



Volunteering and Public Services in Wales

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Sandy Clubb

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1 Background

This paper has been developed by the Volunteering Wales Network (VWN) in consultation with its members across a range of volunteer involving organisations from the third and public Sectors¹.

VWN sets out a vision for alternative models of public service delivery in Wales that include properly scoped and supported volunteering.

The paper will be presented at Gofod3 on the 8 March 2018, with a debate to follow from a panel of experts.

2 Summary

Public services in Wales are changing due to factors including the need to meet increased demand with reduced resources. This change presents a number of opportunities and challenges, and offers the potential to rethink the role of volunteering and social action within public service delivery.

Volunteers already play an important role in delivering public services, and with the right planning and support, there is scope to achieve more and deliver even better outcomes. Early planning for volunteering, supported by strong leadership from Welsh Government, public sector and third sector leaders, will be an important enabler.

'The creation of more space within public service delivery for people to get involved, contribute to and shape their services is core to [this work]... we want volunteering that enables people to give time in ways that are meaningful and important to them, in roles that are properly supported.'

Fiona Liddell,
Volunteering Development Manager, WCVA

The benefits of increased volunteer involvement are far ranging, including; improved outcomes within public services; health and wellbeing benefits for volunteers; better designed services due to increased citizen engagement; improved local recruitment and retention of staff as a result of volunteers entering employment, and many more besides.

There are challenges to be overcome, for example fears that volunteering may be used as a cover for budget cuts. Much is known however about what already works, and this paper includes a series of recommendations about how to make public service volunteering successful and of maximum benefit.

¹ See Appendix A for a list of VWN member organisations.

Questions to be put to decision makers include how they will support and fund innovative approaches to volunteer involvement and partnership working between the third and public sectors, including support for community organisations whose funding is under threat or already cut.

3 What do we mean by involving volunteers in public service delivery?

❖ *Types of volunteer roles*

Volunteer roles contributing to public service delivery include volunteer drivers (see Box A), community policing volunteers, local befrienders and many more. Volunteers are also increasingly involved in managing assets such as libraries which have been transferred into community ownership.

(B)

Robin Volunteers are based in Betsi Cadwaladr University Health Board's three main hospitals and 19 community hospitals. They provide a range of help for patients and visitors. 'I'm mainly a meet and greeter, it has been my primary role ever since I signed up and I really enjoy it. But it does mean I come across a lot of people who are looking slightly lost. Many of them may not even realise we are there until we speak to them' said Edward Parr, who has volunteered as a Robin since he retired.

The Robins volunteer team was established more than a decade ago to give much needed support to the health workers across the north of Wales. Their duties include everything from befriending patients during their stay in hospital and chatting with them, to preparing hot and cold drinks, checking water jugs plus providing reading and writing services for patients.

delivery of public services by third sector organisations (Box C).

Others volunteer more informally as part of community groups who come together to take action on issues local to them.

(A)

The Welsh Ambulance Volunteer Car Drivers are an important part of the Patient Care Service and include a dedicated team of drivers who use their own cars to assist in transporting patients to hospitals and clinics throughout Wales.

Volunteer Car Driver Alison said: *'I started driving for the ambulance service some years ago when my father was ill and had problems getting to and from the hospital. It was a way of repaying some of the help he had been given.'*

One patient, Miss Noga, who has received help from the volunteer service to attend appointments in Gwent, commented: 'I needed transport to and from the hospital daily and this was provided by kind-hearted volunteer drivers. It was a pleasure to travel with a genuine and friendly lady such as Alison'

❖ *Models of volunteer management*

Some volunteers are managed and supported by members of staff directly within the public sector (Box B), and others are involved in the

(C)

During Volunteer's week in 2017, **St David's Hospice** recognised the **enormous contribution** of its volunteers. The charity, which delivers specialist care to adult patients with advanced illnesses or in need of end of life care, involves over 350 volunteers across Conwy, Gwynedd and Anglesey.

The roles range from shop assistants, fundraisers and receptionists to ward assistants, patient drivers and cafe baristas to name but a few. In 2017 it was estimated that a total of over 70,000 hours were donated to the hospice by their volunteers.

❖ *The focus for this paper*

In considering how volunteering could or should grow and be supported within the context of public service delivery VWN is particularly interested in exploring innovative delivery models and partnerships between the third sector and public bodies (Box D).

(D)

[Solva Care](#) in Solva, Pembrokeshire, provides care in the community. The service involves volunteers in delivering their vision of a client focused, high quality service. Solva Care was established in 2015 as a social enterprise in response to a consultation establishing a need for more home based care in the community.

