteers will know all about their event and how it works: '*... many of the event volunteer roles can be carried out in Welsh and/or English. Also some competitions are vocational and/or non-language specific and don't require a knowledge of Welsh e.g. cookery, dance, hairdressing and CDT. This is not spelt out in writing in material from the Urdd ... We may sometimes assume that people know how the Eisteddfod 'works' but many people don't know and assume it is only for Welsh speakers. This is an ongoing issue - improving communications with people about the Urdd and its work.'*

#### **Indicator 1.4 Proactive measures to increase diversity e.g. equal opportunities monitoring; analysis and use of data to widen diversity**

The Baseline Survey shows only 55% of responding voluntary organisations monitor equal opportunities data and only 4% of voluntary organisations surveyed used bespoke volunteer management software i.e. a system designed for interrogation and analysis of data. The Survey also shows a variety of approaches to monitoring equal opportunities data and analysing their volunteer profile amongst the six VSW partners.

In some organisations, notably where repeat volunteering was well established and numbers were small, individual staff members understood their volunteer profile in detail despite a lack of formal equal opportunity monitoring and volunteer profiling. Other organisations could not evidence, other than anecdotally, volunteer retention rates or whether their volunteer profile had shifted over time. In others, formal monitoring processes were in place and were interrogated regularly as a way to identify who their event volunteers were and whether they were representative of the population profile of the area served.

The experience of VSW suggests that enabling voluntary organisations to make the link between capturing data and then actively using it to improve their service delivery seems critical in terms of increasing the diversity of people involved in event volunteering: whether this is diversity of cultural and/or ethnic origin, disability, social class, age or gender.

A strategic approach underpinned one of the pilots where monitoring and research had previously identified under-representation of women and disabled people amongst service users. The organisation had developed a clear strategy to address this, raising specific funds, working to a realistic timetable of several years to achieve and embed change, and using the pilot event as one aspect of pushing forward the strategy. Responsibility for achieving the change in the volunteer and user profile was not held by an individual staff member but was distributed across the members of the small staff team, with responsibility for diversity and inclusion embedded as a core role in team job descriptions. The development of the bilingual volunteer management system was central to this pilot

project. This is discussed in more detail below: Theme 2.

Another approach to increase diversity involved making changes to the nature of the event as a way to attract both participants and volunteers from outside the 'traditional' groups, which were ordinarily exclusively drawn from Welsh speaking communities. In this case non-Welsh speakers and Welsh learners and students in post-16 education were targeted, through networking with relevant agencies and organisations and including more vocational competition categories alongside the traditional ones. One partner reported that they routinely met with local disability and access groups to discuss access issues related to staging their event: participation in VSW made them consider this could also be a ready made network for recruiting more disabled volunteers in future.

One of the pilot events focused specifically on mental health and the arts. It targeted event volunteers with lived experience of mental health problems. This pilot generated learning - captured in the Case Study and Toolkit - on all aspects of working with and volunteering by people affected by mental health issues. It also offered learning about creating an inclusive environment for both the volunteers and the people attending events. This learning appears transferable to creating inclusive volunteer experiences for other people under-represented in event volunteering.

The planning and delivery of the Mental Health Arts Festival included a detailed and carefully planned approach on key issues affecting the volunteer experience such as: appropriate ways to communicate with and support volunteers; designated Mental Health First Aiders; a 'quiet room' for potential use by volunteers and audience members; briefing of volunteers on mental health awareness; and networking with agencies with a shared interest in mental health and the themes of the event.

The partner noted that thinking through support for disabled volunteers can also help deliver a more successful overall event: *'The experience of the pilot project has definitely suggested things that should go onto a checklist for event managers and event volunteers:*

- *The venue walkthrough with volunteers was very useful for the organisers and reassuring for the volunteers*
- *Risk assessment bearing in mind the needs of the volunteers as well as the public attending the event*
- *Consider having a volunteer hub as a 'go to' place for volunteers*
- *A quiet room - this is probably useful for any kind of event - we would have been twitchy without knowing it was there as a resource*
- *This kind of provision helps create a secure environment and reassurance for the whole event.*

### **Indicator 1.5 Ability to accommodate different needs and abilities e.g. adapting roles, flexibility about requirements**

The Baseline Survey did not explore this aspect of practice. However the emphasis on recruitment from existing volunteers and supporters shown by the survey pre-VSW, both in the sector generally and amongst the partners, implies event organisers have a high degree of familiarity with many volunteers. Flexibility in the face of the new is perhaps less likely to be necessary in those circumstances. The importance of flexibility, and the need to find out and understand volunteers' needs and abilities before an event happens, increases significantly when recruitment extends beyond current supporters to a wider range of people.

The pilots show that, particularly in organisations involving smaller numbers of volunteers,

having this knowledge relied on a member of staff being able to meet prospective volunteers face to face: *'We don't do that many events so there aren't that many volunteers.'* Partners differed in whether and how this information was stored within the organisation. In some cases the staff members 'held' the information on the volunteer profile, for example, where there was a long history of repeat volunteering. In others volunteers were drawn from a small group of clubs whose members were known to each other and the staff team within the organisation aimed to achieve an ongoing relationship with individuals once they had volunteered.

Findings here were linked closely to the development of individual role descriptions for event volunteers as this process also prompted more thinking about what abilities, for example, were really required to take on particular roles. Organisations reported benefits for both the organisation and the volunteer in thinking flexibly about the roles, tasks and abilities of the volunteers: *'A fortnight before the Eisteddfod takes place the Urdd team allocates volunteers into roles. In the past the Urdd has tended to ask just for stewards as volunteers. Through working [on VSW] we have recognised the mutual benefit - to the volunteer and to the Urdd - of flexibility.'*

Actively finding out about the needs of individual volunteers before pilot project events allowed planning to support those different needs during the event: *'At least two of the volunteers identified as having experienced mental health issues and a few professionals working in mental health also volunteered. Volunteers were in the 20s - 60s age range and were predominantly White British or White Welsh. One or two had physical disabilities - deafness - and there was a lot of provision within the programme planning to support people anyway including some sign language. We knew the volunteer affected by deafness was deaf before he arrived at the Festival.'*

One of the organisations also supplemented the normal pre-event Risk Assessment with a walk through of the venue focused solely on risk assessed from the perspective of the volunteer. Other pilot partners exploring other VSW Themes also undertook this kind of volunteer centred risk assessment.

**Indicator 1.6 Fair and consistent recruitment procedures e.g. process consistently applied [may include application form, interview, references, DBS]**

The Baseline Survey shows four of the organisations had a recruitment and selection procedure in place for volunteering. Only two of the partners indicated recruitment and selection procedures were in place for event volunteering. All six partners had a designated volunteer coordinator in place. All three pilot partners focused on this VSW Theme had a designated person in charge of the recruitment procedure at the outset of VSW and the contact details of a named individual was given in publicity material as the contact for prospective volunteers.

A typical recruitment procedure was: prospective volunteer finds out about the event; prospective volunteer contacts and talks face-to-face or by phone about the opportunity with an individual from the event organiser; the prospective volunteer then decides how much time they can offer; event organiser allocates person to a role. Amongst the pilot partners exploring this VSW Theme this approach was feasible for a number of reasons: because only a small number of people were making contact and going on to volunteer; because only a small number of events were being delivered; or because, although the numbers of volunteers involved exceeded 200 people, recruitment was part of a well-established routine with large numbers of repeat volunteers known to the organisation and familiar with the way the event worked.

Another partner, recruiting event volunteers for the first time as part of testing the feasibility of a long-term strategy of investment in events, noted that recruitment had demanded more resources than maintaining the well-established and ongoing volunteer system. This was seen though as a necessary initial cost of developing event volunteering as distinct from general volunteering and related in part to the short, possibly one-off, relationship with the volunteer: *'...the relationship is so short term yet [we need] to invest time and money to make a short relationship successful. The fact this is the first time that this kind of event and involvement of event volunteers has happened means that it makes more demands on the staff team in the short term.'* This also suggests the priority, particularly when events are to be a regular part of an organisation's activity, of retention and encouragement of repeat volunteering.

In some circumstances, for example, when recruiting people from vulnerable groups or people known to need support to be able to volunteer, face-to-face meetings were desirable, if not essential, and part of the flexible and supportive approach referenced elsewhere in this report. The experience of VSW confirms that having in place a clear policy on recruitment and a transparent recruitment procedure are very important. However the experience of VSW also suggests that judgements about whether a procedure is 'fair' and whether consistency of use of a single process across all volunteers is appropriate depend on circumstance and objectives.

## Theme 2: Management and Communication



Issues at a glance:

- Developed pilot bi-lingual software management system: a potential single 'gateway' for potential volunteers to find event volunteering opportunities and providing an effective management system for organisations
- Multiple format e.g. email and hard copy information for staff and volunteers; use of lanyards with important information; use of 'easy read'
- Interesting questions about e.g. how best to distribute what, when to share and effective formats for a diverse range of abilities and experience

**Indicator 2.1** Volunteers are kept informed at every stage e.g. shift planning system in place; data management and communications systems catering for digital and non-digital users in place; data protection guidelines observed.

The primary focus for one of the pilot projects during VSW was the development and trialling of a bilingual event volunteer software management system: a bilingual Welsh/English management system was not available in Wales. All partners saw the need for a bilingual volunteer management system and were clear about how this kind of system could potentially improve practice in event volunteering. For example, another partner pointed to the problems of interrogating data if using spreadsheets: '*[We] use Excel for contact details, the rotas, monitoring e.g. equal opportunities information. All data has to be entered manually and the scope to interrogate data is limited. [We are] part of the VSW bilingual working group and there is definitely a need for a bilingual Volunteer Management Software, which can, for example, be interrogated, produce rotas automatically, and so on.*'

The Baseline Survey shows that only 4% of respondents overall use bespoke management software. At the start of the VSW project three of the six partners relied on Excel spreadsheets and two used paper-based systems. Only one, Run4Wales, used volunteer management software capable of capturing and interrogating a wide range of information (in English only), including standard equalities monitoring information - ethnicity, age, gender, disabled and non-disabled people - as well as practical event specific information such as the medical and support needs of individual volunteers.

At the outset of VSW The Outdoor Partnership wanted to focus on the software to help with recruitment, deployment and retention of event volunteers and to meet the need for a Welsh language software management system: '*.. a good bilingual software is an important issue to resolve for Wales.... For us any software needs to be in Welsh as well as English. There is a standard written form of Welsh common across the country so if it works for us it would be useable by all organisations in Wales.*'

During VSW The Outdoor Partnership worked closely with Team Kinetic, an independent software design company, and WCVA to create a bilingual version of the Volunteer Kinetic volunteer management system developed by the independent company. Translation of the software and design development was time-consuming and meant it was not ready in time for trialling at the Outdoor Festival as originally intended. However the system was launched online in test mode during the project, trialed on a small scale by TOP and explored by voluntary sector organisations attending VSW consultation meetings held in Cardiff and Rhyl during the project in November 2016.

At the end of Volunteering Spirit Wales partners and consultees described the potential functions and perceived benefits of the bilingual VMS developed through the pilot:

**For voluntary sector organisations:** It offers a valuable practical management and monitoring tool for voluntary organisations, based on best practice, and enabling, for example, increased interrogation of data collected and improved future strategic planning.

**For volunteers:** It offers a resource for prospective volunteers to, for example, see the range of opportunities on offer in their locality and across Wales and register interest with specific event organisers. It also enabled volunteers to create personal accounts and record skills and experience gained during volunteering.

**For Wales:** It could be the basis of an all-Wales bilingual online resource - a 'one stop gateway' to events and event volunteering - with links to Volunteering Wales

**Flexible and transferable:** It was experienced as a flexible tool adaptable, for example, to organisations of differing scales and adaptable for use to support general volunteering as well as event volunteering

**Evidencing outputs, outcomes and impact of investment:** If introduced and used consistently across the voluntary sector in Wales, it could enable unprecedented collection of sector-wide data evidencing, for example, participation rates, demographic information, economic, social and other societal effects of event volunteering.

Questions were raised about the affordability of such a system, particularly for smaller scale voluntary organisations. A further free licence for 12 months for The Outdoor Partnership has been negotiated to enable trialling on a larger scale. Partners and consultees wondered whether some kind of 'national lead' could enable Wales-wide introduction of the system: '*Would it be feasible for WCVA to set up a national system with [the software design company] that we then pay WCVA to access at a rate a small organisation could afford?*' Some voluntary organisations might not see the immediate advantages of access to what would be in effect a national software database and management system as they have their own software or other Excel or paper-based systems in place. Some volunteers may not be comfortable with online systems.

A new indicator could highlight the importance of gathering data about volunteers and then using the data to understand whom your organisation is reaching. This indicator might include a template of the minimum recommended amount and type of information needed to provide a useful tool for, for example, planning expansion of volunteer numbers or diversification in the types of people who volunteer.

### **Breaking out of the closed circle**

A mechanism is needed to enable organisations to connect with new potential volunteers. 'Breaking out' can be done at an individual organisation level as long as the organisation has a clear idea of whom they want to target, plans how best to reach them and then has the human resources to put the plan into practice. However a 'gateway' to volunteering opportunities perhaps delivered at an all-Wales level could provide a platform for organisations across Wales and cross sector to simultaneously expand their engagement with event volunteering and widen the range of people involved in event volunteering. A single 'gateway' may have advantages:

- Enabling greater interaction, transfer of learning and sharing of experience between voluntary organisations
- Making visible the scale and scope of event volunteering in Wales
- Enabling local and national governmental agencies to identify voluntary sector organisations and event volunteers with transferable experience and skills relevant to their own policy objectives and priorities
- Giving an easily accessible 'way in' for private sector organisations wishing to connect with the voluntary sector to develop volunteering and social responsibility amongst their employees

## Theme 3: Training and Support



Issues at a glance:

- Consistent need for the 'right' information and the 'appropriate' briefing with methods tailored to specific contexts
- A 'hub' space where event volunteers and volunteering staff know they can get support or information
- A 'quiet' space and mental health awareness training
- Training and links to accreditation: formal and informal methods explored e.g. record of activity and responsibilities validated by host organisation

**Indicator 3.1** Volunteers have all the information they need to perform their role e.g. briefing or induction in place; introductions to key people take place.

