

# Volunteer



## Sports Volunteer Strategy



# Contents

<b>Introduction</b>	<b>3</b>
<b>Background</b>	
Setting the scene	5
Leeds Economy	7
<b>Strategic context</b>	<b>8</b>
<b>Development and delivery</b>	<b>9</b>
<b>Consultation</b>	<b>12</b>
<b>SWOT Analysis</b>	
Training and development	14
Equality and diversity	14
Promotion of learning and training opportunities	17
Funding and finance	17
<b>Delivery plan objectives</b>	<b>18</b>
Recruit and deploy	20
Retention	20
Recognition and reward	20
Training and development	21
Management and support	21
Consultation and partnerships	21
<b>Strategic delivery</b>	<b>22</b>
<b>Support</b>	<b>23</b>

“Wherever a man turns he can find someone who needs him.”

Albert Schweitzer

“Volunteers are love in motion.”

Anon



Leeds City Council's Sport and Active Recreation Service is committed to increasing sporting participation amongst the people of Leeds in line with both local and national targets.

Targets relate to the aims of increasing participation in sport across all ages as reflected within the Department for Culture, Media and Sport Business Plan 2011 – 2015, the 'Leeds Taking the Lead' strategy and the Sport and Active Recreation Service Plan.

An essential element in achieving this aim is to ensure that Leeds can provide the required number of participation opportunities to enable this increase in sporting activity. By far the largest number of sporting opportunities within the city are provided by voluntary sports clubs and therefore capacity for participation is in the

support for sporting volunteers. As a result, the service has identified the need to develop a strategic approach to both supporting and increasing volunteering in sport.

The aim of this strategy document is to identify and communicate a comprehensive and achievable approach to developing voluntary sector sports provision across the city. The strategy has been developed through consultation with a range of partner agencies across the city who specialise in recruiting and deploying volunteers in sport.

**The Compact Code of Good Practice on Volunteering**, published in 2005, contains a short definition of volunteering, It states that volunteering is...

“...an activity that involves spending time, unpaid, doing something that aims to benefit the environment or individuals or groups other than (or in addition to) close relatives.”

This document contains clear objectives along with the actions needed to promote, increase and support the number of volunteers in our sports clubs and organisations.

## Setting the scene

With a population of 787,700 people (Office for National Statistics Mid-year Population Estimates), Leeds is the second largest metropolitan district in England. The gender breakdown is,

- 388,700 males
- 399,000 females

There are almost 78,000 people from Black Minority Ethnic communities living in Leeds, accounting for 10.8% of the total resident population. This proportion is broadly comparable with the Core Cities of Bristol (12%), Liverpool (8%), Newcastle (9%), and Sheffield (11%) but is considerably less than Nottingham (19%), Manchester (25%) and Birmingham (34%).

- almost 1/3rd of the city's Black Minority Ethnic population reside in just three of the electoral wards in the inner city centre area. Within these wards the Black Minority Ethnic population accounts for between 30 to 40% of the population
- with just over 15,000 people the Pakistani community is the largest "defined" Black Minority Ethnic community in the city, and over 1/4 of the Pakistani population live in one ward of the city and the Bangladeshi community is concentrated in these three electoral wards;
- 55% of the city's Black-Caribbean community resides within the same three areas.
- The Indices of Deprivation is the Government's assessment of deprivation within communities. This subdivides the country into geographic areas. In total England is made up of 32,482 Lower Super Output Areas, with 476 of these making up Leeds. The Indices creates a score and a rank for each Lower Super Output Area in England where a rank of '1' indicates the most deprived in the country and a rank of '32,482' the least deprived. Leeds' most deprived Super Output Area is ranked 114 on the index of multiple deprivation.

Further education colleges provide opportunities for students in full and part-time education, a network of specialist sport colleges and School Sport Partnerships have delivered major opportunities for young people both as part of the curriculum and through school and club links. Performance in terms of these areas are illustrated below:

