



**Volunteering Strategy
2023-26**





Welcome

Welcome. This strategy sets out our vision and objectives for volunteering over the next three years and is a clear commitment from Glasgow Life to continue to improve the volunteering experience for everyone who gives their time to support us.

It has been developed with input from colleagues from all Glasgow Life services including senior management and volunteer mentors. People who are currently volunteering with Glasgow Life were also asked to help shape this Volunteer Strategy by participating in a 'Volunteers Voice Survey'.

This Strategy details how we engage with volunteers and how we ensure diversity and inclusion in our volunteering opportunities, reflecting the ambitions set out in the Glasgow Life Business Plan, and mirroring those outlined in the National Volunteering Framework and Action Plan.

Volunteering has been at the core of our offer as a charity in the city for over 16 years. Volunteers play an integral role in supporting our mission to inspire every citizen and visitor to become engaged and active in a city globally renowned for culture and sport.

We are grateful for the time, passion, skills and commitment our volunteers give in helping us to:

- Improve the mental and physical wellbeing of Glaswegians and visitors through culture and sport.
- Support the city's visitor economy and enhance the city's reputation as a great place to live, work, learn and visit through the delivery of local and international events and the management of world-class collections.
- Generate funds (through culture and sport programmes) in order to

re-invest in the charitable activities which support our vision.

We will monitor the progress of our Volunteering Strategy through our strategic priority to advance culture and sport in the city. This will ensure its contribution to the social and cultural life in Glasgow is recognised and valued.



Volunteering at Glasgow Life



In support of this new Volunteering Strategy, we are updating our existing Volunteering Policy. Our policy clearly states that the role of volunteers is to supplement our services, not replace paid employees or the duties normally undertaken by employees. We recognise the need for volunteer roles to provide

a meaningful, purposeful and enjoyable experience. Glasgow Life strives to ensure that all volunteer roles provide this type of experience through careful role and task development. As a result of the global pandemic there is a much-welcomed appreciation of the true value and

importance of volunteering in developing resilient communities and “building back better”. In developing this Volunteering Strategy we have had to consider the following findings from research recently published by Volunteer Scotland about the impact of the cost of

living crisis on volunteering and volunteers:

- There is increasing demand for volunteer services but volunteer numbers are reducing.
- The health and wellbeing of volunteers is projected to worsen.

- Places to volunteer may close or reduce opening hours.
- Reduced resources due to budget pressures

To enable Glasgow Life to continue to deliver high quality and enjoyable volunteering opportunities we must be

prepared for these challenges, by adapting our approach to volunteer engagement, recruitment and retention.

The following aims have been developed in response to engagement with Volunteer Managers and volunteers across all service areas:

Over the next three years, our Glasgow Life Volunteering aims are:

<p>1. Volunteers feel welcome at Glasgow Life and enjoy positive experiences</p>	<p>This will be measured by:</p> <ul style="list-style-type: none"> • Annual Glasgow Life volunteering impact survey • Feedback captured via Kinetic, Glasgow Life’s volunteering database • Volunteer stories and case studies
<p>2. Glasgow Life employees are supported and trained to deliver high quality volunteer programmes</p>	<p>This will be measured by:</p> <ul style="list-style-type: none"> • Feedback at Volunteer Manager Forum meetings • Performance objective reviews • Employee stories • Volunteering KPIs • Learning and development feedback
<p>3. Glasgow Life values the contributions of volunteers and this is recognised and reflected in planning, media and allocation of resources</p>	<p>This will be measured by:</p> <ul style="list-style-type: none"> • Customer feedback • Employee feedback • Media coverage and speeches • Budget monitoring • Employees aligned to managing and supervising volunteers

Our volunteering opportunities

Glasgow Life offers a huge range of volunteering opportunities for people of all ages and abilities – from one-off sport and cultural events to regular volunteer roles in our museums, arts and music venues, libraries, community and sport facilities.

Individuals donate their time regularly to our volunteer programmes including; the Home Library Service, Macmillan @Glasgow Libraries, Memories Scotland, Gardening, CoderDojo, Digi-PALS, Disability Multi Sport, Health Walks, Good Move (Vitality & Live Active), School of Sport, Collection Guides, Learning & Access, and Conservation.