The Baseline Survey shows that three of the partners testing this Theme used all three of the methods suggested: written information beforehand; training/preparation session prior to the event; and briefings on the day of the event. The fourth partner selected 'not sure' as this was the first time the organisation had involved event volunteers.

During the four pilot projects addressing this Theme, all partners used the three methods noted above, though with variation in practice as might be expected given the very different character of the events and the number of volunteers involved. These differences were mainly linked to two factors: the specific nature of their event and whether volunteers were new to the event or had previous experience of event volunteering with the partner. Overall there was a broad base of common practice linked to variations that improved event delivery and the volunteer experience in each event's particular context and circumstances.

Common practices included:

- Information provided to all individual volunteers by email in advance of the event and in hard copy on the day.
- Briefing sessions held in advance, generally in the weeks leading up to the event, with volunteers given good notice and invited by email. The structure, timing and content of briefings matched the scale and complexity of the event: one event involving about 20 volunteers held a 2-hour afternoon briefing session whilst the

largest event - the World Half Marathon - held five different sessions over five evenings focusing on two different roles per session.

- Daily verbal briefing sessions during the event by a member of the pilot partner team including an opportunity for volunteers to ask questions or give feedback: sometimes briefings were given immediately prior to each activity/performance within an overall event, for example, to tailor information to that session or because different volunteers were involved. This was needed in part because some volunteers may not be able to attend a pre-event briefing.
- Another factor influencing the approach to briefings was whether the volunteer team included a lot of people who had volunteered at the event before. At the Urdd over 50% of volunteers are 'old hands': the Team Leaders are experienced volunteers and their role includes daily briefing of the volunteers in their area, drawing on their past experience and the training provided by the Urdd.

All organisations offered information to their volunteers: the way this was done and what information was offered varied. These different approaches might be used effectively at other events, though the final selection appears to depend on the circumstances of both the volunteers and the organisations.

- The Food Festival volunteers at St Fagans received a volunteer-designed fabric bag on the first day of the event containing a wide range of information such as maps, rotas, an indication of the expectations of the role, list of contacts and phone numbers, public transport and parking information. The bag also included water and chocolates. Bags were issued on both days of the Festival: this was done to ensure people had the correct information available and was popular amongst the volunteers.
- Several organisations used lanyards successfully: volunteers had information they needed at their fingertips. Lanyards also helped visitors or participants at events to identify volunteers and tell whether volunteers spoke Welsh.
- The volunteer role descriptions, often developed during VSW, were used by several organisations and supplemented in one case, where the volunteers shared a common overarching role description, with a paragraph specific to the particular volunteer. At Run4Wales the various role descriptions were used to help prospective volunteers identify the roles they were interested in and then supplemented with briefing sheets that gave more detail of the role and what it involved once roles were allocated.
- Where staff volunteers were involved alongside volunteers from outside the organisation it was important for the event coordinator to appreciate that the staff were working outside their normal brief: staff needed the same information about the event and their role as the external volunteers.
- Two partners offered information to their volunteers that other organisation did not. Voluntary Arts Wales offered mental health awareness briefings both before and during the Mental Health Arts Festival and introduced volunteers to people on the team qualified as Mental Health First Aiders. Run4Wales offered information to prospective volunteers on their eligibility to volunteer as this high profile, international event attracts volunteers from outside the UK and the EU/EEA.
- Run4Wales is now planning to encourage past volunteers to take part in briefing of new volunteers so that they get an idea of 'what it's like on the day' from a volunteer perspective.
- Run4Wales is also seeking guidance from the Counter Terrorism Unit of the Welsh Government on whether there is a need to ask volunteers to provide proof of identity - both at recruitment stage and on arrival at the event - given the potential for public

events to be targeted by terrorists.

The Urdd Eisteddfod wanted to work with the Events Volunteer Officer to develop the training and accreditation potential of the training the Urdd already offered to volunteers. At the outset only the Fire Service Rescue 365 course within their normal training programme offered a certificate issued by the Fire Service. Accreditation was seen as attractive to prospective volunteers and might, for example, increase interest from young people and other people looking to gain skills for employment. Accreditation recognises the transferability of skills gained through volunteering and helps build a pool of experienced volunteers who might then be able to use those skills at other events.

After consideration of Sports Leaders Wales' recognition scheme and the progress of Sports Leaders UK towards an accreditation system, the idea of a 'passport' was developed as an alternative to more formal accreditation routes. A passport would not be a formal accreditation but a way to register and recognise hours worked, the competencies and skills developed and gained through event volunteering and the achievements of individual volunteers. The passport could be a self-reflexive document based on a pre-defined skills continuum, and used by individual volunteers to record their own assessment of skills and experience gained. The passport was conceptualised as a transferable document that could be used between events: potentially by both event organisers looking to identify experienced volunteers and by individuals wishing to evidence their skills and experience to other event organisers. It was recognised that a passport might be less relevant to some volunteers than others, particularly if the volunteer is not looking to develop skills for employment through volunteering.

**Indicator 3.2** Volunteers know how to handle difficult issues and how inappropriate behaviour will be handled e.g. problem solving/complaints procedures in place; boundaries of roles are made clear; equal opportunities policy and safeguarding policy are in place.

The Baseline Survey confirms that all partners had equal opportunities and safeguarding policies in place. There was considerable overlap between methods used:

- In several of the pilot events, experienced volunteers, including staff volunteers and work placement students at St Fagans, took on a more or less formal role of 'supervising' other volunteers
- Volunteers were told a specific person to contact with any concerns
- Members of the staff team were prepared to respond to any inappropriate behaviour by volunteers
- The boundaries of roles were included in role descriptions and in briefings
- Boundaries - what could be expected from the volunteers and where they were expected to step in - were also made clear to paid team members or, in the case of St Fagans, to the staff volunteers
- Event organisers tried to anticipate problems or difficult situations which might affect the volunteers and plan for appropriate responses
- Some tasks were already excluded by the volunteer policy from being taken on by volunteers and were the specific responsibility of paid team members, such as, car park management and handling safety equipment
- Partners reflected on learning from the event to identify changes or improvements to practice for future events

**Indicator 3.3** Volunteers are well supported e.g. volunteers know who to contact; support systems are in place and varying support needs are catered for; volunteers have the opportunity to give feedback.

The Baseline Survey shows five of the partners had a 'designated coordinator' in place to offer support to volunteers. Three partners also used team leaders to support volunteers; two offered a 'designated volunteer area i.e. for breaks and information'. One partner ran a buddy system to help support volunteers. Telephone support was offered by another partner. One partner acknowledged that '*nothing consistent enough*' was in place to support volunteers.

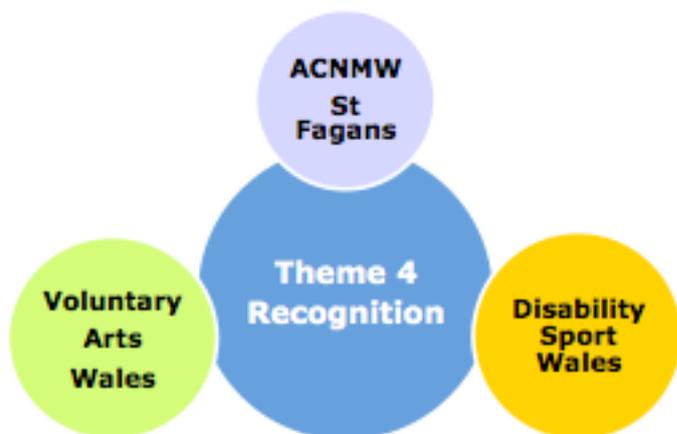
During the pilot projects having a volunteer 'hub' as a place where volunteers can always find support over the course of an event was tested: '*During the event there will be a central point, open throughout the Festival and continually staffed by permanent museum staff including the Volunteer Co-ordinator, ... as a welcome centre and help point for the volunteers.*' This provided a central and accessible point for welcome and briefing, for contact during the day between the volunteers and with the event organiser, for refreshments and for debrief at the end of each day.

This idea was adopted by Voluntary Arts Wales for the Mental Health Arts Festival and also supplemented with a 'quiet room.' It was expected that people with lived experience of mental health issues would be amongst those volunteering and audience members: the quiet room was a space either volunteers or audience members could use if, for example, they became distressed during the event. In the event the quiet room wasn't needed: '*Some of the arrangements, such as the quiet room, that we put in place beforehand turned out not to be needed during the Festival. We agreed though that these things could have been needed so it was worth putting them in place. The fact that these things had been thought about reassured volunteers that we understood the nature of people's needs and the fact that the support was in place seemed to mean we didn't need it!*'

Most support for volunteers with varying support needs was offered at the VAW event. They briefed volunteers before hand on mental health awareness; had trained mental health first aiders in attendance; offered volunteers guidance on ways to offer support to people should they become distressed; and outlined 'general etiquette for working with and supporting disabled people.' At other events there was less emphasis on support for varying needs: in one instance the organisation made clear that it did not have the resources to offer supported volunteering i.e. where one-to-one support is needed, but was happy to support volunteers with needs that do not require that level of support. For instance a person with learning difficulties supported by a friend or carer was welcomed as a volunteer and the role adjusted to match their needs. Participation in VSW prompted reflection on how best to support people with varying needs but practice remains variable.

In the Baseline Survey four partners indicate they gather feedback while two of the partners indicate they didn't gather feedback from volunteers. Methods used varied between electronic survey, verbal feedback and focus groups and an evaluation form. During the pilot projects a similar pattern emerges with a wide span of approaches: from a substantial electronic survey used by Run4Wales as a source of information to influence future planning; to reliance on more informal verbal feedback which was not always recorded; or inviting volunteers to suggest improvements in how volunteering works in the email sent after the event to thank volunteers. There appears to be scope to improve and encourage more consistency in gathering feedback from volunteers.

#### **Theme 4: Recognition**



Issues at a glance:

- Diversity of methods used e.g. verbal thanks, post event email, 'thank you party' and 'awards' for the volunteers post the event, discount cards for access to organisation's services e.g. café and shop beyond the event
- Match incentives for event volunteers to the nature of the event
- Motivation of volunteers is influenced by nature of event and affects how best to acknowledge their contribution
- Motivation of volunteers affects the 'whether, how and when' to record achievement
- 'Competences scorecard' developed by volunteers with learning disabilities

**Indicator 4.1** Volunteers are valued for their contribution e.g. thank you letters or tokens of appreciation are given; publicity recognises volunteers' contribution; volunteers can input their own suggestions / influence how things are done.

The Baseline Survey shows a wide range of ways of recognising and valuing the contribution of volunteers: personal thanks, written thanks and tokens of appreciation were the most common methods used by the partners. Two of the partners left this section of the survey blank: one of these noted 'Do not do this well.' Two partners saw the offer of training and mentoring as ways that they showed how much they valued the contribution of volunteers. One mentioned publicity as one of the ways in which they showed the value they placed on event volunteering.

Voluntary Arts Wales used a question and answer structure in their event volunteer role description: this reflected their view that a clear offer of gratitude to volunteers was crucial and important. VAW was able to review how other partners were recognising the contribution of their volunteers. This confirmed their view that the ways in which different organisations show gratitude must vary dependent on circumstances: Who are the volunteers? What motivates them to volunteer? What will they value given their motivation? This appears to confirm the notion discussed elsewhere about the value of establishing clear principles of best practice linked to guidance on the variety of ways in which a principle can be fulfilled.

VAW's 'What will you get out of being a volunteer at this event?' list mixed personal incentives, 'treats' and pleasurable experiences with other items offering reassurance, especially to someone new to event volunteering, about the support they would get to be able to take on the role. The list was long:

- An opportunity to play a significant role in making this important event happen.
- The chance to see some fantastic performances and workshops
- The possibility of learning new skills and developing confidence
- An opportunity to socialise while doing something worthwhile
- Something positive to put on your CV
- Will provide you with breaks & refreshments
- Volunteer lanyard with key information
- On the day support through a supervisor as well as all the support and training you need to undertake your role
- Provide you with an opportunity to make suggestions and complaints
- Provide you with adequate insurance while you are with us

It was reported that volunteers after the event said *'they had gained a greater knowledge and understanding of the issues explored through the Festival as well as more information. They also valued the opportunity to see 'behind the scenes' at an important Welsh institution: the Wales Millennium Centre. None of the volunteers wanted their hours logged. Everyone seemed happy to be at the Festival for his or her session and no one had any suggestions about 'recognition' i.e. how their contribution might be acknowledged.'*

Awareness of the Sherman 5 initiative in Cardiff prompted a suggestion that time banking might be an option for organisations to consider as part of their future recognition system. This was not mentioned by any of the partners as something they were involved with: *'There is a time banking mechanism with lots of partners so volunteers can get credit for their time which can then be used to, for example, visit a leisure centre. SPICE is the organisation that coordinates the time bank and lots of the bigger arts and cultural organisations, as well as sports organisations, are involved. This is not being used for the pilot but VAW could be interested in this approach in future: it's not what people spend their time credits on but the 'recognition' of their time and their contribution which is so brilliant - 'your time is valuable and we value it'.*

The responses from regular volunteers to an invitation to get involved in event volunteering for the St Fagan's Food Festival revealed how much prospective volunteers value free access to a charged for event: *'Everyone likes the idea of the Food Festival but realise it's free so they don't need to volunteer in order to be able to attend... several regular volunteers also volunteer at events like the Hay Festival, Eisteddfod, Urdd, Sherman Theatre and so on: a big motivator is the free tickets.'* When regular volunteers were asked 'why are you not volunteering for the Food Festival?' the replies suggested that the museum is not thought of as a charity itself and 'doing something for the museum' is not seen as being a sufficient reason for volunteering.

St Fagans linked the design and distribution of the information volunteers needed to support the successful delivery of the event, with a 'reward' for their involvement: the canvas bag and contents were very popular though there was some difference observed in the way the bag was valued between male and female volunteers: *'The bag and the 'rewards' were very popular, especially as designed by volunteers. This made a huge difference to how people valued it. I noticed that the canvas bags were not cool enough for*

*the boys whilst the women saw the bag itself as one of the rewards. The chocolate particularly was very popular and getting a new bag on both days was also popular and meant everyone had the right information on the second day.'* As part of a large institution St Fagans was also able to offer a discount card valid for 12 months after the event offering discounts on all museum shops, cafes and restaurants, and free entry to some charged for exhibitions.

**Indicator 4.2** Volunteers have a record of their achievements e.g. provision of certificate or record of skills demonstrated during the volunteering experience.