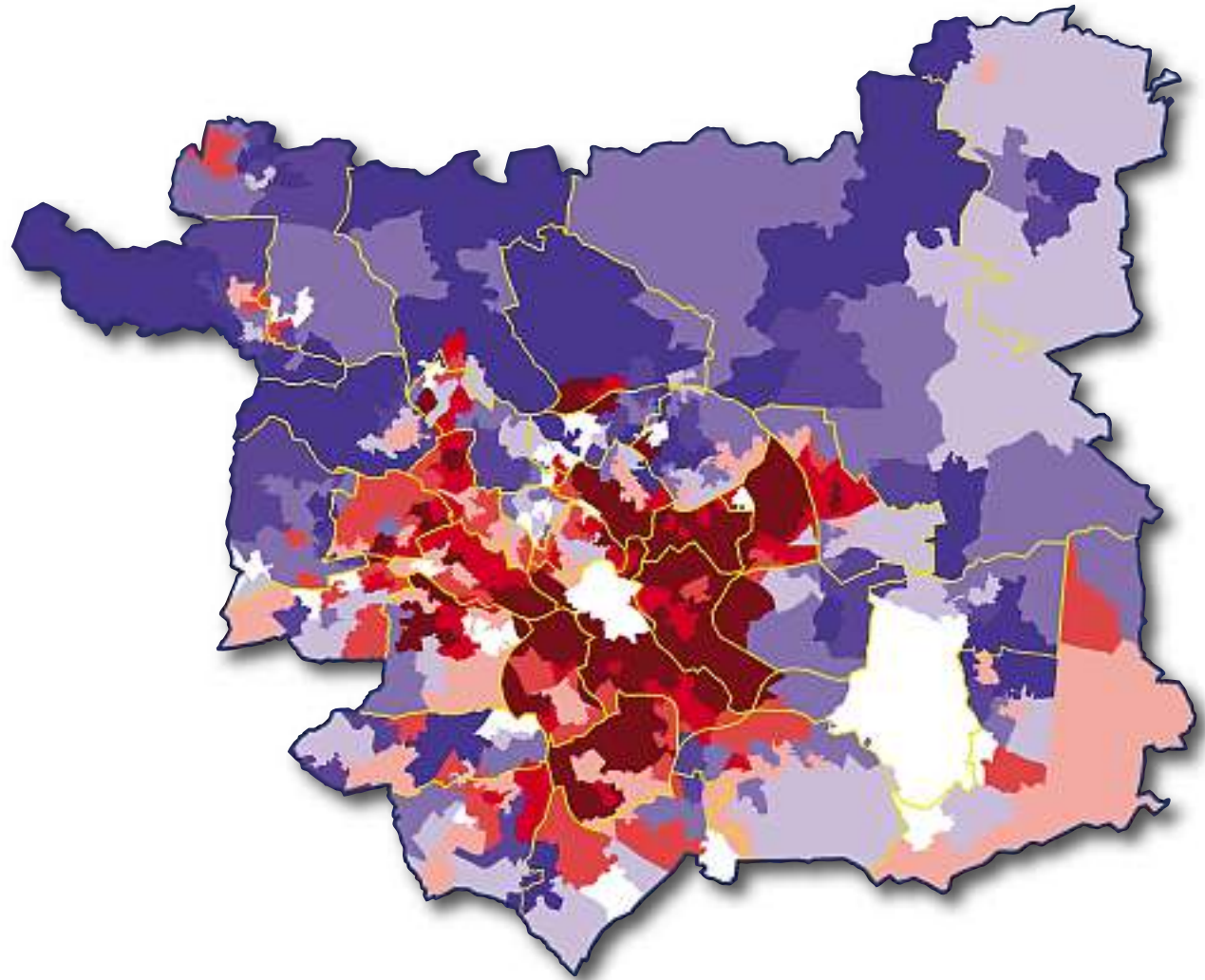
Performance Indicator	Baseline	Current	Target
Participation of children in sport (percentage of 5 – 16 year olds in school sports partnerships engaged in two hours a week minimum on high quality PE and school sport within and beyond the curriculum).	63% 2004 (academic year 2003 – 2004 Sept - July).	91% 2008 (academic year 2007 – 2008).	90% by 2012 Taking the Lead.

**Leeds boasts approx 800 sports clubs and organisations and volunteers are pivotal to the running of these. The value of volunteers in sport in Leeds is estimated at £39.5 million per annum. Volunteering in sport is estimated to be worth £48 Billion in England and Wales and 26% of all volunteering in the country takes place in sport and recreation.**



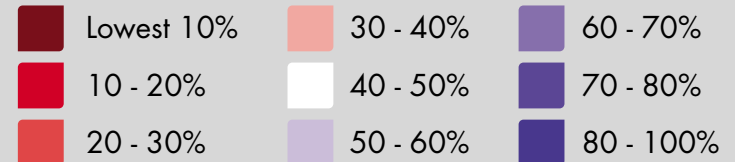
## An analysis of the Index of Multiple Deprivation (IMD) 2010 shows that Leeds now has:

- 25 Super Output Areas (5.3%) in the most deprived 3% on the national scale (covering an approximate population of 40,600);
- 92 Super Output Areas (19.3%) in the most deprived 10% on the national scale (covering an approximate population of 150,000);
- 136 Super Output Areas (28.6%) in the most deprived 20% on the national scale (covering an approximate population of 225,600);
- The most deprived Super Output Areas in the city is ranked 114 on the national scale (Spencer Place, Bankside Street, Shepherds Lane);
- The least deprived is ranked 32,105 (Cookridge, Moseley Woods);
- Gipton & Harehills is the only ward with 100% of its Super Output Areas ranked in the most deprived 20%;
- 9 wards have 50% or more of their Super Output Areas ranked in the most deprived 20%, deprivation in the city is illustrated right:



### Key

Electoral Ward Boundaries



## Leeds' economy

- The city has the most diverse economy in the UK
- Leeds has a GVA of £15.4bn
- Around a third of GVA is generated by the financial & business services sectors.
- Leeds has a total of 380,300 or 69.2% of its people in employment.
- Leeds has a total of 36,600 or 8.8% of its people not in employment.

