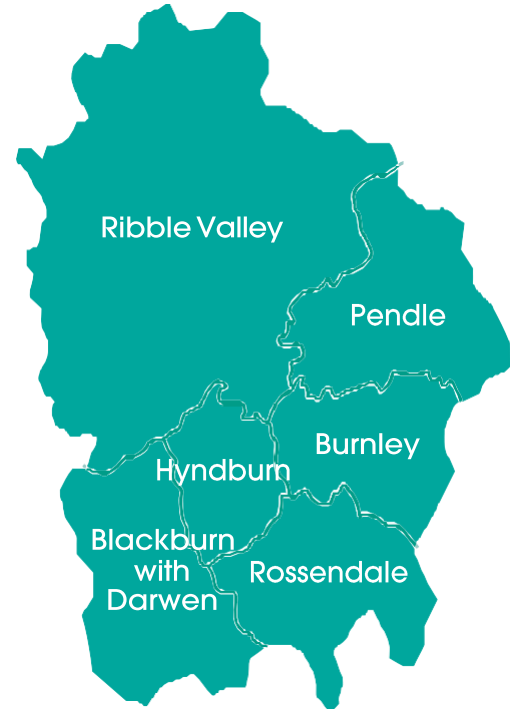


Summer 2018

**Pennine Lancashire**  
**Volunteer Strategy**  
**and Action Plan**



**TOGETHER**  
**A HEALTHIER FUTURE**  
The Integrated Health and Care Partnership  
for Pennine Lancashire

# Together a Healthier Future Overview

Delivering health and care across Pennine Lancashire is complex and confusing for professionals, patients and their families. This complexity restricts our ability to provide excellent care and, in many cases, is financially unsustainable. As organisations who are responsible for, or have an interest in delivering health and care services, we have agreed to work together to remove this complexity and develop a single shared Vision and Pennine Plan.

Pennine Lancashire has strong local health and care communities with established histories of working together. This puts each of our neighbourhoods and partnership as a whole in a strong position realise our ambitious vision to improve the health of the people of Pennine; build healthy communities that support individuals, families and neighbourhoods and ensure the best possible quality of health and care services within available resources.

In developing our Vision, Pennine Plan and Integrated Care Partnership, we have maximised the value of our collective action and, through our joined up efforts, accelerated our ability to support people as partners in improving their own health and are beginning to transform the way we deliver services. Our plans do not start from scratch, or replace individual partners' plans – they build on existing plans, taking a common view and identify areas where it makes sense for us to work together and collaborate. At the same time we recognise our place as an integral part of Lancashire and South Cumbria. Working as an Integrated Care Partnership brings to life our commitment to continue to work together on improving health and care. As we set out our proposals for our Integrated Care Partnership, we are bringing to life our Vision, being confident about our place in Lancashire and South Cumbria and setting out how we are working with our regulatory and statutory agencies to shape a future that supports and enables collaboration for the benefit of all.

In short we are committed to increased collaboration, joint planning and integration of services as we continue to focus on what matters – the people of Pennine Lancashire.

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## Join the conversation



@ahealthierfuture\_  
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together a healthier future

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## Introduction

Volunteering in health and care is far reaching, diverse and makes a significant contribution to an individual's wellbeing. An estimated 3 million people volunteer across England's health and care sector, often reaching people at their most vulnerable time, either in hospital or in the community. There are countless examples of volunteering, in both voluntary organisations and the public sector and it is difficult to measure the significant impact this makes. Volunteering brings communities together, prevents individuals from needlessly accessing front line services and acts as an enabler for the volunteer themselves to move into employment and improve their own health and wellbeing.

In recognition of the need to articulate the benefits volunteers bring to health and care, Health Education England<sup>1</sup> have funded the implementation of the Volunteer Strategy as a pilot project in Pennine Lancashire. Health Education England works across England to support the delivery of excellent healthcare and health improvements to the patients and public of England. The project will take place in the local integrated health and care partnership, Together a Healthier Future, to draw on existing best practice from the recommendations provided below and provide guidance for future wider rollout, both regionally and nationally.

Together a Healthier Future is a partnership to improve the health and wellbeing of people in Pennine Lancashire, made up of East Lancashire and Blackburn with Darwen. This includes NHS Trusts, Councils and Clinical Commissioning Groups working alongside the Voluntary, Community and Faith Sector.