The Baseline Survey shows only one of the partners offered their event volunteers a record of achievements: *'Millennium volunteers, volunteer awards, subsidised training, mentoring and national governing body qualifications.'*

The pilot project for Disability Sports Wales was initially conceived as a 'celebratory' event as part of the roll out of the much larger Inclusive Futures Programme. By the start of the pilot it had evolved into an event specifically linked to recognition: *'This involves a group of volunteers - all non-disabled - who took part in the IPC Games and Inclusive Futures. 'Roaring with Pride' / The Roar Project - Rory was the mascot dragon of the IPC games - is being developed. It will involve an engagement tool designed specifically to engage with young disabled people, especially those with learning difficulties, and is being developed in partnership with Sports Leaders as it is delivering one of the Sports Leaders awards.'*

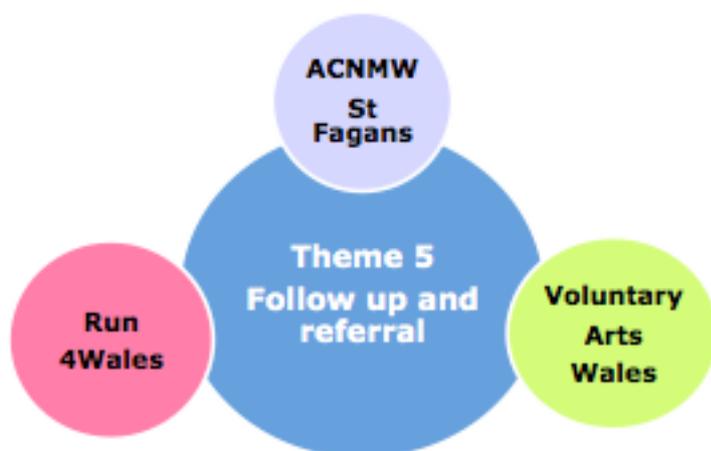
Development of this project identified significant issues about engaging disabled people in event volunteering and empowering them to devise ways to record their skills and achievements. The event volunteers developed The VSW Your Skills resource. It also suggests the transferability of methods designed initially to meet the needs of disabled people into creating events which are more welcoming and accessible for a wide range of people: both event volunteers and event participants. For example, documents prepared in Easy Read format can be user friendly and accessible to many people and avoid the use of jargon.

St Fagans reported that amongst their general volunteers there was very little demand for a record of achievement as volunteering was motivated by factors other than evidencing skills and achievements, such as 'saving our history'. Younger volunteers occasionally asked for a reference to support a job application and these were always provided: two of the young volunteers at the Food Festival requested references. The Volunteer Policy did not reference record of achievements or similar aspects of volunteer experience.

There were different opinions on the value of offering a certificate as a way of recognising achievement amongst partners. Some felt the certificate developed through VSW wasn't relevant to their circumstances, whilst others wanted to use it as a way to log hours contributed by individual volunteers as a record of achievement, which linked to the existing Millennium Volunteers programme: neither VAW nor St Fagans used the certificate during the pilots.

However there was interest in both the passport and the bilingual volunteer management system, developed through VSW, as a way to develop a shared recognition system amongst voluntary organisations in Wales. These proposals were seen as being relevant, adaptable for different types of organisations and practically useful for both event volunteers, for example, to demonstrate their competencies and achievements, and to event organisers in recruiting and managing volunteers and being able to monitor the profile of their volunteers as well as other personal and social effects of volunteering.

**Theme 5: Follow up and referral**



Issues at a glance:

- Plan from the beginning to foster retention of volunteers
- Match 'encouragement' to go on to gain further experience/skills to the varying motivations of the individual event volunteer
- Feedback sessions vary in format: a big question is how best to ensure feedback is *recorded* and *used* to improve or change practice in future?
- Clarify the *purpose* and i.d. the 'best' methods to get feedback: To understand and improve the volunteer experience? To measure or 'evidence' the benefits of the volunteer experience against ONS or other formal indicators e.g. of wellbeing?

**Indicator 5.1** Volunteers are encouraged to continue with further volunteering, training or employment e.g. information about future opportunities is given

The Baseline Survey shows all the partners offered event volunteers further opportunities to volunteer; five offered other ways of engaging with their organisation; whilst four indicated they offered other development opportunities including 'training/employment.'

At the beginning of the VSW project Run4Wales was already encouraging their event volunteers to repeat volunteer at their events and wanted to sustain an ongoing engagement between volunteers and Run4Wales. Their approach aligned with the ideas developed through VSW of a transferable passport recording volunteer experience and achievement. Although Run4Wales uses the most sophisticated volunteer management system amongst the partners, they are not able to track whether volunteers go on into training or employment following the experience volunteering.

Voluntary Arts Wales saw success in retention and repeat volunteering as being critically linked to the event organiser understanding the motivations of the volunteer. They sought permission from volunteers at the beginning of their relationship to include their contact details on the VAW database so that they could contact them in future, for example, with information about other volunteering opportunities.

Plans to prepare a brief defining the competencies and skills needed by volunteers at Run4Wales events - both those specific to the Run4Wales event and generic skills such as

customer care - were discussed with Sports Leader UK as the basis to develop appropriate training and accreditation routes. This was not progressed during the pilot, in part because of the challenge of extrapolating from the Sports Leader UK focus on young people to the much more diverse and largely older volunteer profile at Run4wales events. At the end of VSW there is still a perceived need to develop routes to accreditation to link with the passport and the VMS system as part of a strategy to encourage event volunteers to continue with volunteering, develop more skills through training and use the experience of event volunteering to support people into employment.

**Indicator 5.2 Feedback is obtained from volunteers after the event e.g. survey, debriefing session**

The Baseline Survey shows that four of the partners gathered feedback from event volunteers using evaluation forms, Survey Monkey or verbal feedback and focus groups. Two partners did not gather feedback from event volunteers. In one instance this was unsurprising as event volunteering was new to the organisation. However in the other instance event volunteering was core to the organisation's purpose and activity.

Guidance on ways to collect feedback and how it can inform future practice may be helpful. Capturing feedback from event volunteers is also discussed above at Indicator 3.3.

**The following section includes a chart for each pilot partner of the objectives, key actions and outcomes, issues for the future post VSW**

**Amgueddfa Cymru/National Museum Wales Saint Fagans National Museum of History**

<p><b>Amgueddfa Cymru/National Museum Wales [AC/NMW] Saint Fagans National Museum of History Pilot Project: The Event</b></p>	<p>Food Festival at St Fagans National Museum of History September 2016: This will be a pilot event, recruiting ‘one off’ event volunteers for the first time.’</p>
<p><b>AC/NMW Saint Fagans National Museum of History Pilot Project: The VSW Objectives</b></p>	<p>To establish systems of recognition and support, which are portable to future events</p>
<p><b>VSW Volunteering Themes relevant to AC/NMW Saint Fagans National Museum of History objectives</b></p>	<p>Overarching VSW Volunteering Theme: appropriate management structure, policies and procedures and resources for volunteer involvement are in place e.g. volunteering policy in place setting out the organisation’s commitments, expectations, roles and responsibilities and referring to other relevant documents such as: data protection; risk assessment; safeguarding procedures; health and safety; insurance</p> <p>VSW Theme 2    Management and Communication  VSW Theme 3    Training and Support  VSW Theme 4    Recognition</p>
<p><b>Key Actions Pilot Project Objective 1:</b>  To establish systems of recognition and support, which are portable to future events</p>	<ul style="list-style-type: none"> <li>• Strategic decision taken by AC/NMW to develop an events strategy including festivals</li> <li>• Recognition that a larger-scale festival programme would require recruitment of event volunteers on a scale not done previously</li> <li>• Close liaison and planning throughout between the different members of the staff team responsible for event delivery and for volunteers, respectively</li> <li>• Advertised opportunities more widely than previously including a wide range of third sector organisations</li> <li>• Work placement students helped devise and deliver training for the volunteers and designed a bag as part of volunteer ‘rewards’</li> <li>• A generic role description was prepared with volunteers each receiving an additional paragraph describing their personal role</li> <li>• Each day was divided into two sessions: volunteers could participate in different areas of the site and different activities during the Festival</li> </ul>

	<ul style="list-style-type: none"> <li>• Staff volunteers were partnered with event volunteers over the 2-days of the festival for continuity of support</li> <li>• Staff volunteers knew they were responsible for action in event of an emergency: event volunteers were given a mobile number to call if necessary to alert staff</li> <li>• Created a 'hub' - a physical base on the site as a welcome and help point - staffed continuously by at least one member of the staff team and open to volunteers throughout the event</li> <li>• Provided information for volunteers in advance by email, held training event in week before the Festival and gave personal briefing at the start of each day</li> <li>• Rotas included time for volunteers to experience the Festival</li> <li>• Information packs were distributed on both days including written material - rota for each day, maps, expectations of volunteers, contact lists - plus 'rewards' such as free refreshments, year-long discount at museum shops, cafes and restaurant, specially designed bags, chocolates, water</li> <li>• All volunteers identifiable by hi-vis vests, lanyards with information, indication as Welsh speaker</li> <li>• Decided not to hold a separate 'celebratory event' after the Festival but to focus recognition of event volunteers on the day with a follow up 'thank you' email: e.g. bags and contents, discount cards valid for a year, highlighting the role of volunteers on Facebook and Twitter feeds, session held at end of day 1 to check for any issues or feedback, verbal debrief session on the overall experience at end of day 2 with volunteer comments recorded by staff</li> </ul>
<p><b>Key outcomes</b></p>	<ul style="list-style-type: none"> <li>• Practical processes and approaches were amended to support people volunteering for short periods of time as against longer term and regular volunteers</li> <li>• 100% of the event volunteers went on to join the normal volunteering programme</li> <li>• The bag was popular as a 'reward', particularly amongst young female volunteers</li> <li>• Confirmed value of staff volunteers and event volunteers being managed together and the need for staff volunteers to receive the same information and briefings as event volunteers</li> <li>• Confirmed value of staff volunteers in providing coordination and support for event volunteers e.g. staff volunteers remain in a particular area of the site or a particular task throughout an event to provide continuity of support where event volunteers</li> </ul>

	<p>can circulate between different activities</p> <ul style="list-style-type: none"> <li>• Identified need for system to channel complaints from members of the public to either staff volunteers or the staff team</li> <li>• The timing of the event over a weekend and the fact it was free of charge appeared to affect the number of people, especially amongst existing regular volunteers, wanting to volunteer and also appeared to deter third sector organisations where staff would wish to accompany their clients</li> <li>• Two young event volunteers requested 'references' recording what they had done during the Festival to use in future</li> </ul>
<p><b>Plans/Issues for the future</b></p>	<ul style="list-style-type: none"> <li>• Risk assessment and a risk plan completed prior to the event to include identification of issues that could affect the volunteer experience</li> <li>• Develop distinct event evaluation process to capture and use feedback from event volunteers</li> <li>• Consider how the decision to charge or not for an event affects volunteer recruitment: free access to a ticketed event is a strong motivational factor for volunteers</li> <li>• Consider how people's motivation to volunteer is affected by the specific nature and timing of an event</li> <li>• Consider whether the motivation to volunteer could be increased by making people more aware of the museum as a charitable organisation and by making a more explicit link between the museum's charitable purpose and the content of the event e.g. links between a Food Festival and good nutrition, eco and green charities, food banks</li> <li>• Define more clearly for staff and staff volunteers what the event volunteers can be expected to do</li> <li>• Review how and when event volunteers are offered the opportunity to move between tasks and different aspects of the event on a case by case basis: to balance the needs and preferences of the individual with smooth delivery of the event</li> <li>• 'Recognition' in the sense of event volunteers receiving a record of personal achievements or evidence of time volunteered is not offered and a bilingual Volunteer Management Software is not available: the 'passport' and DMS piloted by other VSW YGC partners</li> <li>• The learning from the VSW YGC pilot will feed into feasibility studies commissioned for future large scale events at the museum</li> </ul>

## Disability Sport Wales

<p><b>Disability Sport Wales Pilot Project: The Event</b></p>	<p><b>Disability Sport Wales</b> is a development agency aiming to enhance the lives of disabled people through sport.</p> <p>Inclusive Futures Regional Event held at Llandarcy Academy of Sport on Friday 15 January 2015</p> <p>About 50 young volunteers have been involved in a series of events over the 18-month period of the Inclusive Futures project. About 50% have a learning disability.</p>
<p><b>Disability Sport Wales Pilot Project: The VSW Objectives</b></p>	<p>To enable volunteers to recognise and articulate skills and competences gained in relation to enhancing employability</p>
<p><b>VSW Volunteering Themes relevant to Disability Sport Wales objectives</b></p>	<p>Overarching VSW Volunteering Theme: appropriate management structure, policies and procedures and resources for volunteer involvement are in place e.g. volunteering policy in place setting out the organisation's commitments, expectations, roles and responsibilities and referring to other relevant documents such as: data protection; risk assessment; safeguarding procedures; health and safety; insurance</p> <p>VSW Theme 4    Recognition</p>
<p><b>Key Actions Pilot Project Objective 1:</b></p>	<ul style="list-style-type: none"> <li>• Developed the Inclusive Futures VSW pilot as a legacy event of the IPC European Athletics Championships held in Swansea in August 2014</li> <li>• Shifted emphasis of the event from 'celebratory' of the end of the Championships to an opportunity to develop an engagement tool designed specifically to engage with young disabled people, especially those with learning disabilities</li> <li>• Decision to focus on this engagement tool was prompted by observation that the formats of material aimed at encouraging young people to participate in sport tend not to be appropriate for people with learning difficulties and reporting formats provided by the funder</li> </ul>

	<p>e.g. did not differentiate between disabled and non-disabled people</p> <ul style="list-style-type: none"> <li>• Developed proposal in partnership with Sport Leaders UK awards and worked with Learning Disability Wales on the written and visual languages used in material related to the Inclusive Futures event: focus on 'easy read'</li> </ul>
<b>Key outcomes</b>	<ul style="list-style-type: none"> <li>• Easy read version of pre and post event surveys developed during a workshop with ROAR participants</li> <li>• Skills competency scorecard (also in easy read format) developed in conjunction with volunteers to facilitate reflection on skills developed through volunteering</li> <li>• Certificate produced to recognise volunteer hours, with the intention that it can be used to record hours volunteered at events in order that they count towards the Millennium Volunteers Award for young people</li> </ul>
<b>Plans/Issues for the future</b>	<ul style="list-style-type: none"> <li>• DSW intends to continue to roll out the skills competency scorecard to enable volunteer on a range of other projects to reflect on the skills they have gained</li> <li>• The event volunteering certificate will be offered to those who want it</li> <li>• DSW plan to continue their work with young volunteers, including disabled people and those with a learning disability, to increase access to volunteering, particularly as a route to employment.</li> </ul>