Leeds Metropolitan District spans 15 miles east to west and 13 miles north to south, covering 217 square miles of which 65% is greenbelt land. This means that Leeds is able to support a number of grass based sports including football, cricket and rugby. Leeds is surrounded by an extensive suburban and rural area containing free-standing towns such as Wetherby, Rothwell, Morley, Pudsey and Otley who each support a wide range of traditional sports which operate from a number of communal clubhouse facilities.



“Nobody can do everything, but everyone can do something.”  
Anon

**Leeds is a major employment centre for adjacent districts. Out of a total workforce in West Yorkshire of 936,000, nearly half (that's 442,000 people) work in Leeds.**

Service industries as a whole account for over 80% of total employment, including the city's largest employers: Leeds City Council (33,000); Leeds Teaching Hospital NHS Trust (14,000); and in the private sector companies such as ASDA, Yorkshire Bank, Ventura (all with their HQ's here); Barclays, Natwest, HSBC and TSB Lloyds Banks, British Gas and BT (all with their regional offices in Leeds).

Among the core cities in the country, Leeds has the highest adult participation (26.5%) in

Sport and Active Recreation yet achieves top quartile efficiency in spend per head (£2.52).

There are major problems with the quality of many facilities in both the public and voluntary sectors. The voluntary sector additionally faces major issues with the demands being placed on an ageing volunteer workforce.

There are major differences in volunteer participation levels dependant on gender, social class, disability, geographical location and sporting pastime.

Within the most socio- economically deprived areas of the city (which are indicated in dark

red on the map on page 5) the majority of sporting opportunities are provided by men's adult football teams and boys junior rugby league clubs. Most of these clubs play their games on pitches which they lease from the local authority. A number of these football clubs do contain junior sides and attract a percentage of girls.

The outer areas of the city (which are indicated in blue on the map) contain greater numbers of rugby union and cricket teams as well as football and often host large junior teams. These teams most often play on their own facilities or privately owned land and premises leased by town or parish councils.





“The smallest act of kindness is worth more than the grandest intention.”

Oscar Wilde

These facilities tend to house a number of sports clubs including bowls and tennis and often have a strong community and social focus and a foundation in town or parish history.

The demographic groups within the inner city have traditionally been made up of transient and immigrant communities and therefore these areas do not have a strong history of sport as a community focus or a history of volunteering. This has resulted in a smaller and less resourceful volunteer workforce than the outer areas.

Socio-economic disadvantage often results in individuals struggling to identify the sufficient free time to support community sports clubs. Lower educational levels and higher rates of

unemployment also mean that those that are willing to volunteer do not always have the necessary personal and professional resources.

The inner city clubs within the most deprived areas often struggle to attract volunteers from other areas of the city as a result of the negative reputation of some communities and fear of crime.

The clubs in the outer, more affluent areas of the city tend to attract volunteers with a wide range of technical and professional skills and access to resources. These clubs often reflect this in a more professional volunteering structure identifying and recruiting specialist volunteers to carry out specific roles.

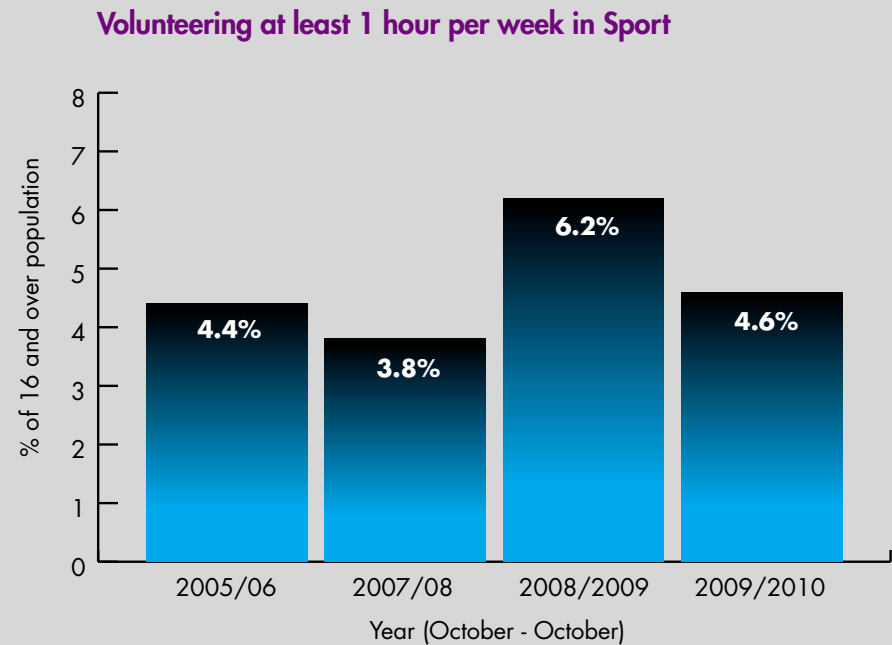
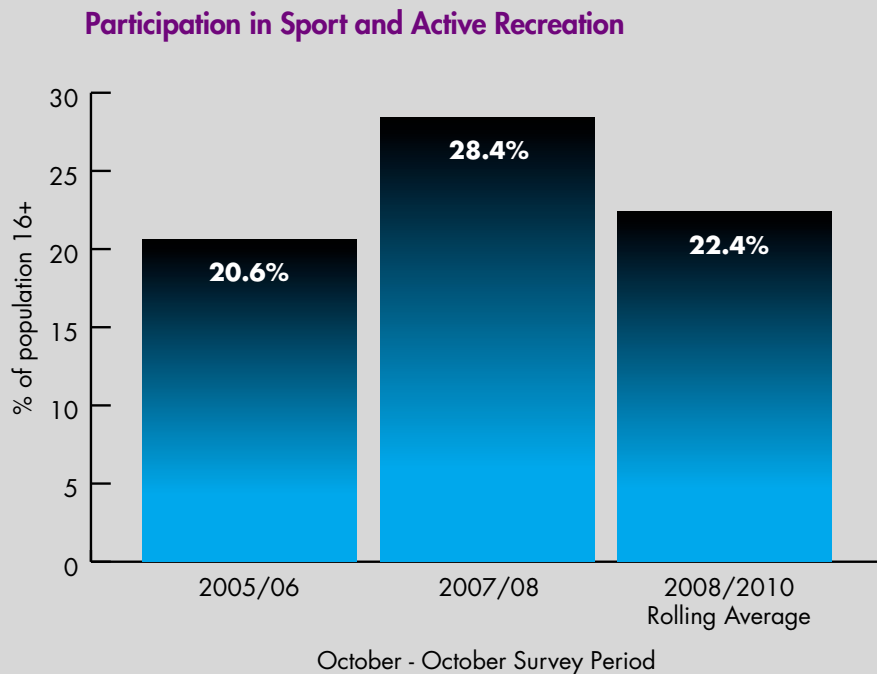
Although external funding is often targeted at supporting community sports clubs in deprived areas, the lack of suitably skilled volunteers means that clubs are not able to take advantage of this. However, sports clubs within the outer more affluent areas can often use their volunteers to access greater parish or community funding and support as well as sponsorship and donations. Practical skills and in kind contributions such as accountancy, building works, fund raising and architectural design tend to be greater in the more affluent areas of the city than within the more deprived areas.