Together a Healthier Future's vision is "for all of us in Pennine Lancashire to live a long and healthy life. Any extra help and support we need will be easy to find, high quality and shaped around our individual needs." Our communities across Pennine Lancashire want to do the best they can for each other and their neighbourhoods. Encouraging volunteering and building community capacity to complement public services is a key strategy for improving health and wellbeing through prevention. We have an estimated 114,000 formal volunteers, and we know that there are thousands more informal

volunteers and many people who support each other within communities. In order to support these volunteers, the right frameworks need to be put in place to be able to develop and promote volunteering across health and care.

<sup>1</sup> Health Education England <https://hee.nhs.uk/>

## Vision

By working together, we will maximise opportunities for volunteers and organisations to support the health and wellbeing of residents. This strategy aims to:

- Ensure that volunteers are consistently trained, recruited and supported in Pennine Lancashire and receive a quality volunteering experience
- Raise the profile of volunteering and the associated benefits
- Support communities and vulnerable people in their health and wellbeing; either directly from services or through volunteering itself
- Ensure that appropriate support, resources and guidance is available for the management of volunteers, including sharing challenges, sharing good practice and ensuring the supporting infrastructure is fit for purpose
- Support the future supply of the health and care workforce.

## Drivers

The spotlight was brought to volunteering following the Lampard review of voluntary services within the NHS<sup>2</sup>. The review recommended that voluntary services are fit for purpose, volunteers are properly recruited, selected and trained and volunteer managers have development opportunities and are properly supported. The Five Year Forward View recognises the contribution volunteers make by stating 'voluntary organisations often have an impact well beyond what statutory services alone can achieve...The NHS can go further, accrediting volunteers and devising ways to help them become part of the extended NHS family – not as substitutes but as partners with our skilled employed staff.<sup>3</sup> With an ageing population and growing health inequalities, the government, public sector and voluntary and community organisations must prioritise volunteering and see its value in promoting and maintaining good health<sup>4</sup>. Volunteers not only give the gift of time to hard pressed staff to be able to work at the top of their license, but also significantly enhance a patients experience of care. Encouraging volunteering and building community capacity to complement public services is a key strategy for improving health and wellbeing through prevention.<sup>5</sup>

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<sup>2</sup> Department of Health and Social Care (November 2015) <https://www.gov.uk/government/publications/jimmy-savile-nhs-investigations-response-to-lessons-learn-t-report>

<sup>3</sup> NHS England (2014) <https://www.england.nhs.uk/wp-content/uploads/2014/10/5yfv-web.pdf> p.14

<sup>4</sup> Local Government Association (February 2017) <https://www.scribd.com/document/352350631/Volunteering-and-Health-Literature-Review> p.23

<sup>5</sup> Together a Healthier Future (2018) <http://togetherahealthierfuture.org.uk/pennine-plan/> p.11



## Definition

For the purposes of this strategy, as defined by the National Council of Voluntary Organisations (NCVO),<sup>6</sup> volunteering is defined as ‘any activity that involves spending time, unpaid, doing something that aims to benefit the environment or someone (individuals or groups) other than, or in addition to close relatives’. Central to this definition is the fact that volunteering must be a choice freely made by an individual. It is also important to note that this strategy aims to serve volunteers who work with both adults and children.

## Current Provision in Pennine Lancashire

Voluntary provision in Pennine Lancashire is well established, varied and multifaceted. There are hundreds of organisations with thousands of volunteers giving their time each month. The table in Appendix A shows a summary of the provision of voluntary services by organisation, however it is important to remember that there are far more informal grass-roots volunteering organisations and groups contributing to delivery in Pennine Lancashire and supporting residents’ health and wellbeing. The range of volunteering opportunities available in Pennine Lancashire spans the breadth of the Continuum of Volunteering attached in Appendix B.

Whilst each organisation contributes a vast amount of volunteering hours in Pennine Lancashire, reducing vulnerability and enabling people into employment through volunteering, it is recognised that there is also silo working, duplication of processes including recruitment, training, and pre-employment checks, and competition between providers. All of which increases the workload for voluntary organisations as well as reducing the capacity of the volunteer to provide more hours and be more flexible in choosing multiple organisations to support.