We also engage volunteers in the delivery of our seasonal events including Celtic Connections, Aye Write Festival, Wee Write Festival, Mela, World Pipe Band Championships, Merchant City Festival and sporting events such as



NCVO Time Well Spent Report: Key features of a quality volunteer experience

Inclusive	It is welcoming and accessible to all
Connected	It gives people a sense of connection to others, a cause and/or an organisation
Voluntary	It is the volunteer who has freely chosen to do it
Flexible	It takes into account how people who volunteer can give their time and fits around their circumstances
Balanced	It doesn't overburden those who volunteer with unnecessary processes
Meaningful	It resonates with people's lives, interests and priorities
Impactful	It makes a positive difference
Enjoyable	It provides enjoyment and people feel good about what they are doing

Billie Jean King Cup and The Davis Cup.

Over the next three years Glasgow Life is committed to continuing to deliver a diverse range of quality and inclusive volunteering experiences that contribute to the purpose of our charity.

We recognise the different motivations of individuals who donate their time, and as we develop opportunities we will consider the

key features of quality volunteering experiences as published by the National Council for Voluntary Organisations (NCVO).

To attract individuals with varied life experiences and encourage those who have not volunteered before, we will continue to offer a range of opportunities that require little or no previous experience as well as specialised skills and expertise.

We will offer additional support to those who experience barriers with our application process.

Promoting volunteering opportunities

We will continue to use the database known as 'Kinetic' to advertise and manage our volunteering opportunities. For individuals without access to the internet, we will make alternative arrangements to create a profile for them to mitigate against digital exclusion.

We will regularly update our website and publications to

ensure they are accessible and welcoming to everyone. We will highlight volunteer stories as well as practical information to help individuals understand our offer and how they can get involved.

Volunteering opportunities will be promoted to stakeholders via monthly emails. Where possible we will also attend recruitment fairs and events.

Volunteer Managers will be encouraged to distribute promotion posters in venues, and QR codes will help simplify the journey from paper to digital. Poster templates have been developed using plain English and inclusive photography.

Enabling positive volunteering experiences

In line with the commitments outlined in our Glasgow Life Volunteering Policy and the objectives of the Glasgow's Glasgow Community Learning and Development Strategic Plan 2021- 2023, we will continue to develop a range of meaningful volunteering opportunities and build the capacity of staff to effectively support volunteering.

We will adopt the principles set out by the National Council for Voluntary Organisations while also aligning to the goals set out in Scotland's Volunteering Action Plan and the measures which will determine its success to:

- Increase volunteering participation by focusing

on non-volunteers and lapsed volunteers, and especially those who'll gain most benefit.

- Widen access to volunteering by understanding and reducing the barriers to participation and supporting community-based, 'place-making' activities.
- Listen to volunteers by ensuring that the volunteer 'voice' is heard and that volunteers help make the decisions that affect them.
- Provide great experiences whereby volunteers feel supported, valued and recognised for their contributions.

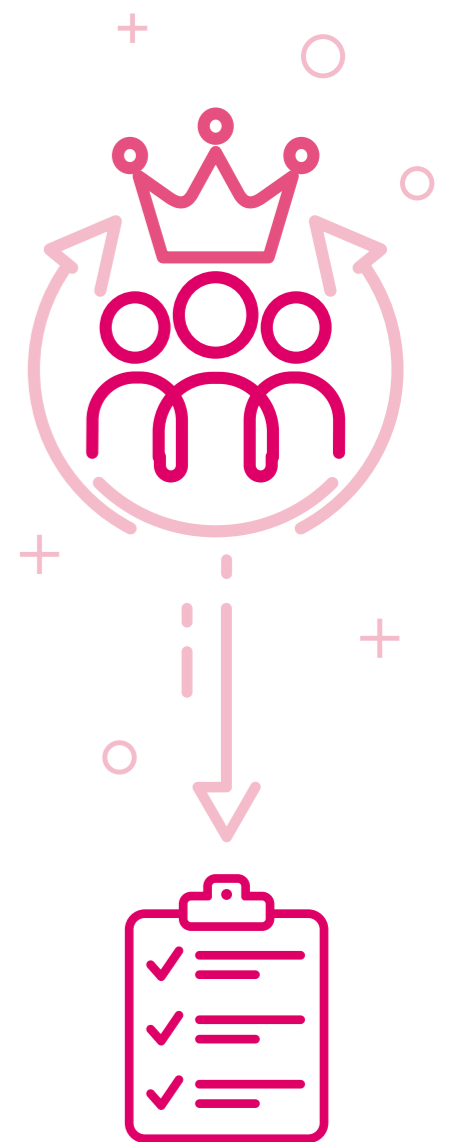


Reward and recognition

We will improve and increase our approaches to recognising the valued contributions of each of our volunteers. This will be reflected in:

- the inclusion of volunteering in programme communications and marketing plans;
- a refresh of Glasgow Life's website to better demonstrate the impact of volunteering;

- celebrations during National Volunteers' Week;
- exploring national programmes rewarding volunteers time e.g. time credits; and
- exploring potential Glasgow Life benefits for volunteers e.g. discounted tickets.