As a result of these differences, the approach taken to recruiting and retaining volunteers differs dependant on the nature of the club and its needs.

The Sport Volunteer Strategy has been developed to effectively reflect and respond to the aims of the following local, national and regional strategies:

- **Taking The Lead – A strategy for sport and active recreation in Leeds has as one of its aims Investing in people and places.**
- **West Yorkshire Sport – Workforce Development Plan 2007 - 2010**
- **County Sports Network**
- **West Yorkshire Equity Standard**
- **National Association for Voluntary and Community Action**
- **Sport England – Grow , Sustain, Excel and Active People Survey**

Within Leeds the following participation and volunteering levels have been achieved in sport and active recreation according to the results of the Sport England Active People Survey:



Sport England will continue to play a key role in delivering the sporting elements of the Department of Culture Media and Sport's strategic intent. 'Grow, Excel and Sustain' is Sport England's strategy to deliver improved sporting outcomes.

Key focus of the strategy is upon:

## Grow

One million people taking part in more sport. More children and young people taking part in five hours of PE and sport a week. These targets account for 15% of investment.

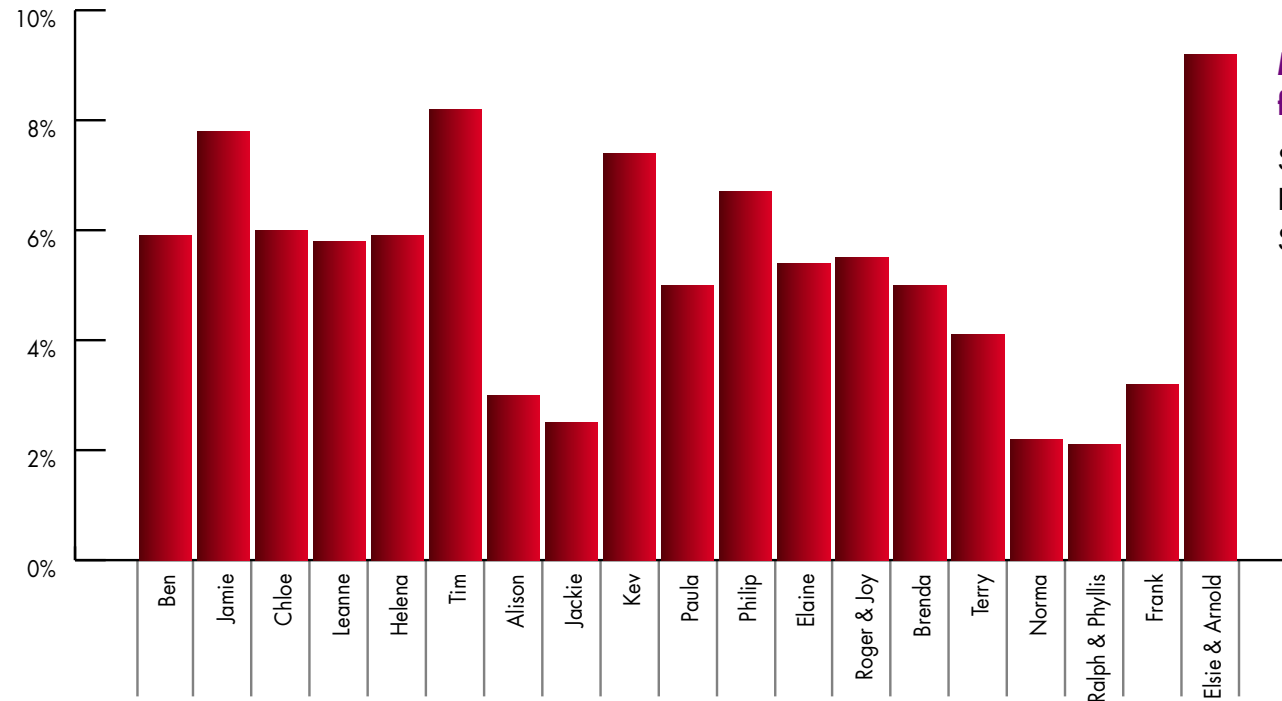
## Sustain

More people satisfied with their sporting experience. 25% fewer 16-18 year olds dropping out of at least nine sports - badminton, basketball, football, hockey, gymnastics, netball, rugby league, rugby union tennis. These targets account for 60% of investment.

## Excel

Improved talent development in at least 25 sports. This target accounts for 25% of our investment.

Sport England provides the key measure of adult participation through its 'Active People Survey'. They have also profiled the people within Leeds to give indicative sporting segments. These profile segments are illustrated below:



Market Segmentation Profiles for Leeds LA.

Source: Sport England Active People Market Segmentation, Sept 2007, Experian

The development and delivery mechanisms established in order to achieve the relevant targets contained in the documents listed above are identified as part of the overarching aims of the strategy for Leeds. The key strategic objectives which underpin the strategy for Volunteers in Sport are as follows.

### Promoting the Value of Volunteering for individuals, and organisations

Greater media coverage of the work of volunteers and the value of volunteering . Increasing the number of organisations who encourage volunteering amongst their individuals and identifying the benefits of creating opportunities for volunteers.

### Publicising the opportunities to volunteer in sport

Establishing up to date list of a wide range of volunteering opportunities in sport and ensuring effective promotion of volunteering opportunities. Creation of easily accessible recruitment procedures for volunteers.