## Recommendations

In consultation with partnership organisations, the following proposals are recommended in Pennine Lancashire which will enable and mobilise volunteers and the organisations they support. Each proposal is outlined below:

### 1. Implementation of a Volunteer Passport

This standard of quality assured, basic training would ensure consistency at a reduced cost to individual organisations, as well as offering a consistent level of support to the volunteer, regardless of which sector they volunteer for. All employers across the public and third sector will recognise this as a quality mark for volunteering.

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<sup>6</sup> NCVO (2018) <https://www.ncvo.org.uk/policy-and-research/volunteering-policy>

## **2. Promote volunteering in health and care**

Raising the profile of volunteering and the benefits that brings, either to the person being supported or to the volunteer themselves, is crucial not only for the recruitment and retention of volunteers but also to demonstrate the significant impact volunteers make. We will develop supporting promotional materials to have a collaborative approach to be able to state the benefits of volunteering and the full range of opportunities in the area, signposting to infrastructure organisations to support an individual with an interest in volunteering.

## **3. Develop supporting infrastructure**

Having the right processes, procedures and frameworks in place enables volunteering to take place safely, and ensures it has a positive impact on patients, service users and the volunteer themselves. Implementing online effective volunteer management systems would reduce the workload for the volunteer coordinator in each organisation, reduce duplication and create an online data repository for both the volunteer to use as a record of activity as well the administrators to use in reports to demonstrate the impact volunteers make to ensure continued investment.

## **4. Create learning and development opportunities for Volunteer Managers and Coordinators**

Those who manage and co-ordinate volunteers often work in isolation. It is recognised that managing volunteers takes a different set of skills than those who manage staff. Having development opportunities for those who manage volunteers, as well as creating networking opportunities to ensure they are properly supported as recommended by the Lampard review would contribute towards more effective volunteer management.

## **5. Develop career progression pathways**

Volunteering in health and care is often seen as a means to gaining experience. Be that for those who are unemployed and looking to return to work, for those at university seeking experience to complement their university course or for young people seeking a career in health and care. Gaining experience in this way through volunteering is different from work experience opportunities currently provided and this distinction would need to be made clear. By formalising the coordination of this volunteering placement activity across all sectors, it would increase volunteering numbers, reduce the resources needed and allow for greater exposure to health and care to support the future supply of the workforce.

## **6. Review current peer support models and scope development of a standard model**

Peer support schemes have proven beneficial in many pilot schemes across the UK. In

particular, a Practice Health Champion model in Yorkshire<sup>7</sup> stated that 94% of patients surveyed had improved mental health and wellbeing when Health Champions were used. By reviewing current peer support models and scoping the potential development, this presents an opportunity to develop a standard model and strong citizen empowered services through social movement in partnership with charitable and voluntary organisations.

## **7. Develop volunteer benefits**

By exploring possible routes to reward a volunteer, this would support volunteers and show appreciation for their time contributed to their community. This route is not without its contention when navigating employment law, however it is clear that people volunteer for many reasons and that by showing appreciation for the contribution they make, it could increase the numbers of volunteers in the system who could soon come to value the experience itself more than the material gain they might be receiving. Examples include time credits, which is based solely on activity and not monetary value; discount cards at local shops and restaurants; reduction in council tax bills; discounted rail fares; free parking from councils and fast track recruitment such as being able to access internal vacancies.

## **8. Develop corporate social responsibility programmes**

Corporate social responsibility is defined as the responsibility of an organisation for the impact of its decisions on society, the environment above and beyond its legal obligations, through transparent and ethical behaviour<sup>8</sup>. This is often through volunteering schemes for their paid staff, and these programmes have a real potential to increase the numbers of volunteers who contribute their time in health and care. In a generation which is often 'time-poor', supporting employees with the gift of time for those who may not otherwise be able to contribute to their community due to family, social and work pressures could unlock real potential. By having a more coordinated approach to corporate social responsibility in Pennine Lancashire by working in partnership between organisations, the public, private and third sector, programmes could 'match up' groups of volunteers with local volunteering opportunities to create a real impact.