Feedback and continuous improvement

We will continue to engage with volunteers through our Annual Impact Survey during National Volunteers' Week and share the findings and associated actions for improvement with Glasgow Life colleagues and volunteers. We will seek continuous

feedback using Kinetic's feedback function as well as encouraging more specific feedback using end of opportunity surveys. For those without access to digital devices other arrangements will be made to capture their input and share findings.

Our commitment to our volunteers

We want our volunteers to feel inspired and to be clear about what's expected of them, while feeling recognised and valued, and to enjoy what they do. Their support to the continued delivery of our cultural and sporting programmes and events is instrumental to our promotion

of inclusion, happiness and health while supporting the city's visitor economy.

We are a values-led organisation and we are committed to involving volunteers safely, responsibly and effectively and to recognising and celebrating

volunteers' vital contribution to our charity.

Our commitments are set out in our Volunteering Policy and our Volunteer Agreement documents.

Delivering the strategy

Training, support and progression

In addition to the volunteer role and specific training and support offered by Volunteer Managers, we will deliver a corporate menu of training opportunities to further enhance volunteers' skills focusing on raising awareness of the needs of underrepresented groups, long term medical conditions and physical disabilities. We will continue to highlight accreditation and awards available to volunteers and their managers.

We will also explore a menu of resources for volunteers to help them personally manage the associated challenges of the cost of living crisis and how they can personally contribute to tackling climate change.

When developing new opportunities, Volunteer Managers are encouraged to explore Team Leader roles for experienced volunteers to step up and take on some additional responsibility.

This could be a key contact between a team of volunteers and volunteer manager.

Where volunteers show an interest in progressing into employment, Volunteer Managers will signpost to current job vacancies and provide a reference as appropriate.

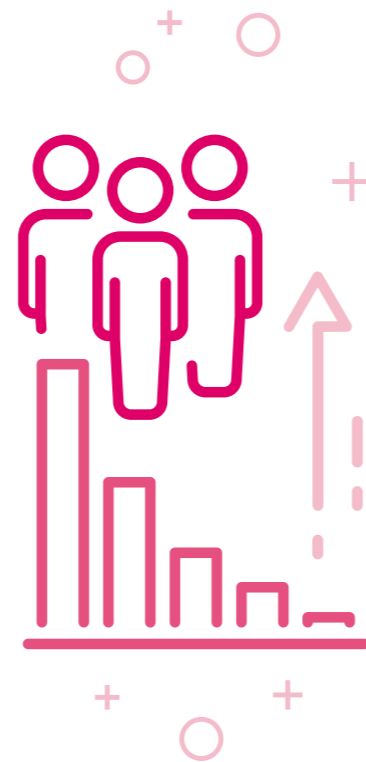
Staff development

We will work with our Learning and Development colleagues to highlight the importance of volunteering during the staff induction programme and all Glasgow Life staff will be encouraged to undertake "We Value our Volunteers" GOLD training.

of Employer Supported Volunteering.

Working with HR, newly created employee role descriptions will be assessed to consider any responsibility for volunteer management and engagement.

We will promote and demonstrate the impact



Budget and resource

Budgeting for volunteer expenses is the responsibility of the Volunteer Managers. Glasgow Life's Volunteering Planner Template and Volunteering Best Practise Guide will assist Managers to plan and allocate sufficient staff, budget and other resources for their individual volunteer programme.

Associated costs for corporate training opportunities for staff and volunteers as well as recognition events will be covered by a centrally held budget .

Governance

All new volunteering roles and opportunities must be approved by the relevant Head of Service at Glasgow Life and the Citizenship and Volunteering Manager. The associated documents must be completed demonstrating consideration for volunteer management cycle, budget, employee's time, monitoring and evaluation processes.



Measuring impact

During the first year of implementing this new Volunteering Strategy for Glasgow Life we will develop a Volunteer Action Plan which will set out all the measures by which we will monitor our progress and assess our success. This will include regular reporting of key

information and data, such as the number of volunteers and number of active hours.

From 1 April 2023 we will report ethnicity data for active volunteers to measure the impact of our additional work to engage with traditionally underrepresented groups

against our Equality, Diversity and Inclusion priorities. All data will be anonymised.

In addition to this quantitative data, we will demonstrate the impact of our volunteering activities through testimonials, impact statements and case studies.