## The Outdoor Partnership

<b>The Outdoor Partnership Pilot Project: The Event</b>	<p>A first annual Outdoor Festival for disabled people in North West Wales, Autumn 2016, offering taster sessions in a number of adapted outdoor activities for disabled people and families and carers. The aim is to interest them in ongoing participation through local clubs, for general health and wellbeing and for employability.</p>
<b>The Outdoor Partnership Pilot Project: The VSW Objectives</b>	<p>To explore systems for improving communication and the management of volunteer data e.g. by tracking experience and qualifications and targeting communication</p> <p>To increase recruitment of disabled, women, young (under 25), unemployed and older people</p>

<p><b>VSW Volunteering Themes relevant to The Outdoor Partnership objectives</b></p>	<p>Overarching VSW Volunteering Theme: appropriate management structure, policies and procedures and resources for volunteer involvement are in place e.g. volunteering policy in place setting out the organisation's commitments, expectations, roles and responsibilities and referring to other relevant documents such as: data protection; risk assessment; safeguarding procedures; health and safety; insurance</p> <p>VSW Theme 1 Recruitment and Diversity VSW Theme 2 Management and Communication</p>
<p><b>Key Actions Pilot Project Objective 1:</b></p> <p>To explore systems for improving communication and the management of volunteer data</p>	<ul style="list-style-type: none"> <li>• TOP identified need for bilingual Welsh/English software management system to help with recruitment, retention and deployment of event volunteers</li> <li>• Standard data is already collected from volunteers at outset of project: analysed through Excel spreadsheets e.g. qualifications, languages, level of welsh language skills, age, employment status, NEETs, over 50s, ethnicity.</li> <li>• Evaluation and debrief system in place</li> <li>• VSW project design includes development and testing of bilingual Welsh/English software management system</li> <li>• TOP collaborates with WCVA to develop and test out new software through delivery and evaluation of the 2016 festival</li> <li>• Jointly identify private sector company to develop software</li> <li>• TOP team inputs to design of software and translates the English language version into Welsh</li> <li>• Initial small scale test run of software management system completed</li> </ul>
<p><b>Key outcomes</b></p>	<ul style="list-style-type: none"> <li>• Bilingual Welsh/English software management system designed and prototyped on small scale with young people: significant capacity, flexibility of use across small and large scale events, and potential for use in both event and other forms of volunteering</li> <li>• A 'two way' bilingual management system developed:</li> <li>• <u>Organisations</u> can advertise opportunities, input, monitor and interrogate data; recruit and manage deployment of volunteers</li> <li>• <u>Event volunteers</u> - potential and existing - can identify local and national volunteering opportunities; record their experience and skills gained through volunteering</li> <li>• 'The software has allowed us to collect more data than previously: for example you can register as a</li> </ul>

	<p>new volunteer, you can select from the opportunities listed; we can email our volunteers; and clubs can easily add the opportunities they have for people to volunteer... Our equal opportunity [monitoring] connects with the database software.'</p>
<p><b>Plans/Issues for the future</b></p>	<ul style="list-style-type: none"> <li>• TOP: further testing and refinement of prototype agreed with software developer for one year post VSW project at subsidised rate e.g. to test accessibility of system for different people - younger, older, those outside the 'normal' groups engaged with TOP and under-represented amongst users</li> <li>• Affordability of on-going use, particularly for smaller voluntary organisations in Wales, is a challenge</li> <li>• Exploration at national level of scope for the learning from prototyping and/or the specific software to be adopted in Wales to provide a comprehensive and consistent management tool and an accessible and adaptable resource for both event volunteering and general volunteering</li> <li>• Assessment at national level of potential of alignment of software system and data with other planning and monitoring systems in Wales: e.g. emergency and disaster planning</li> <li>• Extend the software system to include impact assessment e.g. to enable calculation of the monetary equivalent value of event volunteers in local and national economy. 'We estimate the monetary equivalent value of our volunteers as £1.7m p.a. based on a calculation of 3 hours a week volunteer time x 40 weeks a year at a commercial instructor rate of £18 per hour.'</li> </ul>
<p><b>Key Actions Pilot Project Objective 2:</b></p> <p>To increase recruitment of disabled, women, young (under 25), unemployed and older people</p>	<ul style="list-style-type: none"> <li>• Independent review, consultations and research had identified pre-VSW that participation in activities was low amongst people with disabilities and women and girls</li> <li>• Strategic approach developed after reflection on outcomes of research: e.g. 4% of existing volunteers self identify as disabled people; 100% of 50 clubs were willing to provide disability appropriate activities</li> <li>• Volunteer Manager job description includes responsibility to work with the wider team to assess volunteering needs in relation to inclusive outdoor activity provision</li> <li>• Planning for inclusive events is mainstreamed within the organisation and across roles</li> <li>• Collaborated with voluntary and statutory agencies already working for or with people in their target</li> </ul>

	<p>groups</p> <ul style="list-style-type: none"> <li>• 'Outdoor Festival' seen as one strand of an overall and on-going strategy: one way to reach and recruit underrepresented people</li> </ul>
<p><b>Key outcomes</b></p>	<ul style="list-style-type: none"> <li>• Outdoor Festival activities were designed to be 'open to all' for the first time: the sixth year of the Festival</li> <li>• Participants in the Festival come through collaboration with agencies working with and for disabled people e.g. Conwy Connect for Learning Disabilities and Disability Sports Wales as well as traditional member clubs</li> <li>• Disabled people's outdoor activity groups targeted to participate e.g. climbing for wheelchair users and the Celtic longboat-rowing club</li> </ul>
<p><b>Plans/Issues for the future</b></p>	<ul style="list-style-type: none"> <li>• On-going collaboration with disability agencies wishing to increase and sustain regular access to outdoor provision. Aim to set up regular participation for disabled people with their own peer group and in their own organisations</li> <li>• Use the software management system in the year following the VSW project to reach a wider range of people currently under-represented in the organisation's activities and volunteering and extend reach beyond clubs already in membership</li> </ul>

## Run4Wales

<p><b>Run4Wales Pilot Project: The Event</b></p>	<p>IAAF/Cardiff University World Half Marathon Championships, Cardiff, 26 March 2016</p>
<p><b>Run4Wales Pilot Project: The VSW Objectives</b></p>	<p>To improve volunteer engagement* through preparatory and follow up meetings for volunteers          * Volunteer engagement i.e. both the quality of volunteers' experience and their predisposition to future involvement</p>
<p><b>VSW Volunteering Themes relevant to Run4Wales objectives</b></p>	<p>Overarching VSW Volunteering Theme: appropriate management structure, policies and procedures and resources for volunteer involvement are in place e.g. volunteering policy in place setting out the organisation's commitments, expectations, roles and responsibilities and referring to other relevant documents such as: data protection; risk assessment; safeguarding procedures; health and safety; insurance</p> <p>VSW Theme 3 Training and Support          VSW Theme 5 Follow up and Referral</p>
<p><b>Key Actions Pilot Project Objective 1:</b>          To improve volunteer engagement through preparatory and follow up meetings for volunteers</p>	<ul style="list-style-type: none"> <li>•</li> <li>• Used the October 2015 Half Marathon event to trial processes to be used at the 2016 IAAF/CU World Half Marathon e.g. written role descriptions, use of briefing sheets at the briefing event and circulated by email, requesting volunteers to log in to an account on the R4W website</li> <li>• Volunteer Impact Volunteer Management Software captures repeat volunteers: timing of the 2016 event over Easter Bank Holiday affected the number of people volunteering</li> <li>• Drafted role descriptions for all seven event volunteer roles and posted them as downloadable documents to the website</li> <li>• Detailed briefing sheets given to volunteers, once they have been allocated a specific role by the Volunteer Manager, provide more detail about what they will be doing at the event</li> <li>• Potential volunteers for specialised volunteer roles, e.g. photographer, receive emailed information, submit CVs and/or meet the Volunteer Manager pre-selection</li> <li>• Five different training sessions covering different roles held to a common format over several evenings in the lead up to the event: general introduction relevant to all followed by role specific</li> </ul>

	<p>sessions</p> <ul style="list-style-type: none"> <li>• Separate briefings held by Cardiff University for their student volunteers</li> <li>• More informal and tailored session for specialised roles e.g. photographer</li> <li>• Briefings directly address issues affecting quality of volunteer experience: e.g. managing difficult situations, who to contact for support</li> <li>• Information lanyards given to volunteers include more comprehensive information e.g. 'what to do if...'</li> <li>• Survey sent to volunteers a few days after the event - a prize offered to encourage completion</li> <li>• Used notice boards so volunteers could feedback on day</li> <li>• Linked with Join In and The Big Thank You for a 'thank you' event a few weeks after the World Half Marathon</li> <li>• R4W wishes to create a 'volunteer academy' of active volunteers, whose skills are known and tested and who can be encouraged to volunteer again: the Extra Milers</li> <li>• Partnership agreement with Sports Leaders UK to explore the possibility of developing an award based event volunteering accreditation for use within the Third Sector and amongst volunteers seeking employment</li> <li>• Developed further the idea of a 'passport' which would record volunteer's skills and experiences and be recognised across organisations in Wales</li> <li>• R4W provides references for volunteers on request and confirms the number of hours and participation for the Millennium Volunteer scheme</li> </ul>
<p><b>Key outcomes</b></p>	<ul style="list-style-type: none"> <li>• A lot was learnt from trialling processes and approaches during the 2015 event before formal evaluation and use in the 2016 World Half Marathon</li> <li>• Potential volunteers can download a description of all roles available and indicate which roles they are interested in</li> <li>• The Volunteer Manager can use this information to allocate volunteers to all the roles needed to deliver the event</li> <li>• The English only Volunteer Management Software captures the range of information wanted by R4W and its funders and allows interrogation for evaluation and monitoring purposes</li> <li>• Development of accreditation and 'passport' remain at an early stage: challenges include the costs of linking with companies which can provide accredited training, and providing training relevant to the wide range of people volunteering for the</li> </ul>

	WHM
Plans/Issues for the future	<ul style="list-style-type: none"> <li>• Learning from the 2016 World Half Marathon will influence future events: e.g. feedback from volunteers, interrogation of the equalities and other information from the Volunteer Management Software</li> <li>• Briefing structures confirmed as model for future events</li> <li>• Past volunteers to be invited to take an active part in future briefings: to share their real life experience of volunteering</li> <li>• Role descriptions for 'Start / Finish Support' volunteers to be revised to clarify the exact nature of the role</li> <li>• Accreditation of volunteer experience and translating the ideas underpinning a 'passport' into a practical format are still considered relevant and valuable proposals</li> </ul>

## Urdd Gobaith Cymru

<p><b>Urdd Gobaith Cymru Pilot Project: The Event</b></p>	<p>Urdd Eisteddfod Flintshire 30th May - June 4th 2016</p>
<p><b>Urdd Gobaith Cymru Pilot Project: The Objectives</b></p>	<p>To improve recruitment by better defining volunteer roles and developing a targeted approach</p> <p>To explore how volunteer training can be developed and accredited</p>
<p><b>VSW Volunteering Themes relevant to Urdd Gobaith Cymru objectives:</b></p>	<p>Overarching VSW Volunteering Theme: appropriate management structure, policies and procedures and resources for volunteer involvement are in place e.g. volunteering policy in place setting out the organisation's commitments, expectations, roles and responsibilities and referring to other relevant documents such as: data protection; risk assessment; safeguarding procedures; health and safety; insurance</p> <p>VSW Theme 1 Recruitment and Diversity VSW Theme 3 Training and support</p>
<p><b>Key Actions Pilot Project Objective 1:</b></p> <p>To improve recruitment by better defining volunteer roles...</p> <p>... and developing a targeted approach</p>	<ul style="list-style-type: none"> <li>• Review of volunteer opportunities at the Urdd with the EVO</li> <li>• Identified the range of distinct event volunteer roles in addition to the traditional event volunteer role of 'steward'</li> <li>• Clarification of the skills and experience required of and offered to event volunteers</li> <li>• Define 7 additional distinct event volunteer roles</li> <li>• Role descriptions drafted</li> <li>• Role descriptions now include details of tasks, rewards for the volunteer and scheduling information</li> <li>• Potential volunteers are invited to self identify as disabled people for the first time</li> <li>• Review of the methods used to advertise opportunities</li> <li>• Conscious selection of new places and target groups to receive information e.g. collaboration with Flintshire County Council</li> <li>• More and better use of social media</li> <li>• Identified potential to increase number of disabled people volunteering by using the existing network of local disability groups and access groups which are already routinely consulted over access issues</li> <li>• Contacted networks and communities with fewer Welsh speakers in Flintshire: clarified that English</li> </ul>

	<p>speakers can be event volunteers</p> <ul style="list-style-type: none"> <li>• Collaboration with the Further Education sector to attract students as competitors and event volunteers</li> <li>• Reviewed branding and marketing material: what messages about inclusivity are being given to potential event volunteers by the images used?</li> </ul>
<p>Key outcomes</p>	<ul style="list-style-type: none"> <li>• Volunteers are better able to self-select roles</li> <li>• Clarification of roles has improved the Urdd's internal organisational planning</li> <li>• Flexibility about roles welcomed by volunteers</li> <li>• More continuity of involvement from young people 'post school'</li> <li>• Greater awareness internally of the extent to which the Urdd '<i>makes assumptions about what people know or believe about the Eisteddfod and the Urdd. This helps clarify how people can engage with us in future.</i>'</li> </ul>
<p>Plans/Issues for the future</p>	<ul style="list-style-type: none"> <li>• Adoption of bilingual volunteer management software as developed through VSW</li> <li>• Introduce equal opportunities monitoring of event volunteers to enable more strategic planning</li> <li>• Development of a strategy to engage with the deaf and disabled community</li> <li>• Consider use of images in publicity that reflect a wider diversity of volunteers and participants</li> <li>• Ensure learning from the pilot feeds into the 3-year advance planning cycle for future Urdd Eisteddfodau</li> <li>• Supplement role descriptions with information about the experience of volunteering with the Urdd and targeted information, for example, about volunteering for non-Welsh speakers, how the Urdd supports disabled people to volunteer</li> <li>• Post role descriptions to website</li> <li>• Promote a more inclusive 'story' about the Urdd: e.g. through visual images, case studies of volunteers from underrepresented groups</li> <li>• There was an increasing awareness, through the lifespan of the project of the need for counter terrorism measures including implications for the vetting of volunteers and for their training to cope with incidents</li> </ul>
<p>Key Actions Pilot Project Objective 2:  To explore how volunteer training can be developed and</p>	<ul style="list-style-type: none"> <li>• Challenges: lack of formal accreditation for volunteer training; ensuring Team Leaders pass consistent information to stewards; balancing the training needs of new volunteers with regular volunteers including an estimated 50% of Team Leaders</li> <li>• Clarified the purpose of seeking accreditation:</li> </ul>