## **Implementation plan**

It is recommended that a phased approach is taken to the above proposals over the course of the two year project. In partnership with public and third organisations in Pennine Lancashire the proposed timescales have been set out in the table below. The ambition of the strategy is to roll out successful proposals wider than Pennine Lancashire

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<sup>7</sup> South West Yorkshire NHS Trust (2018) <http://www.altogetherbetter.org.uk/>

<sup>8</sup> Department for Business, Innovation & Skills (2014) <https://www.gov.uk/government/consultations/corporate-responsibility-call-for-views>

in Phase 2. Together a Healthier Future is one of five integrated health and care partnerships within the Lancashire and South Cumbria Integrated Care System (ICS)<sup>9</sup> footprint. By pulling together volunteer leads within South Cumbria & Lancashire this will allow for learning to be shared, lessons learnt to be taken into account and recommendations to be adopted in the other four local delivery partnerships as well as to Health Education England.

<p><b>Phase 1: 2018 - 19</b></p>	<ul style="list-style-type: none"> <li>• Development of Volunteer Passport</li> <li>• Promotion of Volunteering</li> <li>• Develop supporting infrastructure</li> <li>• Volunteer Manager Development</li> <li>• Career progression pathways</li> </ul>
<p><b>Phase 2: 2019 - 20</b></p>	<ul style="list-style-type: none"> <li>• Development of peer support models</li> <li>• Development of benefits for volunteers</li> <li>• Develop corporate social responsibility programmes</li> <li>• Wider roll out of successful proposals</li> </ul>

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<sup>9</sup> Healthier Lancashire and South Cumbria (2018) <http://www.healthierlsc.co.uk/>