The project initially received grant funding to establish a pilot, including funding for a Coordinator, and works closely with local GP surgeries and hospitals. During the first year of operation 86% of beneficiaries said they would use the service again. Challenges for the project include 'barriers to existing providers collaborating with small community initiatives including bureaucracy and lack of access to strategic forums'.

4 Context

External factors

The delivery of public services in Wales is under dual pressure from both increased demand and a continued squeeze on resources due to funding cuts. [Increasing levels of obesity and low levels of physical activity](#), an [aging population](#) and increasing demand for [mental health services](#), are just some of the factors that increase demand for health and social care services.

Sociological and economic factors have resulted in increased social isolation and loneliness over recent years, [particularly for older people](#). Loneliness is proven to have a [damaging effect to health and wellbeing](#), but is not well tackled by statutory service provision alone.



There is currently an [increased focus](#) on the role of volunteers in public service delivery, in the UK and further afield, both in helping to deliver improved public services and also in reducing demand.

The nature of work and paid employment is also changing. An [increasing number](#) of people in

Wales are self employed and there is more part-time work (often referred to as the 'gig economy'). There are also larger trends on the horizon which will have substantial impacts for paid work, for example the impacts of [increased automation](#).

The third sector is also experiencing an extremely challenging time financially, with huge squeezes on funding affecting many organisations who are losing multiple funding streams at once (for example Community Anchor Organisations in Wales some of whom

are simultaneously losing funding under Community First, Flying Start and Families First). This places a pressing need on decision makers to think creatively about the way it supports and funds key services and organisations.

The landscape of volunteering is changing, due to a range of factors that are well [documented and understood](#), including the characteristics of the retiring 'baby boomer' generation, increased demands on people's time and a need for flexible but engaging and rewarding opportunities for people to get involved. The era of long-term volunteer relationships with a single organisation is giving way to more of a 'portfolio' approach. These changes present opportunities and challenges for volunteer involving organisations to adapt their volunteering offer to meet changing expectations.

The nature of growth in the social economy and of social enterprise is creating more and more opportunities for people to get involved. This growth presents a potential challenge the larger 'corporate' third sector organisations in the future to provide experiences that are as satisfying as those on offer with the smaller providers.



Policy context

The policy context for increasing the amount of volunteering in public service delivery in Wales is clear.

The [Welsh Government Volunteering Policy](#) (2015) aims to:

Identify scope for increased volunteer involvement to help achieve its cross-cutting policies in addition to where the greater involvement in major public service areas may be achieved.'

The VWN [manifesto](#) (2016-18) responds to this with a commitment to 'influence public sector organisations in their involvement of volunteers'. By articulating a vision in this paper for how volunteering and social action could transform public services, VWN is building on this commitment.

Welsh Government policy currently promotes the transfer of assets into community ownership:

'As new models of public service delivery emerge, there will be a greater emphasis on community bodies becoming involved in the delivery of local services and taking responsibility for local assets.' [Community Asset Transfers in Wales – a best practice guide](#)

This practice effectively transfers the running of some public services into the hands of volunteers, and comes with its own opportunities and challenges in terms of ensuring success (see later sections).

The [Well Being of Future Generations Act](#) (2015) enables a framework of increasingly joined up working between Government departments and public bodies, emphasising long term thinking, collaboration and preventative approaches. All of this has the potential to positively influence the design of public services and to facilitate the placement of citizen-led, place-based social action at the heart of public service delivery.

The [Prosperity for All Strategy](#), launched in September 2017, signals that the Government wants to open up the discussion around how it can work more closely with third sector partners. The strategy indicates that the time is right to be putting questions to decision makers about how the Government will support this approach (see questions at the end of this paper). The strategy sets out the following aspirations for Wales:

...(to) 'build a sustainable relationship with the voluntary sector, based on the outcomes we all want to achieve for communities and the right funding model to deliver them' and commitment to 'a radically different way of working for us and our partners'

(Foreword. Prosperity for All)

Also of relevance to thinking on volunteering and public services in Wales is the engagement and policy work that has been happening around the 'resilient communities' agenda, as addressed in this [discussion paper](#) led by WCVA. The future direction of travel of the resilient communities work remains uncertain at the time of writing, however reservations expressed by some within the debate may be pertinent here. For example, fears are expressed that resilience is merely a euphemism for the erosion of universal services and the dismantling of social security (Friedli quoted [here](#)). Far from it being empowering for local people to come together to begin to run, say, a library, it could be quite the opposite, with the state abandoning people to 'get on with it'.