<p>accredited</p>	<p>‘Accreditation attracts volunteers - recognition increases recruitment and might increase the interest of young people who are looking for jobs. Accreditation also recognises transferable skills and helps with the building up of a pool of people - experienced volunteers - who might be able to use those skills at other events e.g. the Welsh Show.’</p> <ul style="list-style-type: none"> <li>• Concept of an event volunteer ‘passport’ developed: ‘This would not be a formal accreditation but a way to register and recognise the hours worked, the skills developed and gained through event volunteering, the competencies and skills of volunteers and the individual achievements of volunteers. The passport would be a transferable document that could be used between different events.’</li> <li>• Fostered collaboration with the Further Education sector: new competitions with a vocational focus, piloted in 2015 and continued in 2016</li> </ul>
<p>Key outcomes</p>	<ul style="list-style-type: none"> <li>• Vocational competitions have begun to attract new categories of competitors e.g. younger people from sixth form colleges</li> <li>• Membership of the Urdd from the FE sector is increasing</li> <li>• Passport concept informs development of the Event Volunteers Skills Scorecard and Peer Assessment Scorecard</li> <li>• Recognition that accreditation is most relevant to volunteers who value a record of achievement to support them in applying for employment</li> <li>• Recognition that volunteers who are already in employment or retired could be mentors to other volunteers</li> <li>• EVO draws on the existing Urdd training programme to inform development of a best practice guide or ‘Toolkit’</li> </ul>
<p>Plans/Issues for the future</p>	<ul style="list-style-type: none"> <li>• Assess relevance to the Urdd of the Event Volunteers Skills Scorecard and Peer Assessment Scorecard</li> <li>• Consider whether the bilingual software management system piloted through VSW can enable:</li> <li>• Event volunteers to find new volunteering opportunities that match their skills and experience</li> <li>• Organisations to connect with people with relevant experience and appropriate skills in event volunteering</li> </ul>

## Voluntary Arts Wales

<p><b>Voluntary Arts Wales Pilot Project: The Event</b></p>	<p>The Welsh Mental Health Arts Festival 21-24 November 2016</p>
<p><b>Voluntary Arts Wales Pilot Project: The Objectives</b></p>	<p>To develop from the outset, methods in volunteer involvement which are informed by best practice, particularly in relation to inclusion and equal opportunities and portable to future events</p>
<p><b>VSW Volunteering Themes relevant to Voluntary Arts Wales objectives:</b></p>	<p>Overarching VSW Volunteering Theme: appropriate management structure, policies and procedures and resources for volunteer involvement are in place e.g. volunteering policy in place setting out the organisation's commitments, expectations, roles and responsibilities and referring to other relevant documents such as: data protection; risk assessment; safeguarding procedures; health and safety; insurance</p> <p>VSW Theme 1    Recruitment and Diversity  VSW Theme 2    Management and Communication  VSW Theme 3    Training and Support  VSW Theme 4    Recognition  VSW Theme 5    Follow up and Referral</p>
<p><b>Key Actions Pilot Project Objective:</b></p> <p>To develop from the outset, methods in volunteer involvement which are informed by best practice, particularly in relation to inclusion and equal opportunities</p>	<ul style="list-style-type: none"> <li>•</li> <li>• VAW took responsibility for management of all aspects of volunteering at MHAF, Disability Arts Cymru managed the programming and practical delivery of the Festival and the Festival was hosted by the Wales Millennium Centre</li> <li>• The timing of the event enabled learning from other VSW pilots to be integrated into MHAF planning</li> <li>• VAW drew on its substantial experience of working across the 5 VSW themes in planning involvement of volunteers</li> <li>• VAW combined their existing practice with learning from VSW partners and 'put on paper' systems which can be used in future event planning: e.g. on advertising for volunteers, on use of tools such as lanyards for information, volunteer profiles, induction packs, disability and mental health awareness briefing materials</li> <li>• A generic role description was drafted in Welsh and English with extensive yet concise information to help people decide whether to volunteer: this included the purpose of the role, what it involves and comprehensive answers to questions such as <i>"What will you get out of being</i></li> </ul>

*a volunteer at this event?"*

- The focus of the Festival was originally planned to be participative - with active input by volunteers into the creative activity - this changed due to funding so the Festival was performance based which meant the role of volunteers changed during the planning period
- Volunteers were recruited through the Volunteering Wales website, through existing contacts and direct approaches to agencies working with people affected by mental health issues
- Potential volunteers all contacted a VAW member with substantial experience of volunteering and mental health issues
- Information for volunteers made clear that disabled volunteers were welcome and would be actively supported
- Information for volunteers included practical ways to support and work with disabled people
- Designated Mental Health First Aiders were present during the Festival
- Two hour training and briefing for the different organisations involved in the event and for volunteers was held a week before the event and included mental health awareness
- Mental health and disability awareness briefing for the volunteers was done before each session during the Festival
- VAW designed a form to gather information in confidence about the circumstances of individual volunteers to improve their experience of volunteering or respond appropriately to any emergency affecting the volunteer
- VAW included a confidentiality statement making clear how information would be used/shared in the lead up to and during the Festival and disposed of post event
- Equal opportunities and other volunteer data was managed through Excel spreadsheets: no Volunteer Management Software is used as yet by VAW or Voluntary Arts UK
- Risk assessment of the venue from the perspective of the event volunteers was done pre-event
- Risk plan was prepared: to anticipate and plan for situations affecting volunteers that might arise during the Festival
- A volunteer 'hub' and a separate quiet room - for use by volunteers or members of the public attending the event - were available and

	<p>volunteers knew who on the staff team was their first point of contact with any questions or issues</p> <ul style="list-style-type: none"> <li>• The certificate developed through VSW was not used as volunteer motivation was overwhelmingly the particular nature of the event as against gaining skills or learning or other forms of recognition</li> <li>• VAW's overall organisational policy is that all volunteers receive expenses based on WCVA guidelines for travel to and from both training and the event</li> </ul>
<p><b>Key outcomes</b></p>	<ul style="list-style-type: none"> <li>• Significant learning about inclusive event volunteering and development of transferable methods and tools to support inclusive volunteering</li> <li>• Creation of an inclusive environment for volunteers living with mental health issues helps create a supportive environment which benefits everyone</li> <li>• <i>“What is hard to measure is the level of reassurance and comfort that the volunteers and related measures (such as the quiet room) provided. While there weren't any emergencies ... as organisers we felt much better having a small team of well-briefed volunteers in place, so that we could act quickly should they be needed. This kind of provision helps create a secure environment and reassurance for the whole event. And perhaps the supportive environment meant that people didn't feel distressed.”</i></li> </ul>
<p><b>Plans/Issues for the future</b></p>	<ul style="list-style-type: none"> <li>• VAW has experience of three initiatives which could be relevant to the legacy of VSW:</li> <li>• Spice Time Credits: <i>Spice Time Credit systems support people in giving their time to strengthen communities and to design and deliver better services. We believe that everybody has something to give that can make a difference in the place they live. Time Credits are a fantastic tool for encouraging people who may be new to volunteering. They also provide a system for organisations to work together to exchange their skills and resources.</i></li> <li>• Culture Guides: increasing access to creative cultural activities</li> <li>• <i>‘The project idea is to engage volunteers as “culture guides” to reach out and strengthen the access for social and cultural marginalised groups to arts and culture as a gateway to personal development and social inclusion. It is based on the concept of “cultural sustainability”</i></li> </ul>

*meaning that active citizenship, social inclusion and cultural cohesion will be promoted by “citizens help citizens” in a civil society context.’*

- The ‘What’s Next’ group for Wales: an informal networking group with three sub-groups in Wales : a potential forum to develop event volunteering amongst arts organisations as part of the Welsh Government’s interest in increasing access by people from deprived communities to the arts and culture
- Any shared recognition system for event volunteers would need to be flexible and appropriate to the aspirations and circumstances of individual volunteers and the many different types of events organised in the voluntary sector
- Should organisations wishing to involve event volunteers integrate this planning into their core activities rather than outsource it to an external organisation?
- Should best practice guidance include payment of travel expenses for event volunteers?

### 4.3 The voice of the volunteer: pre- and post-event survey analysis

The pre- and post-event surveys issued to volunteers taking part in the pilot projects included a number of standard questions, with some derived from the Spirit of 2012 Theory of Change, and were issued in both Welsh and English. Some partners added additional questions to the core questions. There were differences in how the partners used the surveys: different ways of distributing them to volunteers, variations in how the purpose of the survey was explained to volunteers, and how much support was given to complete them. This appears to have affected the rate of response from volunteers.

It is important to note that the sample size was small throughout, with the exception of the IAAF World Half Marathon delivered by Run4Wales. The analysis offers valuable insights into the attitudes and perspectives of the volunteers involved and the circumstances of each event. The *Volunteering Spirit Wales: Analysis of Volunteer Reach and Outcomes* report includes a full analysis of responses.

#### The scope of the pre-event survey

The first questionnaire included questions about volunteer's demographics; their previous experience of volunteering and propensity to do so again in the future; what they hoped to gain by volunteering; their general well-being and their opinions about disabled people. Responses to these questions provide insights about volunteer reach and their aspirations.

#### The scope of the post-event survey

The second questionnaire included questions about volunteers' experiences of the events, outcomes resulting from this and their propensity to volunteer again in future. The questionnaire also included the standard well-being being questions so that any changes in response to these can be assessed

#### The respondents

Table 1: responses	Pre-involvement survey: 1	Post-involvement survey: 2	Grand Total
Disability Sport	31	29	60
Outdoor Partnership	7	0	7
Run 4 Wales	108	220	328
Urdd	36	21	57
Voluntary Arts Wales	6	7	13
National Museum Wales	0	0	0
<i>Total for 6 Events</i>	<b>188</b>	<b>277</b>	<b>465</b>

In total, 188 volunteers responded to the first, pre-involvement survey (32 in Welsh and 156 in English) and 277 to the second, post involvement survey (19 in Welsh). The breakdown by organisation and survey is set out in table 1. The table highlights the predominance of responses from volunteers involved in the Run4Wales event to both surveys, which may impact on some of the aggregate findings as weightings were not applied.

### 4.3.1 Volunteer reach: pre-event survey

To gain insights about the types of people volunteering for the six partners, volunteers were asked about their previous volunteering experience and demographics.

#### Previous experience of volunteering

Across all the events reported, most volunteers had previously volunteered at a public event. Run4Wales attracted the highest proportion of people new to this type of volunteering with one in five never having volunteered at a public event before, whereas all the volunteers who fed back from The Outdoor Partnership had previously volunteered at this type of event: either 'volunteering now and then' or 'every month or week'.

Overall, the findings suggest that across the six events, a wide range of volunteers have been involved, including: those new to volunteering and/or volunteering at public events; people who had only previously volunteered now and then; frequent volunteers, and/or volunteers who had previously been involved in these types of public events. This mix of volunteers is likely to have contributed to the high proportion of volunteers who report having gained skills working as part of team.

#### Volunteer demographics

##### Age and gender

The events involved volunteers from across the age groups and from each gender. Although overall two in three volunteers were female, there was a greater tendency for the youngest and oldest volunteers to be male. When the proportions of volunteers from each age group are compared with the proportion of the Welsh population in each there is a significant over-representation of young adults (15-30 years) and an under-representation of both children (8-14 years) and older adults (aged 65+). This may in part reflect the targeting of specific groups by some events organisers and the exclusion of, for example, children/young people under a specific age by some events. The comparisons overall suggest that there should be further opportunity to engage more working age males and older adults from each gender in event volunteering, many of whom may be retired and have more disposable time than other groups.

##### Disability

Similarly some events, Disability Sport Wales and Voluntary Arts Wales particularly, attracted a high proportion of volunteers with disabilities. In both cases the partner organisations' specifically targeted disabled people. With one in four volunteers for these organisations reporting having a disability, the proportions are higher than would be expected from the population generally. However with just 9% of volunteers across all events reported having a disability, there should be more scope to increase participation by disabled people in event volunteering.

##### Ethnic background

Overall the six events attracted a diverse group of volunteers, one in eight of whom were from non-white ethnic backgrounds. At 13%, the proportion is much higher than the 4.4% of the population who report being from non-white backgrounds. Run4Wales attracted the highest proportion of volunteers from non-white backgrounds at 16%, with 14% of these being from Asian/South Asian backgrounds. This was for the most part due to some of the volunteer recruitment being done through partnership with Cardiff University. A very high proportion of these volunteers were overseas students, although Run4Wales own volunteer management software system identifies that its events overall attract a large number of volunteers of diverse, non-British nationality: this data is not available for the other partners. All of the volunteers at the Urdd and The Outdoor Partnership were from a white ethnic background. Overall across all events representation from

Black/African/Caribbean/Black UK people is low. There should be scope to increase recruitment of event volunteers from non-white ethnic backgrounds. Given the propensity of many of the VSW partners to recruit via word-of-mouth, and the relative success of this as a recruitment method, added to the Run4Wales experience, it suggests that working with a partner organisation (such as a university) for recruitment can help increase diversity.

### **Language**

The Urdd Eisteddfod attracted a very high proportion of first language Welsh speakers compared to the other partners, as might be expected given its specifically Welsh identity and character. Overall 17% of volunteers reported being first language Welsh speakers as against the 11% of residents (aged 3+) in the population who report being able to speak Welsh fluently.