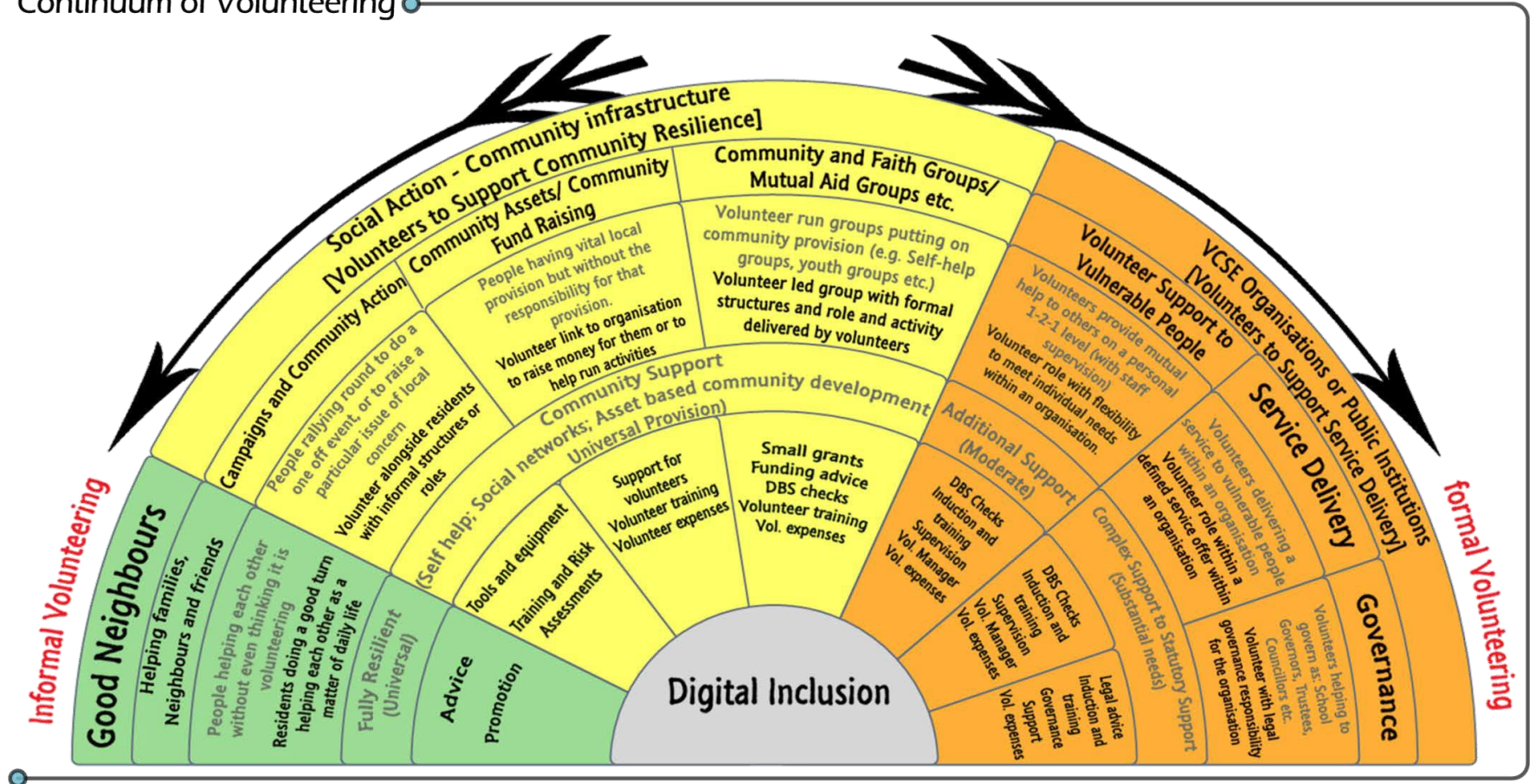


**Delivering the vision for Volunteering in Pennine Lancashire: Action Plan**

Strategic Aim	Phase 1	Phase 2	What success will look like	How progress will be measured
<p><b>AIM 1:</b></p> <p>Ensure that volunteers are consistently trained, recruited and supported in Pennine Lancashire and receive quality volunteering experience</p>	<ul style="list-style-type: none"> <li>Design Volunteer Training Passport with key organisations</li> <li>Launch Volunteer Training Passport available to all volunteers in Pennine Lancashire</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate Volunteer Passport</li> <li>Explore options for rewarding volunteers</li> <li>Test rewards with a pilot group of volunteers</li> </ul>	<p>Volunteers are consistently trained, recruited and supported regardless of organisation or sector</p> <p>Volunteers feel appreciated and reward scheme is accessed by at least 50% of volunteers in each organisation</p>	<p>Number of volunteers trained and using the Passport</p> <p>Number of organisations signed up to key principles</p> <p>Number of volunteers accessing reward scheme</p> <p>Level of retention of volunteers</p>
<p><b>AIM 2:</b></p> <p>Raise the profile of volunteering and the associated benefits</p>	<ul style="list-style-type: none"> <li>Develop supporting materials for use at events, careers fairs etc. to collectively promote volunteering in Pennine Lancashire</li> <li>Develop online platform to showcase volunteering, signposting to infrastructure organisations</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate success of promoting volunteering in Pennine Lancashire at face to face events</li> <li>Launch online platform</li> </ul>	<p>Pennine Lancashire residents are aware of the volunteering options available to them in the area and the numbers of volunteers increase</p> <p>A suite of supporting information is developed showcasing volunteering</p>	<p>Feedback from events and careers fairs attended</p> <p>Number of visits to online platform</p>
<p><b>AIM 3:</b></p> <p>Support communities and vulnerable people in their health and wellbeing; either directly from services or through volunteering itself</p>	<ul style="list-style-type: none"> <li>Scope corporate social responsibility programme models</li> <li>Scope peer support models including linking to the peer support model framework being developed by Health Education England</li> </ul>	<ul style="list-style-type: none"> <li>Launch corporate social responsibility programmes in conjunction with local organisations, public sector and VCSF organisations</li> <li>Implement peer support model to complement existing provision</li> </ul>	<p>Employees that volunteer through a corporate social responsibility programme are matched appropriately as a group to a local volunteering opportunity to create real impact e.g. working together to transform a local green space</p> <p>Any peer support model which is implemented has a sustained impact on the local community</p>	<p>Number of employees signed up to a CSR programme</p> <p>Number of organisations signed up to CSR programme</p> <p>Case studies</p>
<p><b>AIM 4:</b></p> <p>Ensure that appropriate support, resources and guidance is available for the management of volunteers, including sharing challenges, sharing good practice and ensuring the supporting infrastructure is fit for purpose</p>	<ul style="list-style-type: none"> <li>Launch public sector volunteer offer through Lancashire Volunteer Partnership</li> <li>Scope the need to develop existing third sector volunteer centre databases</li> <li>Establish the learning and development requirements of Volunteer Managers and co-coordinators</li> <li>Launch training for volunteer managers and coordinators</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate public sector volunteer management system</li> <li>Evaluate volunteer manager training</li> </ul>	<p>All organisations who requested them, have updated data management systems, which transforms ways of working.</p> <p>All volunteer data including hours worked, and courses attended are easily accessible supporting both organisations data and volunteer profiles</p> <p>Demand outstrips provision and 50% volunteer managers in Pennine Lancashire receive training</p>	<p>Volunteer and staff feedback survey</p> <p>Data collection from project lead</p> <p>Return on investment from data collection</p> <p>Evaluation feedback form</p>
<p><b>AIM 5:</b></p> <p>Support the future supply of the health and care workforce.</p>	<ul style="list-style-type: none"> <li>Scope existing pathways for volunteer placements</li> <li>Develop coordinated volunteer placement pathways in collaboration with local colleges, higher education, VCSF organisations, and public sector organisations</li> </ul>	<ul style="list-style-type: none"> <li>Advertise and promote via Pennine Lancashire Care Academy website</li> </ul>	<p>All organisations are aware of volunteer placement process and direct as appropriate</p> <p>Anyone wishing to volunteer for career experience knows where to go and has a wealth of opportunities across all sector available to them</p>	<p>Numbers of placements taken place as part of structured programme</p>