[Welsh Government's Welsh Language Strategy](#) aims to reach one million Welsh speakers by 2050. This ambition has implications for many other policy areas and sectors. Increased opportunities to interact with public services through the medium of Welsh, perhaps supported by volunteering, will be important in order to enable and then cater for growth in the number of people who want to live their lives through the medium of Welsh.

5 Opportunities

VWN recognises the following opportunities linked to public service volunteering in Wales:

- **Better outcomes:** volunteering can lead to better outcomes in service delivery, by adding to rather than replacing the work of paid members of staff (Box E).
- **Citizen focussed services:** there are sector wide opportunities to put social action and co-production at the core of public services. In Wales, this

(F)

The [GAVO Sunflower Project](#) is a hospital befriending scheme at 3 hospitals, Ysbyty Ystrad Fawr in Ystrad Mynach, Ysbyty Aneurin Bevan in Ebbw Vale and the Rhymney Integrated Health and Social Care Resource Centre. All patients are in single room units and the project staff are joined by volunteers to help with alleviating the feelings of isolation, boredom and loneliness that are experienced by some patients. The scheme offers a one-to-one befriending service and the opportunity to take part in a number of activities such as bingo and reminiscence sessions. The project is a partnership between GAVO (the local CVC) and the Health Board.

beyond a model of 'volunteer' on the one hand and 'beneficiary' on the other (Box G).

(E)

During Freshers week in 2016, **volunteer Special Constables with the Police** gave over 200 hours at Bangor University, supporting the work of Police Officers out on patrol in the University campuses and local pubs. Chief Inspector for Gwynedd and Anglesey, Neale Lewis-Jones is very proud of his team: 'Being a Special Constable is a great way to give something back to your community, develop new skills or learn what being a Police Officer is really like, we're proud of the relationship we have with Bangor University.'

One of the volunteers, Dylan Thomas, commented: 'The students were heard on many occasions saying that it was nice to see so many of us out on foot, it was a massive boost to the numbers of officers working'. The [Step Up](#) campaign encourages more people to volunteer with the Police.

approach is the focus of the [Wales Co-production Network](#)

- **Efficiency gains in public services:** volunteers can often free up paid staff from activities for which they are overqualified, for example where clinically trained nursing staff are expending time encouraging patients to eat, or even pushing the tea trolley (Box F).
- **'Impact volunteering':** volunteering that delivers what matters to people - including positive impacts for the volunteers themselves, moving

- **The Welsh language:** volunteering can help enable people to interact with public services through the medium of Welsh, in settings where paid staff do not have the appropriate level of Welsh language skills, for example providing advocacy, or bedside companionship in hospitals.

(G)

Time to Meet is a time credit project created by tenants of the Community Lives Consortium, who are interviewed in [this video](#) by the Wales Co-Production Network. Nicola Roberts, a Time to Meet volunteer said: ‘We thought we would do this project because there was nothing going on in our community’. ‘We all use our own strengths’ added Adam Crowley. Through their volunteering, the Time to Meet participants help each other, and also gain Time Credits that they can redeem for a variety of trips out.

Julie Davies, Tenant Participation Officer at Community Lives, reflects on how the project began: ‘About 14 years ago I worked with a small group of people as part of a Tenants Lives group. Over the years they were much more empowered and they decided they wanted to work together to sort out their own activities. That’s where Time to Meet came in’.

- **Improving the quality of volunteering opportunities:** by sharing best practice from those organisations who are planning for and supporting volunteers well, in addition to learning from examples of imaginative and successful models that operate in the ‘liminal space’ between the public and third sectors. (Box H).
- **Alternative pathways to employment:** volunteering can provide a useful source of work experience and helps to build social capital. In some instances volunteer roles may go further than

(H)

Barnardo’s Cymru has a lot of experience involving volunteers, and over recent years had been working more and more in partnership with public sector and other third sector organisations in ‘consortiums’ of more than two organisations. This highlighted the fact that whilst they had their own policies and procedures in place for managing volunteers, these could sometimes be different from those of the organisations they were collaborating with.

In order to address this, Barnardo’s Cymru developed a tool to assist organisations working together in this way, entitled ‘[Best practice in joint working with third parties and volunteers](#)’. The guide provides a framework for discussion and developing an action plan to implement agreed ways of working.