### Increasing the number of motivated and well skilled volunteers

Volunteer development planning to ensure that the current and future skills of the volunteers and opportunities for volunteering are understood. This is critical to ensuring that the sector has world class volunteers who are fit to deliver the % p.a. increase in participation.

### Supporting and developing volunteers

Accurately establishing a detailed understanding of the needs of volunteers in order for Leeds to have well motivated and highly skilled workforce of volunteers that will drive the development of sport during the next decade. Supporting and advising voluntary sports sector in how best to recruit, retain and value volunteers.

It is therefore essential that Leeds has a strategic plan in place which clearly highlights and articulates how the sector's volunteer development needs will be addressed to ensure that as part of the single system for sport, the volunteers are fit for purpose to accommodate the increased demand generated by the delivery of the 1%p.a. increase in sporting participation across the city .



“I've seen and met angels wearing the disguise of ordinary people living ordinary lives.”

Tracy Chapman

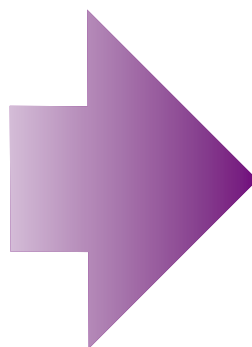
## Consultation

This strategy has been developed in consultation with partners from the sectors illustrated in the table below;

Coaching and Officiating Groups	Voluntary coaches and officials
Voluntary Sector	National Governing Bodies, voluntary and community sector clubs
Education	PE Teaching, Partnership Development Managers, Local Education Authorities, School Sport Coordinators, Primary Link Teachers, Higher Education and Further Education

As part of this consultation these sectors identified their strategic and delivery objectives relevant to their sector and occupations. These are as follows;

Sub Sector/ Occupations
Coaching and Officiating
Voluntary Sector
Education



1. Identify the ongoing training and development needs.
2. Work with the funding partners to ensure there are resources to meet current and future needs and shortages.
3. To promote training and learning opportunities and to increase the number of volunteers gaining qualifications.
4. To identify the ongoing human resource needs of the sector.
5. To provide the opportunity and support for all individuals to enter and progress.
6. To increase the awareness of equality and diversity across the sector.
7. To increase the capacity of clubs to incorporate volunteers.
8. To create volunteering programmes based on good practice to ensure volunteering retention.

According to a Sport England study, 5.8 million volunteers in sport in England contribute 1.2 billion hours annually. (Taylor et al., 2003). "Thus sport is an extremely significant area of volunteering, both in the number of volunteers and the time contributed. A second reason for focussing on sports volunteering is that it helps to generate a significant number of individual and social benefits, not least because it is an important means of generating physical activity".

“Those who can, do.  
Those who can do more,  
volunteer.”