The majority (84%) of TOP volunteers said they spoke Welsh either 'quite well', 'very well' or 'excellently'. Several volunteers for the Urdd mentioned practicing or learning Welsh as being an important outcome sought and gained from being involved in this event.

The first language of a relatively high proportion of volunteers was something other than English or Welsh. This is attributable to 14% of the volunteers of Run4Wales: the languages spoken included Chinese, French, Mandarin, Malay, Cantonese and Japanese.

### **Volunteer working status and education**

There are also differences in the working status of volunteers between the events with Disability Sport Wales volunteers mainly students and school children - their target group - compared with The Outdoor Partnership and Voluntary Arts Wales volunteers predominantly working or retired.

Similarly, there are differences in the educational attainment levels of volunteers between the events with the younger age of Disability Sport Wales volunteers being reflected in the relatively few who had yet attained a degree or postgraduate qualification. Other qualifications mentioned by volunteers were teaching/Certificate in education, City and Guilds, GNVQ, NVQ level 4, O Levels and professional qualifications. The findings indicate that Run4Wales and the Urdd Eisteddfod attracted a good cross section of people and that overall, the mix of events has engaged a wide range of people from across the social spectrum in event volunteering.

### **Volunteer aspirations**

To understand more about what volunteers wanted to gain from event volunteering, they were asked to pick and rank three outcomes from a list in order of importance to them.

'Supporting the cause' was a popular sought outcome picked by 70% of volunteers and was also ranked of highest importance to the volunteers. By contrast, while similarly popular, enjoyment/satisfaction was ranked to be less important. Although relatively few volunteers mentioned other sought outcomes, of those that did, these outcomes were very important to them. Examples included an opportunity to participate in an event (most popular amongst Run4Wales volunteers); to see how the events were run from the inside; to be part of something big, huge or national; an opportunity to contribute to promoting the place in which the events took place; and, to gain confidence.

Learning new skills and using existing skills were similarly popular, though amongst those that chose these, learning new skills was felt to be of more importance and whilst just one

in five respondents sought outcomes related to their confidence, this was also ranked to be of high importance to those that sought these outcomes.

### 4.3.2 Volunteer outcomes: post event

#### Realised outcomes

As in the pre-event survey, volunteers were asked to pick and rank three outcomes in order of importance to them, but this time focussing on the outcomes they had gained as a result of volunteering. The results show that 'supporting the cause' continued to be ranked as most important and a popular outcome for at least 70% of volunteers, suggesting that volunteers' aspirations were fulfilled in this respect. Enjoyment and satisfaction was also a very popular outcome gained by at least 77% of volunteers, and whilst this also indicates that original aspirations were fulfilled, this outcome also increased in importance to the volunteers, moving from 8th most important outcome to the 2nd most important outcome.

Outcomes associated with confidence were gained by over a quarter of volunteers. The importance ranking of this also increased from 4th to 3rd. Using existing skills - an outcome gained by at least 29% of volunteers - also increased in importance from being ranked 11th to 5th suggesting that the experience has increased the value placed on existing skills amongst the volunteers. This is also reflected in the high proportion of volunteers who reported outcomes gained in terms of feeling useful.

#### Skills development

Volunteers reported developing a wide range of skills: trying new things and working as part of a team being most widespread. Over 80% of volunteers reported gaining skills in getting things done, working with others and trying new things, demonstrating the increased capacity amongst them to support events of this kind in future. Although, fewer volunteers reported gaining problem solving skills than any other skills mentioned, two in three volunteers (65%) reported gaining these skills as a result of volunteering.

#### Wellbeing

Across the events over three quarters (78%) of volunteers reported having more positive thoughts and feelings as a result of being involved as event volunteers and over half (54%) of the young people involved in Disability Sport Wales indicated that they had done so a lot.

Volunteers across the pilot events tended to be slightly more satisfied with life and feel that things they do in life are worthwhile after their involvement as event volunteers, in comparison to the score that would be expected from a representative sample of the population. They are typically happier although they also report higher levels of anxiety than the population average.

The differences in average scores before and after involvement suggest that although there has been no significant change in overall satisfaction with life, volunteering in the events has had an impact on feelings that the things are worthwhile and volunteers' overall happiness, the average score for which has increased by 7%. However, anxiety levels also appear to have increased which may be the result of volunteers being challenged with new situations, new skills and or more responsibilities.

#### Attitudes & opinions

Volunteers were asked about the impact of their volunteering on their views about disabled people and volunteering. The findings suggest that opinions have become slightly more polarised with slightly more volunteers reporting they think there is both a lot of prejudice

and no prejudice after the events than before being involved. This has coincided with a reduction in the proportion reporting that they didn't know which suggests that event volunteering may have helped volunteers to form or crystallise opinions. Views on the extent to which disabled people can lead a full life also changed due to event volunteering, with more volunteers reporting that disabled people can lead as full a life as non-disabled people after their involvement.

Volunteers were also asked about their views of disabled people prior to their involvement. Their responses indicate that on the whole volunteers had either a positive or very positive view with only one respondent reporting their views as being negative. The majority indicated no significant difference in their view post-involvement.

### **Opinions about volunteering and society**

Volunteers were also asked about how volunteering had impacted on their other views. The majority of volunteers felt that they had a stake in society, that their experience of volunteering had prepared them for the workplace and that people can take action to improve their communities.

### **Volunteers' experiences of the process of event volunteering**

The scores provided by volunteers averaged in excess of 7 out of 10 satisfaction ranking for every aspect - from applying to volunteer, to follow up afterwards - with the pilot partners. Filling in the application forms and joining the projects were rated very highly, as were working with everyone, getting emails and talking with leaders. On the whole volunteers also rated being thanked, being praised or recognised for their contributions very highly. Having more information about future volunteering was lowest ranked, though still given over 7 out of 10 satisfaction ranking. The findings suggest that volunteers had very positive experiences.

### **Longer-term impacts**

Whilst there are clear variations between the events, overall, well over a third of all volunteers reported getting more involved in their local communities and just under a third report starting another volunteer opportunity. These findings suggest that there will be longer-term impacts in terms of increased community cohesion and volunteer value as a result of the Volunteering Spirit Wales programme.

The longer term value of the VSW programme and volunteer satisfaction levels are also evident in the higher proportion of volunteers who reported that they would volunteer for the organisation again in the future after being involved than beforehand.

### **4.3.3 Overall**

Overall the analysis findings highlight the broad reach of the VSW programme in terms of the types of people volunteering for the events and the outcomes these people have secured as a result. They indicate that longer-term impacts may be expected, realised as a result of the increased capacity, capability and propensity for those involved to volunteer for these types of event again in future.

The format of the surveys provides a useful template for event organisers wishing to understand more about the motivations and aspirations of people volunteering at their events. This range of information, if collected consistently by event organisers in Wales, could also contribute to broader understanding of the value of event volunteering to the individual and provide information to feed into all-Wales/ UK wide monitoring of the impact and effectiveness of event volunteering. The feasibility of this approach would depend on availability of funding to do this work, plus coordination across the sector.

### **The content of the surveys: The Spirit of 2012**

The Spirit of 2012 was an 'active' funder: in other words as an agency Spirit was directly interested in the outcomes of the VSW project as a source of information and evidence for its own Theory of Change. Members of the Spirit team attended some partner meetings and were aware of progress throughout the project. There was clear alignment between the Spirit Theory of Change, VSW aims and the objectives of the pilot projects around wellbeing, perceptions of disability and volunteering as a contributor to greater social cohesion and understanding.

The point at which the Theory of Change and the project most directly overlapped was in the pre- and post-event surveys. WCVA and the partners were asked to include specific questions in the surveys, using identical wording, from the Spirit Framework of Themes and Indicators. Two of the partners had worked with the Spirit of 2012 Trust previously and were familiar with the framework. Spirit derived the wording of the questions from existing questions used by statutory agencies including the Office of National Statistics. The rationale for this was to gather information in formats that would be acceptable and convincing to government.

Some partners reported concern about the content of the questions and the way they were expressed: the terminology and tone of voice. They were felt by some volunteers to be intrusive and probing on issues that were both personal and sensitive, particularly as all the volunteers surveyed were involved in for a relatively short time in the events. Feedback from some partners mentioned the reluctance or refusal of volunteers to answer these questions. Future changes might be considered, though not to the scope of the surveys or the use of wordings derived from nationally recognised sources. These changes might include:

- An agreed form of words to be used alongside the survey templates to explain the purpose and value of the surveys and the rationale for the choice of questions. This could be useful for both event organisers and the volunteers Guidance on ways to introduce the surveys verbally to volunteers, if done on a face-to-face basis
- Greater clarity about confidentiality: how the information will be used, by whom, and whether to be retained or disposed of
- Future surveys - whether of event volunteers or event organisers - could seek to align with existing Welsh Government and UK monitoring systems

### **4.4 Stakeholders**

Before drafting the formal application to Spirit of 2012, WCVA approached a number of national and local agencies in Wales to identify others with an interest in events and event volunteering and to consult on the focus and possible structure of a project. All the agencies approached were already involved in some way in events and volunteering, though to varying degrees and for different reasons. This section outlines the motivations and expectations of the stakeholders at the outset of VSW, notes particular concerns or interests amongst stakeholders that might be addressed in whole or part through the VSW project; and summarises outcomes of their involvement. The agencies discussed below are:

- Arts Council of Wales
- Cardiff Metropolitan University: Events Management Department
- Flintshire County Volunteer Centre: member of the CVC national network in Wales
- Sport Wales

- Tenovus Cancer Care
- Welsh Government Major Events Unit

### **Motivations and expectations of organisations at the outset of VSW**

**Arts Council of Wales** recognised the role of the volunteer in the arts and that volunteers - in events and more generally - were likely to become more important in future:

*‘ACW recognises that the amateur and voluntary sector is absolutely integral for a thriving arts scene. Volunteers play an incredibly important part across the professional sector and, arguably, many organisations and clients would find it hard to operate at the level that they do without their support. There are volunteers working in arts centres, alongside producing companies, with community arts programmes and, of course, the majority of festival ‘staff’ work on a voluntary unpaid basis. This will undoubtedly continue, and volunteers are likely to become an even more important part of the arts infrastructure going forward, in times of increasing financial hardship.’*

The ACW *Inspire* strategy describes ‘the voluntary arts’ as often being how people ‘get their first serious experience of the arts’ suggesting their role in widening participation in the arts and increasing inclusion. However at the same time general and event volunteering was acknowledged as not being central to ACW priorities; there was no relevant data collection by ACW; or a requirement of funded organisations to provide data on their inclusion of volunteers in events or other activity.

The Arts Council of Wales does not have a specific events strategy in place. Sport Wales (see below) also does not have an events strategy: both agencies collaborate and co-invest in events in Wales with the Major Events Unit. *Inspire* states that the Arts Council has ‘begun to look more strategically at our presence across the arts on the world stage in Biennales, Festivals and Showcases and what they can yield for artists, organisations and companies.’ ACW collaborates with the British Council to support Wales Arts International. ACW has also collaborated with Creative and Cultural Skills to produce ‘A Best Practice Guide to Apprenticeships, Internships and Volunteering.’ This was written to accompany ACW training for Revenue Funded Organisations.

Although there was less clear alignment between ACW current priorities and practice and the objectives of VSW, interest was expressed in the learning emerging from the project.

### **Cardiff Metropolitan University Department for Tourism Hospitality and Events**

CMU delivers the BA (Hons) Events Management degree course, noting the substantial economic impact of events: *‘the UK events sector currently contributes £40 billion to the UK economy, with this figure predicted to increase into the future.’* Contact had already been made between the Welsh Government’s Major Events Unit (see below) and the course Programme Manager. There was a close alignment with the proposed focus of the VSW bid: students were regularly seeking event volunteer opportunities and work placements; course interest in researching best practice in event management; and ability to contribute specialist expertise, including outcome and impact monitoring.

**County voluntary councils (CVCs) and volunteer centres (VCs)** with WCVA are a network of support organisations across Wales that help people who are inspired to make a positive difference to their communities. They work with charities, voluntary and community groups, social enterprises, trustees and individual volunteers. WCVA works at a national level, while CVCs/VCs work at a local level. At a practical level CVCs were interested in accessing more information and guidance about events and volunteering in order to

'signpost' organisations approaching them for advice and to enable CVC staff to focus on a growing demand to support vulnerable, or otherwise 'hard to place' people, into volunteering. VSW clearly aligned with their interests in improving service delivery and opening more opportunities to participate in society to a wider range of people who might otherwise be excluded.

**Sport Wales** saw investment of public funds in community-based activity as a parallel priority to investment in 'elite sport' / professional activity. Sport Wales regular surveys monitoring participation had recorded a drop in the number of people volunteering: they did not know why this was happening as the surveys collect only quantitative data. VSW was attractive because volunteering was considered an important, and growing, focus for their work. In addition there was interest in investigating the role of event volunteering as a possible mechanism to encourage increased on-going volunteering: '*...event volunteering has been a growing market since the Olympics - it's defined time wise and people like events BUT we also want regular ongoing volunteering so if a person is introduced to volunteering via an 'event' how do we get them to become an ongoing volunteer?*'

Sport Wales had recently allocated specific responsibility for sport volunteering to a member of staff for the first time and had defined three key principles to underpin its sports volunteering strategy. These 'Give to Gain' principles aligned well with the aims of VSW:

- Volunteers know exactly what is expected of them.
- Volunteers are supported, developed and valued.
- The mutual benefits of volunteering are understood by individuals and organisations

**Tenovus Cancer Care** involves volunteers in a variety of events including many challenge events; running, cycling and treks as well as fundraising dinners and concerts. Events volunteering, including recruitment of volunteers, is overseen by a Volunteer Manager (VM) as part of their wider volunteering strategy. The management of volunteers on the day of an event is done by members of the events team, with the role of the VM being to support these colleagues but not necessarily to be there in person on the day. Many of the events volunteers are drawn from a pool of regular Tenovus volunteers.