Internal relationships

The purpose of the newly developed Volunteer Managers Forum is to ensure Volunteer Managers from across Glasgow Life have:

- an understanding of Glasgow Life's corporate approach to volunteering and an opportunity to influence and contribute to the approach.
- an awareness of other volunteering programmes across Glasgow Life.
- an opportunity to network and gain support from peers; share learning and best practice and work

collaboratively to address any challenges or barriers.

- knowledge of national and local volunteering strategies and policies.
- an opportunity to reflect on individual work practice and gain any new/enhanced skills which will benefit them in their role and in turn enhance the volunteering experience within the programmes they have responsibility for.
- a clear communication channel to provide and receive feedback to/from Glasgow Life's Senior Management Team.

In addition to the above forum, we will continue to communicate relevant corporate updates to Glasgow Life's staff volunteering distribution list which is available to all employees with an interest in volunteering.

External relationships

We will continue to strengthen relationships with Volunteer Scotland, Volunteer Glasgow, Glasgow Council Voluntary Sector, Scottish Refugee

Council, Glasgow Disability Alliance, Department of Work and Pensions, Glasgow Community Justice, community organisations

and private companies while identifying and developing new networks to recruit, train, support and reward our volunteers.

Capacity building within communities

In addition to volunteer opportunities created and managed internally by Glasgow Life employees, we will promote and provide access wherever possible to our Glasgow Life venues and services in order to help to build capacity and

to support and enable the delivery of the volunteer involving programmes of the city's third sector organisations including sport clubs and associations. We will target the most disadvantaged communities

to provide support, funding, training, development and accreditation opportunities alongside our partners to meet identified needs, bridge gaps and reduce barriers to volunteering wherever possible.



Conclusion

We know how important our charity is to Glasgow and volunteering will continue to be at the core of our offer. Volunteers play an integral role in supporting our mission to inspire every citizen and visitor to become engaged and active in a city globally renowned for culture and sport.

Over the past 16 years we have developed robust and innovative approaches to volunteering, increased reach and engagement with underrepresented groups and historically excluded communities, as well as enhanced and improved customer experiences which demonstrate a positive impact. As a result Glasgow Life is valued and respected locally, nationally and across the world for our volunteering programmes, and in turn we have developed a wealth of skills and experience amongst our staff and citizens who kindly donate their time.



However these examples of expertise and best practise are not yet adopted by all volunteering programmes, leading to differing volunteering experiences and allocation of resources with some viewed as more valuable than others.

Referring to the National Council for Voluntary Organisations and Volunteer Scotland, this Volunteering Strategy highlights areas of best practise and issues that we will consider and imbed as we continue to improve our volunteer offer over the next three years.

With this refreshed strategic approach we aim to ensure that volunteering with Glasgow Life remains a meaningful and rewarding experience where volunteers are recognised for the contribution they offer. We will move forward with a clear direction and purpose, prioritising what is important to meet the needs of our volunteers, Volunteer Managers, staff and recipients of our services.

Related documents and references

Glasgow Life Kinetic Website;
volunteer.glasgowlife.org.uk/

Glasgow Life Volunteering Policy;
www.glasgowlife.org.uk/volunteer-with-glasgow-life

NCVO Time Well Spent report;
www.ncvo.org.uk/news-and-insights/news-index/time-well-spent-national-survey-volunteer-experience

Volunteering for All: National Framework;
www.gov.scot/publications/volunteering-national-framework/

Scotland's Volunteering Action Plan;
www.gov.scot/publications/scotlands-volunteering-action-plan/

Glasgow Community Learning and Development Strategic Plan 2021- 24;
www.glasgowlife.org.uk/glasgows-learning/glasgow-cld-strategic-partnership

Related strategies

Glasgow Life is responsible for the policy development and delivery of a number of key city strategies, listed below. These, and other Glasgow Life policies will consider volunteering opportunities throughout their lifecycle.

City strategies
Glasgow's Tourism and Visitor Plan
UNESCO City of Music
Glasgow's Events Strategy
Vision for Glasgow Libraries
Glasgow's Community Learning and Development Plan
Glasgow's Sport and Physical Activity Strategy
Glasgow's Culture Strategy



Everyone deserves a great
Glasgow life.

We need your support to
make sure they do.

Glasgow Life

38 Albion Street

Glasgow G1 1LH

Phone 0141 287 4350

E-mail info@glasgowlife.org.uk

Web www.glasgowlife.org.uk

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Sport Glasgow, is a Scottish Charity (No
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Charity Regulator (OSCR)