Anon



**Sport England have funded a project over a 3 year period until March 2012 aiming to increase the number of volunteers within sports clubs and organisations.**

**The targets for the project are divided across the 5 West Yorkshire local authorities, Leeds, Bradford, Kirklees, Calderdale and Wakefield.**

At the end of the 3 years it is hoped that the following targets will be met by the project.

2500 new volunteers made up of the following,

- 1500 Females
- 1000 Males
- 530 Deprived areas
- 220 Black Minority Ethnic
- 258 Disabled
- 6250 Volunteer hours @ 2.5 hrs per volunteer.

An analysis of the strengths, weaknesses, opportunities and threats relating to sports volunteering in Leeds is detailed below. The analysis focussed on the following areas,

- **Training and development needs**
- **Equality and diversity**
- **Promotion of learning opportunities**
- **Funding and finance**

The SWOT analysis on pages 13 and 14 was produced as a result of consultation with members of the Leeds Volunteer Forum. The forum consists of representatives from Education, Voluntary Action Leeds, V Involved, National Governing Bodies, Leeds City Council, Leeds Sports Federation and Voluntary Sector clubs. ➤

## SWOT ANALYSIS

TRAINING AND DEVELOPMENT NEEDS	
<b>Strengths</b>	<ul style="list-style-type: none"> <li>• Training courses currently provided by Sports Coach UK, Running Sports, National Governing Bodies and Leeds Volunteer Centre.</li> <li>• Bursaries available through many National Governing Bodies.</li> <li>• Many volunteers have a sound awareness of child protection and welfare issues.</li> <li>• Volunteer agreements.</li> <li>• Access to professionals who can facilitate training.</li> </ul>
<b>Weaknesses</b>	<ul style="list-style-type: none"> <li>• Whilst voluntary sector sports clubs have the skills and knowledge to manage the many roles within their organisations there is a need for a better understanding of effectively recruiting, retaining and rewarding volunteers.</li> <li>• Planning and promotion of courses.</li> <li>• Reluctance from volunteers to put themselves under the spotlight.</li> <li>• Availability of funding.</li> </ul>
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>• To create better links to the Volunteer Centre.</li> <li>• To ensure volunteer roles reflect the needs of the clubs and organisations.</li> <li>• Offer more localised training.</li> <li>• Need to offer ongoing training and ensure that the volunteers have access to updates as well as renewing their certificates.</li> <li>• To increase the number of younger volunteers. To up skill the volunteers within clubs and organisations.</li> <li>• To attain Club Mark standard.</li> </ul>
<b>Threats</b>	<ul style="list-style-type: none"> <li>• Rising costs make training inaccessible for some volunteers.</li> <li>• Qualified coaches being used in place of volunteers.</li> <li>• Increasing demands on volunteer time.</li> <li>• Clubs folding.</li> </ul>

EQUALITY AND DIVERSITY	
<b>Strengths</b>	<ul style="list-style-type: none"> <li>• Increased knowledge and training around Equality and Diversity.</li> <li>• Range of training on offer.</li> <li>• Most volunteers have a basic knowledge around equality issues.</li> <li>• Local people volunteering at local clubs and organisations.</li> <li>• Multi cultural city.</li> <li>• Officers within the city with a focus around Equality and Disability.</li> </ul>
<b>Weaknesses</b>	<ul style="list-style-type: none"> <li>• Very few clubs and organisations have the perceived skills to accommodate different users with disabilities.</li> <li>• Targeting of specific groups can exclude others.</li> <li>• Additional cost such as support workers.</li> </ul>
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>• More training around equality.</li> <li>• More work to be done around working with volunteers in clubs and organisations to make them more accessible to people with disabilities.</li> <li>• To support and encourage volunteer buddies.</li> </ul>
<b>Threats</b>	<ul style="list-style-type: none"> <li>• Equality Act/new legislation.</li> <li>• Lack of funding available for both training and capital projects.</li> </ul>

## SWOT ANALYSIS (continued)

PROMOTION OF LEARNING AND TRAINING OPPORTUNITIES	
<b>Strengths</b>	<ul style="list-style-type: none"> <li>• Current promotion comes from many sport websites, newsletters, local authorities and brochures. Coaching Leeds, Coach Web, Leeds Met and Leeds University also provide training courses.</li> <li>• The formation of the Leeds Volunteer Forum.</li> <li>• Knowledge of individual officers.</li> <li>• People wanting to up skill and the support from the current government to do this.</li> </ul>
<b>Weaknesses</b>	<ul style="list-style-type: none"> <li>• Confusion around the timetabling, duplication and the cost of the training.</li> <li>• Current lack of co ordination leads to gaps in provision in some areas of the city.</li> <li>• Currently there is a lack of volunteer coordinators within the voluntary clubs/organisations.</li> <li>• Repeat attendees at courses and workshops, no new faces.</li> <li>• Poor quality and delivery of courses.</li> <li>• Excessive number of courses leading to cancellation.</li> <li>• Number of schemes that seem to be only interested in income generation.</li> </ul>
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>• To create better links with the volunteer centre.</li> <li>• To explore the possibilities of a central point of information and provision in terms of course promotion.</li> <li>• To use the West Yorkshire Sport centralised database.</li> <li>• There is a need for voluntary clubs/organisations to be made aware of the benefits of appointing a volunteer coordinator and for the relevant training to be supplied.</li> <li>• To use local knowledge in identifying volunteers and facilities.</li> </ul>
<b>Threats</b>	<ul style="list-style-type: none"> <li>• Too many courses will continue to be organised and cancelled.</li> <li>• Increasing demands on peoples spare time.</li> <li>• Increased demand on decreasing funding.</li> <li>• Increasing costs of courses.</li> </ul>