As a VSW stakeholder the main outputs Tenovus were interested to see were:

- Best practise in direct marketing, attraction and engagement methods, to recruit event volunteers
- What does best practice for event volunteer management look like, and how does it differ from best practice in managing regular volunteers
- Development of resources and tools which will be useful to staff in the event team who are not volunteering specialists

**The Welsh Government** launched the first events strategy for Wales in 2010: '*Event Wales: A Major Events Strategy For Wales 2010 - 2020.*' The purpose and scope of the strategy is clearly defined. Its aim is stated as 'the development and exploitation of a portfolio of events designed to achieve positive outcomes for Wales in improving the wellbeing of its people. Supported events should 'run with the grain' of our communities, making connections with the needs and aspirations of the people of Wales in the twenty first century. That will mean assimilating the best of our cultural heritage and traditions in a vibrant, contemporary outlook balanced with the need to support the innovative, the experimental and the quirky.'

The strategy identifies and defines four types of events as the focus for Welsh Government investment: Major Events; Signature Events; Mega Events; and Growth Events. It also recognises that there are hundreds of small events and festivals, which make a valuable contribution to local communities and local economies across Wales. They are not the focus of the strategy because ‘they are unlikely to have wider economic and socio-cultural impact at an all-Wales level.’ Conferences, exhibitions and trade fairs are also valuable, but outside the scope of the strategy: ‘Typically, these commercial events are unlikely to make a significant contribution to the delivery of the wider economic, social and cultural objectives of the strategy.’

The Major Events Unit is charged to ‘strengthen Wales’ position as an events destination’: it works within a clear policy framework set by the Events Strategy and uses an impact assessment methodology to monitor the economic and social impacts of investment in events. MEU operates as a time-limited strategic investor, not as a recurring grant giving body or sponsor. The financial support that it provides cannot be used to substitute for core funding provided by other public bodies, such as the Arts Council of Wales, Sport Wales and the Welsh Language Board.

VSW aligned clearly with the objectives of the Events Strategy, for example, in engaging with events that were already funded by the MEU or had potential to become ‘Growth Events’. These are defined as: ‘...smaller events, often new, with a footprint and focus that is regional, local or sector led and which demonstrate the ambition and potential to evolve and grow to become Major or Signature Events for Wales. These events can also act as milestones in growing the capacity, experience and credibility of destination Wales, acting as a necessary precursor to the hosting of targeted major events. These will be considered for support. An important dimension of this ‘added value investment’ is in creating and nurturing home grown events, thereby supporting efforts to build a strong and sustainable events industry in Wales. Examples include the Cardiff Half Marathon.’

VSW’s focus on skills development, accreditation and routes into employment also aligned with the Welsh Government’s focus on building a strong Welsh skills base of knowledge and experience, considered to be critical in development of a ‘sustainable events industry’ delivering a ‘compelling events portfolio’.

### **Rationale for stakeholder interest: issues and questions**

At the outset stakeholders identified a wide range of issues and questions that underpinned their interest in VSW. These included:

- Lack of a central ‘hub’ or online source of information profiling events in Wales and identifying event volunteering opportunities or work placements: the connectivity between Event Scotland and Volunteer Scotland was cited as a possible model
- No agreed best practice quality standard in place to support organisations wishing to involve volunteers in events equivalent to the Investing in Volunteers Quality Standard
- No all-Wales resource for voluntary agencies, event organisers and others to source and share best practice information on event delivery or event volunteering
- No standard way for event volunteers to evaluate their experience
- Lack of effective networks - both within the voluntary sector and cross sector - to

share knowledge and information about event volunteering

- Wanting a clear definition of the term 'event volunteer' and to better understand the cross sector transferability of event volunteering best practice
- How to build 'progression ladders' from event volunteering into work?
- How to validate or accredit the experience gained by volunteers so that it is recognised by employers, including the events industry?
- How best to recognise the variety of outcomes different people are looking for when they volunteer at an event?
- Could funders encourage the projects and organisations they fund to create event-volunteering opportunities?
- Could funders support funded organisations to improve monitoring and analysis of outputs, outcomes and impact of investment in event volunteering?
- What methods or systems would enable people with experience in event volunteering to be encouraged to commit to general volunteering
- Concern about the lack of connectivity in the voluntary sector and the hope that VSW might create a 'national approach' to event volunteering
- Interest in creating an accessible 'pool' or register of people with skills and experience in event volunteering

### **Benefits of stakeholder involvement**

**The way VSW was structured and managed by WCVA increased awareness of the practical value of networking both between stakeholders and between stakeholders and the voluntary sector partners involved**

The primary role of stakeholders during the delivery of VSW was to share experience and learning and reflect on progress and challenges via the regular cycle of meetings with partners. *'The Steering Group meetings are valuable in providing a community of good practice in event volunteering.'* VSW benefitted from bringing the expertise of stakeholders from different sectors together, for example, into the sub-group set up to consider the development of event volunteer bilingual software. However VSW highlighted there are some gaps in strategic networking within the sector. For example, Sport Wales had links with UK wide networks in their own sector, and worked closely with national charities outside their own sector, though it did not have a similar relationship with the Arts Council of Wales.

**Stakeholders with differing interests all recognise the utility and value to future development of event volunteering of the Welsh/English language bilingual volunteer management system developed through VSW**

Reasons given for this included the attractiveness of the bilingual capacity of the software; the potential for greater consistency and sharing of a common software system; the scope to better monitor and evidence the outcomes and impact of investment in events and event volunteering by both event organisers and funders. One stakeholder, in response to reported concerns about affordability for smaller organisations, noted difficulty in the past of trying to negotiate a single licence for software use across local authorities in Wales and

suggested a multi-tier approach, where smaller organisations access the software through an agreement negotiated at national level.

### **The Wellbeing of Future Generations (Wales) Act 2015 is felt to offer a clear focus for ongoing strategic thinking and planning about events and event volunteering**

Some stakeholders are named agencies in the Act and already use the Well-being Goals:

*'The Act is being seen as an opportunity to highlight the wider, i.e. beyond sport specific, benefits of Welsh Government investment in the agency and in sport. Clear evidence is being collated from other projects, for example, of well-being, health and confidence building impacts of participation in sport. There may be a focus on mental health benefits arising from social interaction and increased activity. There is also a shift to a focus on outcomes as well as outputs. It is recognised that the social value of an interaction can be greater than the specific 'sport' benefits. Some examples are already recorded e.g. of reductions in medical expenditure through sports participation.'*

### **Stakeholders were important in encouraging and supporting the dissemination of learning from VSW during the project and helped raise the profile of VSW cross sector**

For example:

- Cardiff Met University Event Management Conference - VSW findings were presented to the conference, focusing on the application of the project's learning for those teaching Event Management and organising event volunteering placements for students
- Partners/stakeholders involvement in chairing consultations held in Cardiff and Rhyl in November, for dissemination and discussion with the wider sector

### **Learning gained through VSW was recognised as having implications for practice beyond the voluntary sector and immediate stakeholders**

The experience of involving stakeholders in VSW suggests there may be scope for a more systematic and strategic approach to networking between national agencies. Participation in VSW highlighted some differences in approach - of both policy and practice - to events and event volunteering between arts and sport funding agencies in Wales. This variance may possibly have an influence on how learning from the project informs organisational practice, expands the range of opportunities available to people in Wales, and the quality of volunteer experience.

The variance appears to be rooted in different conceptions of the value and purpose of financial investment in cultural activity within communities and at a professional level:

*'Volunteers are more important in sport as community sport relies on volunteers. The sports world tends to see sport as a 'pathway', embracing the volunteer and community based activity as all part of the same spectrum of activity as the 'excellent' and high performing athletes. Athletes, officials, volunteers: volunteers are naturally seen as an integral part of sport, which may not be the case with arts organisations.'*

## 5 Achieving the aims of Volunteering Spirit Wales

Volunteering Spirit Wales set out to explore ways to improve the professionalism of standards of volunteer involvement in events in Wales and to ensure that volunteers at future events in Wales also had positive and worthwhile experiences. The project had four specific aims, which underpinned the design and delivery of the project. This section reflects on the four aims, drawing on evidence gathered through the evaluation process.

### Aim 1 Improve practice in the involvement of volunteers at public events

- VSW has evidenced that events and event volunteering are a significant and growing strand in the work of the voluntary sector in Wales: the project has helped define the differences between event volunteering and other models of volunteering so that best practice guidance can be tailored to reflect, for example, differences in people's motivation and how best to recruit, reward and retain people who get involved in volunteering through events.
- VSW enabled six organisations operating in different social and geographic contexts and of varying size and purpose to reflect on how they work with event volunteers and test out new approaches in a supportive environment. This has produced replicable and practical learning relevant to voluntary organisations wishing to involve volunteers in events. All partners valued the opportunity and all changed their practice because of VSW.
- VSW's emphasis on testing practical approaches and ways of working through action research pilot projects has worked well. It has evidenced the range of current practice amongst organisations in the voluntary sector, including the extent of inconsistency and the tendency to develop practice in events in isolation from others in the sector. However through the pilots VSW has established principles of best practice that build on and align with the well-established Investing in Volunteers Quality Standard. VSW has shown that those principles can be consistently applied by organisations of significantly different scale, location, resources and purpose.
- VSW has encouraged more strategic thinking about the ways in which investment in events can help deliver core charitable objectives. This may be event volunteers acting as advocates during the event, and afterwards in the wider community, to raise awareness amongst people who attend events of the issues the sector is championing. It may involve organisations designing events specifically to engage people as active participants, not just passive consumers, in constructive activity - whether the focus is on physical activity, mental health and well being, or exploring the arts, Welsh and other cultural heritages - so that people may be prompted to become more active in their communities.
- The experience of VSW suggests that investment in events may open up new income streams for some voluntary organisations. This may be feasible where charged for events can generate surplus income to be reinvested in the work of the charity; and where a voluntary organisation can offer expertise and services in managing events for others on a consultancy basis.
- One of the project's outstanding achievements is the development of a fully bilingual

Welsh-English online volunteer management system. This has the potential to contribute to all of the project's aims: improved practice; widened access; improved experience for volunteers; lasting benefits to volunteers and communities; and effective networks of communication and collaboration.

- WCVA has identified, documented and already begun to disseminate significant transferable learning from VSW. Learning from the pilots has been translated into practical and accessible resources: online Toolkit, case studies, peer mentor scorecard, easy read scorecard and so on. VSW leaves a substantial legacy of learning to support on-going improvement in practice across the sector.

## **Aim 2 Widen access to event volunteering, to include a broad diversity of volunteers**

- VSW confirms that the sector needs to reach beyond existing volunteers and supporters as the primary source of event volunteers. It has begun to support strategic and practical ways for organisations to engage people who are currently under-represented amongst event volunteers.
- VSW shows that event volunteering offers an alternative model of volunteering: short term and occasional. This model of event volunteering is attractive to people who may not be able to commit large amounts of time over long periods to volunteering, yet nonetheless want to get involved in activity that benefits them personally and 'gives back' to their community. Event volunteering seems to resonate with the practice in everyday Welsh culture of 'helpu mas' / 'helping out'.
- Early feedback suggests the online volunteer management software will be particularly useful in enabling recruitment of a wider reach of people, rather than just those with whom there is contact face-to-face.
- The demographic profile of the volunteers involved in VSW suggests that events may be an effective way of engaging people in volunteering outside 65+ groups. Initial feedback also suggests that event volunteering offers a step on the progression ladder into general volunteering.
- There is increased awareness of the value and need for regular equalities and diversity monitoring to better understand the volunteer profile and enable strategic planning by organisations to increase engagement of under-represented groups. The experience of VSW suggests scope to increase recruitment of event volunteers from non-white backgrounds and disabled people, as well as working age men and older adult men and women.

## **Aim 3 Improve the experience and maximise lasting benefits for volunteers and communities**

- People involved as volunteers in the pilot projects reported a high level of satisfaction with the way in which organisations recruited, supported and managed volunteers. The learning and practical resources developed through VSW and disseminated through WCVA should embed these organisational approaches and have an on-going positive effect on the quality of volunteer experience.
- VSW suggests event volunteering has positive effects on the attitudes and beliefs of the people volunteering including their perceptions of disability, increased levels of

personal well-being and in their feelings about the role people can play in their communities. The majority of volunteers reported that their involvement in event volunteering had made them feel they had a stake in society, that their experience of volunteering had prepared them for the workplace and that people can take action to improve their communities.

- Overall, well over a third of all volunteers reported getting more involved in their local communities and just under a third report starting another volunteer opportunity. These findings suggest that there will be longer-term impacts in terms of increased community cohesion and volunteer value as a result of Volunteering Spirit Wales.
- The online volunteer management software, at a Wales-wide level, has the potential to widen recruitment and enhance the communication, tracking and recognition of volunteers, not only in events but also for volunteer involving organisations generally. This kind of software can also help the individual volunteers to track their own experience and qualifications to encourage progression and potentially enhance employment prospects.
- VSW trialled new ways of recognising and recording the achievements of event volunteers. Practical resources have been developed and disseminated, in hard copy and online, to enable individual volunteers to recognise and record skills developed through volunteering. A particular achievement is the leading role played by people with learning difficulties in analysis of competencies and skills and design of the 'Your Skills' easy read scorecard.
- VSW explored the concept of a 'passport': to record volunteer's skills and experiences and be recognised across organisations in Wales so that volunteers to could evidence their skills and experience, whether to employers or other event organisers, and allow organisations to identify volunteers with particular skills. This appears feasible through the online volunteer management software and could have other benefits, for instance, to identify people with transferable skills for disaster or emergency planning.
- VSW has explored ways to formally accredit the volunteer experience though this has proved more challenging: as VSW ends no clear pathway to accredit the skills gained through event volunteering is identified.

#### **Aim 4 Build networks of communication and collaboration involving volunteer centres, event organisers, academic institutions and volunteers**

- The way that WCVA led and designed the project, built in networking and sharing of information and encouraged collaboration as fundamental to the entire project: through inclusion of multiple stakeholder agencies from the voluntary and other sectors, including the Welsh Government. This has laid the foundations for future cross sector and inter-sector collaboration post-VSW.
- VSW has demonstrated that this collaborative and networked way of working delivers mutual benefit and added value. In its simplest form this approach prevents wasteful 'reinvention of wheels'. However it can also help ensure the 'maximum bang for the public buck': it fosters and normalises the realisation that partnership working and resource sharing helps everyone achieve more than operating in

isolation.