Summary of the provision of voluntary services by organisation in Pennine Lancashire		
<b>Public Sector</b>		
Lancashire Volunteer Partnership	LVP aims to have a single gateway for public sector volunteering in Lancashire. It was created by Lancashire Police and Lancashire County Council and currently has the following organisations affiliated; Blackburn with Darwen Council, Blackpool Council, Lancashire Adult Learning, Lancashire Fire and Rescue and Preston City Council.	
Local Authority	Lancashire County Council	Responsibility for volunteers sits with the Lancashire Volunteer Partnership.
	Blackburn with Darwen Borough Council	Voluntary services within the council have recently been brought together under the Lancashire Volunteer Partnership. Blackburn with Darwen Council volunteers support initiatives such as Your Call which deals with issues in the neighbourhoods such as litter picking and antisocial behaviour, as well as services such as Youth Justice, Children's Services and Environment.
	District Councils	There are five other district councils in Pennine Lancashire including Burnley, Hyndburn, Pendle, Ribble Valley and Rossendale. They do not have a formalised structured volunteering programme but there are ad hoc volunteering opportunities available such as art galleries, parks and litter picking.
NHS	East Lancashire Hospital Trust	The management of volunteers sits under the HR directorate in the Trust and roles include ward helpers, hospital welcomers, chaplaincy volunteers and hospital radio volunteers.
	Lancashire Care Foundation Trust	The volunteer service centre supports volunteers who provide non-clinical support to healthcare professionals throughout Lancashire. In particular there is a dedicated wellbeing and mental health helpline supported by volunteers.
CCG	Blackburn with Darwen	The CCGs do not have direct volunteering activity taking place in the organisation. However they do commission projects and activity delivered by third sector providers. For example these can include social prescribing programmes and development of support for young carers.
	East Lancashire	
Primary Care	Volunteering in primary care mainly takes places in the form of Patient Participation Groups (PPG), the role of which is to represent the patient population, help engage the community and provide feedback to Practices. There can be other local volunteering initiatives in general practice but these tend to be ad hoc and are often in response to funding initiatives.	
<b>Third Sector</b>		
Voluntary, community and faith organisations	There are hundreds of voluntary, community and faith organisations ranging from national charities to local community based groups that provide essential and valuable services to the residents of Pennine Lancashire. Some are entirely ran and staffed by volunteers, whereas other larger organisations have paid staff in addition to volunteers.	
Council for Voluntary Services (CVS)	There are three Council for Voluntary Services supporting Pennine Lancashire: <ul style="list-style-type: none"> <li>- Blackburn with Darwen</li> <li>- Burnley, Pendle and Rossendale</li> <li>- Hyndburn and Ribble Valley</li> </ul> CVS are charities based in a locality who offer a wide range of support and aid communication for the voluntary, community and faith sector and statutory services. The CVS can also act as a volunteer centre, signposting to volunteering opportunities in the community as well as supporting volunteers within the CVS itself.	
Families Health and Wellbeing Consortium	The Consortium is a member based charitable company which provides a single point of contracting and commissioning, providing a structure to support partnership working across members.	

Continuum of Volunteering



Produced by Prevention, Neighbourhoods and Learning Services, Blackburn with Darwen Borough Council, in collaboration with Blackburn with Darwen Council for Voluntary Services