FUNDING AND FINANCE	
<b>Strengths</b>	<ul style="list-style-type: none"> <li>• Variety of funding streams.</li> <li>• National Governing Body and local officer support.</li> <li>• Training through various workshops.</li> </ul>
<b>Weaknesses</b>	<ul style="list-style-type: none"> <li>• Volunteers currently do not have access to the right amount of support with fundraising and funding applications.</li> <li>• Cost of transport and the cost of courses.</li> <li>• Availability of local courses.</li> </ul>
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>• New funding and grant schemes.</li> <li>• Access better quality training and advice.</li> <li>• Creation of new roles within existing clubs and organisations.</li> </ul>
<b>Threats</b>	<ul style="list-style-type: none"> <li>• Competition for funding increasing.</li> <li>• Rising cost of courses.</li> <li>• Reduced timescales for application.</li> <li>• Stricter application criteria.</li> </ul>



# Delivery plan objectives

The areas highlighted in the SWOT analysis have been used to establish the following 3 year delivery plan objectives;

PRIMARY OBJECTIVE	MILESTONE YEAR 1 - 2012	MILESTONE YEAR 2 - 2013	MILESTONE YEAR 3 - 2014
<b>Promote and validate</b> – To ensure that the value of volunteering is promoted and reinforced as a cultural feature.	Promotion of volunteering through: community engagement, events, Year of the Volunteer, Olympic links, regional schemes Sports Makers and Games Makers.	Increase number of Freshers Fairs attended. Good news stories. Increase the number of partners attending the volunteer fair. Development of city awards. Increase the take up of city awards.	Volunteer Fair. Good news stories. Increase the number of Fresher Fairs. Increase the take up of city awards.
<b>Recruit and deploy</b> – To recruit and deploy volunteers for all levels in sport and in Leeds that will ensure continual supply of volunteers.	increase in volunteers aged 16 upwards in placements. volunteers signed up from Leeds to volunteer in London 2012.	30% increase in volunteers aged 16 upwards in placements. volunteers from Leeds actually taking part as volunteers at London 2012. 5% increase in volunteers at clubs for at least 6-12 months.	30% increase in volunteers aged 16 upwards in placements. volunteers from Leeds continuing to volunteer post London 2012.
<b>Retention</b> – To create an environment, at all levels, which will encourage volunteers to continue active involvement and progression within sport.	volunteer coordinators in clubs and organisations. volunteer coordinators and professional staff seeking to gain excellence in volunteering.	volunteer coordinators in clubs and organisations. volunteer coordinators and professional staff seeking to gain excellence in volunteering. 5% increase in new volunteers remaining in clubs for 6-12 months. 5% of volunteers in clubs retained.	volunteer coordinators in clubs and organisations. volunteer coordinators and professional staff seeking to gain excellence in volunteering.
<b>Recognition and reward</b> – To provide a mechanism that recognises values and rewards the contribution of volunteers.	Increase the number of clubs and organisations gaining the Compact Kite Mark for volunteering. Continue to encourage nominations for volunteer awards.	Increase the number of clubs and organisations gaining the Compact Kite Mark for volunteering. Continue to encourage nominations for volunteer awards. Single awards ceremony.	Increase the number of clubs and organisations gaining the Compact Kite Mark for volunteering. Continue to encourage nominations for volunteer awards. Single awards ceremony.

The areas highlighted in this analysis have been used to establish the following 3 year delivery plan objectives;

<b>Promote and validate – To ensure that the value of volunteering is promoted and reinforced as a cultural feature</b>	
<b>KEY TASKS</b>	
<ul style="list-style-type: none"> <li>Promote the value of volunteering to organisations and communities not already engaged.</li> </ul>	Identify and engage key organisations.
<ul style="list-style-type: none"> <li>Promote strategic volunteer partnerships.</li> </ul>	Promote existing events to new volunteer agencies.
<b>Recruit and deploy – To recruit and deploy volunteers for all levels in sport and in Leeds that will ensure continual supply of volunteers.</b>	
<b>KEY TASKS</b>	
<ul style="list-style-type: none"> <li>Increase the number of registered volunteers.</li> </ul>	Work in partnership with other relevant agencies. Utilise relevant initiatives to increase volunteers in sport.
<ul style="list-style-type: none"> <li>Increase the number of volunteers supporting sports clubs and organisations for at least 6 months.</li> </ul>	Encourage sports clubs and organisations to identify volunteering opportunities. Ensure there is an effective mechanism for the deployment of volunteers.
<ul style="list-style-type: none"> <li>Increase the number of volunteers assisting at sporting events and activities.</li> </ul>	Encourage agencies to identify volunteer opportunities. Ensure there is an effective mechanism for the deployment of volunteers.
<b>Retention – To create an environment , at all levels, which will encourage volunteers to continue active involvement and progression within sport .</b>	
<b>KEY TASKS</b>	
<ul style="list-style-type: none"> <li>Ensure suitable volunteers are placed in suitable and appropriate volunteering opportunities.</li> </ul>	Capture relevant information at the registration stage.
<ul style="list-style-type: none"> <li>Continue to monitor volunteer placements.</li> </ul>	Establish mechanism for feedback from both volunteers and sports clubs and organisations.
<b>Recognition and reward – To provide a mechanism that recognises values and rewards the contribution of volunteers.</b>	
<b>KEY TASKS</b>	
<ul style="list-style-type: none"> <li>Promote volunteer recognition programmes amongst sports clubs and organisations.</li> </ul>	Encourage all sports clubs and organisations to obtain the volunteer kite mark.
<ul style="list-style-type: none"> <li>Develop a city wide award scheme for volunteers.</li> </ul>	Establishment of a single volunteer award ceremony.