- VSW has demonstrated the overlap between the agenda of different sectors in Wales for example, voluntary, wider third sector, educational, social and cultural funding agencies. The outcomes of VSW suggest that further collaboration could be productive for everyone. The Well-Being of Future Generations (Wales) Act 2015 appears to provide a useful framework for this development.
- A joined up all-Wales digital platform has the advantage of data sharing, where permissions are agreed, to enable targeted marketing of follow-up opportunities and also produces a rich data source for monitoring and evaluation of the outcomes and impact of volunteering and event volunteering. A joined up all-Wales platform could follow the Spirit of 2012 practice of alignment with standard indicators and measures used at national and UK level to evidence economic, social, cultural and environmental outcomes from investment, for example using the Event Impact tool developed by Welsh Government.
- WCVA and CVCs are committed to developing a shared digital Customer Relationship Management (CRM) system to support the infrastructure in Wales. It is timely that VSW has shown the opportunities for developing bilingual digital support for volunteering and event volunteering: to meet the needs for wider recruitment and improved brokerage and promote consistent digital ways of managing and supporting volunteers within organisations; and enable prospective volunteers to find opportunities in their locality and across Wales that allow them to contribute to their communities and develop their skills, well-being and life prospects.

## **6 Maintaining Momentum: Recommendations**

The outcomes of Volunteering Spirit Wales raise questions about how best to embed and sustain the learning gained and relationships established through its delivery, especially given the current economic climate.

- How best to use existing networks to share learning and develop strategy?
- How best to progress practical mechanisms, notably the bilingual volunteer management system, as an affordable and effective resource for organisations of varying sizes across Wales?

There appear to be three priorities to maintain momentum:

### **1 Create the all-Wales shared digital system**

Develop the fully bilingual Welsh-English online volunteer management system: to improve the professionalism of standards of volunteer involvement in events in Wales and to ensure that volunteers at future events in Wales have positive and worthwhile experiences.

### **2 Share the learning**

Publicise and disseminate the ToolKit and agree how to maintain it as an up to date source of best practice guidance.

### **3 Embed networking and collaboration**

Ensure that networking and collaboration continues within the voluntary sector and cross-sector about event volunteering: to share good practice and to identify where collaboration is going to help deliver better outcomes for everyone involved, including volunteers and wider society. This seems most feasible if event volunteering is embedded as an issue within existing networks and structures such as Gofod3 and WCVA is empowered to continue its leadership role, championing event volunteering as a significant strand of policy and practice.

## 7 Appendices

### Appendix 1: Policy Context behind VSW

In 2011 WCVA published the paper *Volunteering and Citizen Involvement in Wales: Looking to the future*. The paper was written by WCVA in consultation with the Wales Volunteering Policy Network; the WCVA Board; Volunteer Centres in Wales; County Voluntary Councils in Wales and others. It showed that traditional, regular volunteering was in many cases giving way to demand for newer expressions, including one-off, episodic and online volunteering. At the WCVA Volunteering Conference in 2011 *Trends in Volunteering* a panel of young people advocated events volunteering as an attractive option to fit volunteering into busy lifestyles.

This paper later informed the development of the Welsh Government *Volunteering Policy: Supporting Communities Changing Lives*. The VSW project was developed to contribute to the aims of the Welsh Government Volunteering Policy. These are:

- To improve access to volunteering for people of all ages and from all sectors of society
- To support efforts to ensure that unnecessary barriers do not deter people from volunteering and make it easier for people to participate
- To encourage the more effective involvement of volunteers, including through appropriate training
- To raise the status and improve the image of volunteering

Four Welsh Government policy themes underpinned the Volunteering Policy and informed the shaping of the VSW project: Sustainable Development, Welsh Language, Equality and Diversity and Tackling Poverty.

The *Well-being of Future Generations (Wales) Act 2015* was a significant factor in planning the VSW project: in its emphasis, for example, on collaboration inter-sector and cross-sector and in its core aim to improve the economic, social, environmental and cultural well-being across Wales by working to achieve seven Well-being goals. These Goals are:

- A prosperous Wales
- A resilient Wales
- A healthier Wales
- A more equal Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh language
- A globally responsible Wales

The Act requires public bodies - such as local authorities, health boards and organisations like the Arts Council and Sport Wales - in each local authority area to put long-term sustainability at the forefront of their thinking, and work with each other along with other relevant organisations, such as sector groups, and the public to prevent and tackle problems.

## **Appendix 2: Further information on stakeholder consultation whilst developing the VSW project**

This process involved collaboration with existing contacts, such as GwirVol contacts in sports organisations and Urdd Gobaith Cymru, and also developed new contacts in a number of agencies in Wales with an interest in events and event volunteering. These included Arts Council of Wales, Voluntary Arts Wales, University Event Management departments, and Run4Wales, the organisers of volunteering at the Cardiff University/Cardiff Half Marathon and lead organisation for delivery of the World Half Marathon Championships, Cardiff, 2016.

In preparing the bid for Spirit of 2012 funding WCVA also consulted with colleagues in Ireland (Volunteer Now) and Scotland (Volunteer Scotland) who have organised volunteering at large scale events, to learn from their experience.

These conversations revealed considerable enthusiasm for the principles of the VSW project and also many possible synergies with existing developments aimed at improving the 'professionalism' of events and their value to volunteers. A preliminary meeting of interested partners was held in November 2014 to discuss the project in more detail and to gauge where there was potential for creative co-working. The group identified three forthcoming events all planned to take place within the timescale of the project and different in their purpose, size, and location, where there would be scope for practical involvement of event volunteers and opportunities for learning through pilot projects addressing different aspects of event volunteering practice.

In Dec 2014, WCVA was awarded a grant by Spirit of 2012 £179,398 to lead delivery of the VSW project.

## **Appendix 3: Issues in event volunteering, identified by WCVA through initial scoping work prior to the start of VSW.**

- No general source of good practice guidance on the effective involvement of volunteers in events is available to organisations wishing to develop and deliver events
- Many organisations in Wales have considerable expertise in running their own events, and involving volunteers, but by and large this experience is not shared externally. Sector networks also develop expertise and guidance, which remains specific to that network
- There is little opportunity for organisers of one type of event to learn from those involved in a different context, as to how they have, for example, recruited, prepared, supported, recognised and followed up with their volunteers
- Some organisers of large events such as sporting championships do appoint experienced people (paid or voluntary) to manage volunteers: in some other events, including large scale events, the management of volunteers was not of the same standard. Typically, planning for event volunteering was considered too late in the planning process and was insufficiently resourced
- Organisers of local events may contact the local volunteer centre for advice, or even ask the volunteer centre to recruit and support volunteers for their event. The lack

of nationally available information and resources to support this reduces opportunities for personal development and for community building, in line with the ethos and purpose of volunteer centres

- There was scope to improve practice, even in well-managed events, in relation to diversity and inclusion, recognition of volunteer achievement and in the follow up and referral of volunteers to future opportunities for volunteering
- No obvious channels of communication exist between professional event organisers, academic institutions teaching event management, and the volunteering infrastructure which supports and promotes good practice in volunteering

## Appendix 4: Evaluation Methodology

This section goes into further detail on the ten elements of the evaluation framework.

### (i) Online Wales-wide VSW Baseline Voluntary Sector 2015 survey:

WCVA had included questions on events and event volunteering in the regular annual survey of the voluntary sector in Wales. This survey was sent to 7,481 organisations in Wales in January 2015. There were 526 responses, of which 172 responses (33 percent) indicated that the organisation ran public events using volunteers. To this list, the six partner organisations were added where they had not responded to the earlier survey, leading to 177 organisations being sent the VSW Baseline Survey.

The questionnaire was developed by WCVA in June 2015, based on discussions with the six partner organisations and Spirit of 2012. The survey was loaded onto Survey Monkey and the sample contacted by email in July 2015. Reminder emails were sent weekly and the survey closed at the end of July. There were 56 valid responses, giving a 32 percent response rate. The responses were downloaded into Excel and validated. Any responses that held no data at all were excluded and if responses were unclear, the contact was telephoned for clarification.

The aim of the Baseline Survey was to establish practice across the voluntary sector in Wales in events management and events volunteering pre-delivery of the VSW project. The findings were also shared with VSW participants to inform development of the VSW project as well as provide a baseline for future comparative purposes. The evaluator referenced the responses of the six partners to the Baseline Survey in framing the series of structured interviews with each partner, to identify change over the period of the VSW project.

### (ii) Online Wales-wide Voluntary Sector 2020 Impact survey

It was proposed that WCVA should issue a second survey five years after the Baseline Survey to gather evidence of practice amongst the 177 baseline organisations post dissemination of learning from VSW. Some of the responses to the Baseline Survey show potential for use as indicators of change including:

- Increased number of organisations with role descriptions
- Increased monitoring of equalities information
- Increased prevalence of different recognition and reward activities
- Increased proportion of organisations having sought support from WCVA/CVCs

- Increased use of databases, excel or specific volunteer management software.

It was acknowledged that whether a second survey was feasible would depend on future priorities and availability of resources, as financial provision was not included in the VSW budget funded by Spirit of 2012.

### **(iii) Pre-event and post-event surveys of volunteers in the six partner events**

The aim of the surveys was to gather knowledge and evidence of the individual volunteer experience at two points in their volunteer 'journey': at the start of their involvement with the partner pilot project and once their volunteering was complete. These surveys also included questions from the Spirit of 2012 evaluation framework addressing Spirit 'Themes' of well-being, disability - challenging perception, engaging volunteers, and volunteers - enhanced skills.

Each partner agreed to invite all event volunteers in their pilot project to participate in both surveys. Surveys were to be distributed by the organisation when individual volunteers joined the pilot project and at the point the volunteer left the event or the event ended. Foresight WCVA prepared the survey formats in consultation with the partners: partners were to integrate both surveys into their normal recruitment and management practice.

### **(iv) Equalities and Diversity Monitoring of volunteers**

It was agreed partners would collect demographic and other information about the event volunteers for analysis, aligned with Spirit of 2012's demographic categories for gender, disability, ethnicity & age.

### **(v) Tailored evaluations of the six pilot projects**

The EVO in consultation with VSW's external evaluator was to prepare an evaluation of each pilot project as each was completed. This would monitor and evidence progress and identify learning material from each pilot project and assess the impact of their pilot project on their overall event and their management of event volunteers.

### **(vi) Partner self-evaluations of their overall event**

Partners were asked to evaluate their pilot project event to provide a source of additional learning material and encourage reflection on organisational practice.

### **(vii) Structured interviews with partners in person and by telephone**

The evaluator carried out a series of three structured interviews with each partner to monitor and record the progress of each pilot project: an inception interview at the start of the VSW project, a pre-event interview and a post-event interview once the pilot project was complete and the partner had completed their own evaluation and received feedback from the volunteers involved. This material was to inform the final evaluation. The evaluator also shared learning and observations drawn from the interviews during the roll out of the VSW project to stimulate reflection and comment amongst participants on progress, both of the pilots and the VSW project overall.

### **(viii) Structured interviews with stakeholders in person and by telephone**

The evaluator was to conduct a series of three structured interviews with each stakeholder

to monitor and record their observations and experience during the roll out of the VSW project and their view on learning gained through the pilot projects. This was to be used both in the formal evaluation of the VSW project and to feedback ideas and observations to the partners, stakeholders and WCVA whilst the VSW project was underway. The three interviews were scheduled at the beginning, an agreed midway point and at the close of the VSW project.

#### **(ix) Facilitated group conversations**

Group conversations, facilitated by the evaluator and/or EVO during partner meetings, were agreed to promote reflection and sharing of experience amongst partners, stakeholders and the WCVA team. These conversations were also an opportunity to gather information for the evaluation.

#### **(x) Collection and analysis of print/online material relevant to VSW YGC**

The evaluator reviewed websites, publications, photographs/images and other print/online material, such as policy documents, mission statements, individual volunteer case studies, presentations and so on produced by the partners, stakeholders and WCVA. This both enabled assessment of the baseline position, for example, the situation within partner organisations prior to the pilot projects, and to assess change during the VSW project.

### **Appendix 5: The VSW Volunteering Themes and Indicators**

#### **The overarching VSW Volunteering Theme**

Appropriate management structure, policies and procedures and resources for volunteer involvement are in place e.g. volunteering policy in place setting out the organisation's commitments, expectations, roles and responsibilities and referring to other relevant documents such as: data protection; risk assessment; safeguarding procedures; health and safety; insurance.

#### **VSW Volunteering Theme 1: Recruitment and Diversity**

Indicator 1.1 Volunteer roles are clearly defined e.g. written role description identifying essential requirements of the volunteer

Indicator 1.2 Information about opportunities is widely circulated e.g. through various channels of recruitment; recruitment messages are inclusive.

Indicator 1.3 Clear information is available for prospective volunteers e.g. information about what is expected, including the recruitment and selection procedure

Indicator 1.4 Proactive measures to increase diversity e.g. equal opportunities monitoring; analysis and use of data to widen diversity

Indicator 1.5 Ability to accommodate different needs and abilities e.g. adapting roles, flexibility about requirements

Indicator 1.6 Fair and consistent recruitment procedures e.g. process consistently applied [may include application form, interview, references, DBS]

## **VSW Volunteering Theme 2: Management and Communication**

### Indicator 2.1

Volunteers are kept informed at every stage e.g. shift planning system in place; data management and communications systems catering for digital and non digital users in place; data protection guidelines observed

## **VSW Volunteering Theme 3: Training and Support**

Indicator 3.1 Volunteers have all the information they need to perform their role e.g. briefing or induction in place; introductions to key people take place.

Indicator 3.2 Volunteers know how to handle difficult issues and how inappropriate behaviour will be handled e.g. problem solving/complaints procedures in place; boundaries of roles are made clear; equal opportunities policy and safeguarding policy are in place

Indicator 3.3 Volunteers are well supported e.g. volunteers know who to contact; support systems are in place and varying support needs are catered for; volunteers have the opportunity to give feedback

## **VSW Volunteering Theme 4: Recognition**

Indicator 4.1 Volunteers are valued for their contribution e.g. thank you letters or tokens of appreciation are given; publicity recognises volunteers' contribution; volunteers can input their own suggestions / influence how things are done.

Indicator 4.2 Volunteers have a record of their achievements e.g. provision of certificate or record of skills demonstrated during the volunteering experience.

## **VSW Volunteering Theme 5: Follow up and referral**

Indicator 5.1 Volunteers are encouraged to continue with further volunteering, training or employment e.g. information about future opportunities is given

Indicator 5.2 Feedback is obtained from volunteers after the event e.g. survey, debriefing session