## 3 year delivery plan objectives (continued);

**Training and development – To ensure all volunteers have the training and opportunities to develop skills required to undertake their roles.**

### KEY TASKS

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Identify training needs and skills gaps amongst volunteers.</li> </ul>             | Capture training and qualification information at registration.     |
| <ul style="list-style-type: none"> <li>• Identify training opportunities and providers.</li> </ul>                          | Create a calendar of training opportunities and ensure circulation. |
| <ul style="list-style-type: none"> <li>• Develop a programme of volunteer management training for organisations.</li> </ul> | Establish a mechanism for delivery of programme.                    |

**Management and support – To ensure the structures and systems are in place to enable effective management, promotion and marketing of volunteers and volunteering.**

### KEY TASKS

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Establish guidance for organisations using volunteers.</li> </ul> | Ensure sports clubs and organisations have relevant and appropriate volunteer guidelines.              |
| <ul style="list-style-type: none"> <li>• Maintain effective database of volunteering.</li> </ul>           | Establish a central database for volunteer registration to record and monitor volunteer participation. |

**Coordination and partnerships – To ensure the expertise and knowledge of partnership organisations are coordinated to make a real difference to the sporting community of Leeds.**

### KEY TASKS

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Increase the number of partnerships engaged in supporting, recruiting and retaining volunteers.</li> </ul> | Establishment of city wide cross sector volunteer management group. |
|---|---|

# Strategic delivery

## Strategic Delivery

This Strategy is dependent on establishing a close working relationship with our partners. It is important to understand partners roles and contributions, to align our effort to add value and eliminate duplication. The table right highlights the key partners that are fundamental to the success of this Strategy and the contributions they can make.

Partner	Suggested Role
<b>National/Regional Agencies e.g.</b> <ul style="list-style-type: none"> <li>• Sport England</li> <li>• Gold Star, Cabinet Office</li> <li>• Regional Development Agency</li> <li>• CCPR</li> <li>• Sports Coach UK</li> <li>• SkillsActive/Learning Skills Council</li> <li>• Youth Sport Trust</li> <li>• Regional Sports Board</li> <li>• Sports Equality Alliance</li> <li>• Volunteering England</li> <li>• CVS/Volunteer Centres</li> </ul>	Collaborative working Joint Research Funding and sponsorship Understanding, supporting and respecting each others roles.
Regional Governing Bodies Of Sport	Identify regional and sub regional events Identify Volunteer lead officer Volunteer sport event policies and good practice guidance. Support volunteer network Promote direct volunteer services
County Sports Partnerships, Higher and Further Education Institutes	Production of sub regional volunteer plans Identify volunteer lead officer Identify services required Promote direct volunteer services. Identify role models.
Local Authorities Sport and Alliances	Support volunteer programmes for local clubs. Production of local volunteer plans. Identify services required. Capacity building. Promote direct volunteer services. Target low participation groups/areas.
Non Sport volunteer agencies	Explore scope for the collaborative working and making use of existing networks.

## Support

**Develop the web site as a first stop shop for volunteer resources in the Leeds.**

- Work with partners to identify their service needs.
- Produce co-ordinated volunteer programmes for: marketing, communication, education and training.
- Provide specialist volunteer advisory support to partners.
- Commission research.
- Respond to opportunities for consultation, influence and to share learning.
- Provide features on role models and disseminate good practice.
- Provide quarterly monitoring reports on key success measures.
- Celebrate achievements.

**Partners will be asked for their contributions towards the delivery of this Strategy.**

## Appendix

### **Acknowledgements – Leeds Volunteer Forum**

Special thanks goes out to all those organisations who have been involved in the development of this strategy:

**Leeds Volunteer Centre**

**Leeds Trinity University**

**Leeds Metropolitan University**

**Leeds University**

**Park Lane College**

**Partnership Development Managers**

**Leeds Sports Federation**

**West Yorkshire Sport**

**Rugby Football League**

**Yorkshire Cricket**

**Renew**

**Learning Partnerships**

**Yoodo Sports**



“Volunteers don't get paid, not because they're worthless, but because they're priceless.”

Sherry Anderson



The European Year of Volunteering 2011  
in Leeds