(I)

The Wallich provides accommodation and support services to people experiencing homelessness. Its project BOSS (Building Skills and Success) supports people with a criminal conviction to re-enter the workforce, through supported placements in partnership with employers. The project also assists participants to find volunteering opportunities, and The Wallich has a strong record of working with volunteers who have experienced homelessness. Volunteering has been a route to employment in the Wallich team for a number of people who have engaged with the organisation in this way.

this and become a route into employment. Volunteering can help organisations to build a locally based workforce, helping to improve retention rates and fill recruitment gaps. (Box I).

- **Changing balance between volunteering and other work:** some commentators and politicians have called for a four day week in light of economic challenges and increased automation, and the argument for a [universal basic income](#) is being made by some (UBI trials are beginning in a number of [countries](#)). A loosening connection between work and income could have significant impacts for volunteering and social action.
- **Involving the private sector and other employers:** there a case for greater engagement with private sector, indeed the wider employment base, in enabling volunteer involvement. There are a huge range of ways in which employment policy in an organisation can enable, encourage and support volunteers.
- **Community cohesion:** increased social action can build networks and increase community cohesion, as is being explored by participants in the [Cities of Service](#) project worldwide. Monmouthshire is the first Local Authority in Wales to join this growing network of places committing to putting citizen action at the heart of public services (Box J).
- **Community Anchor Organisations:** ownership is crucial to underpinning efforts to empower communities: ownership of spaces, buildings, assets, decision-making process, etc. Such ownership is exercised by volunteers (or ‘activists’) as part of community place-making efforts, and is a potentially crucial factor in helping create economies of scale, savings

(J)

The [Volunteering for Wellbeing Project](#) in Monmouthshire brings together a range of organisations to provide a one-stop shop for volunteering opportunities in health and wellbeing settings. Led by Monmouthshire County Council in partnership with Bridges Community Centre and working in collaboration with GAVO, the project began with a mapping project including 28 volunteer involving organisations, and 58 staff within the local authority who were managing volunteers.

The project is focussed on bringing people together to combat loneliness and isolation and with assistance of volunteers helps people to stay independent, active and well. This can help avoid a crisis and premature involvement with statutory support services. Volunteers themselves report a positive wellbeing benefit as a result of their volunteering activities which they say makes them feel useful and appreciated.

As part of this joined up approach to volunteering, MCC has funded a volunteer coordinator in order to extend a successful befriending service in the County, Community Connections. “As long as I am feeling useful, I am happy”, said Sue one of the volunteer befrienders. Monmouthshire has developed a toolkit to support its volunteer managers, and a volunteering policy.

(K)

The [Cletwr](#) experience demonstrates the potential for Community Anchor Organisations to transform communities and bring them together. Originally an initiative to re-open the village shop, the project has gone on to be much more.

‘Cletwr is owned by the community. We have over 50 regular volunteers working on different tasks, we now have eight part-time staff, and we also run an expanding range of activities and services for the local residents - an Oil Bulk-buying Syndicate, walks, a Welsh-language library, story-time (in Welsh) for young children, parcel drop-off services and much more - the list keeps growing.’

and efficiencies to the state's provision of services in a traditional manner, let alone in a more equitable co-produced manner. See Box K.

- **Leading by example:** Welsh Government and public bodies in Wales have the opportunity to enable and support a sustainable and creative volunteering culture that contributes to WBFG goals, including through employee volunteering amongst their own staff.

6 Threats

The following threats have been highlighted by VWN members, within the context of volunteering and public service delivery:

- **Volunteering perceived as a cover for budget cuts:** volunteering should add value to, rather than replace, the roles of paid staff. The narrative around volunteering in public services sometimes emphasises efficiency savings at the expense of highlighting the other benefits of volunteering, which can lead to negative perceptions amongst staff as well as the public.

(L)

The community in St Brides in the Vale of Glamorgan was the first to [take over the running of their library in 2013](#). The library is an example of a local public service transferred into the hands of volunteers. Lessons learned have included the importance of adequate support and training for communities undertaking such a transfer, and also the fact that there is no 'one-size fits all' approach. The ability of any community to run a service of this kind depends on the individuals, skills and assets available to each community.

In [Cwm Du](#), the local community have been running their village shop and pub since 2000.

- **Poorly supported asset transfer:** examples of asset transfer done well (see Box L) demonstrate the amount of support needed for such projects to succeed. This includes focusing not just on the skills present within the community, but the skills of those commissioning, in order to work successfully in partnership with communities. [Experience with community pub projects](#)

shows that only a small minority of groups are likely to go on to successfully take over a local community asset like a pub, library or community centre.

- **Loss of funding for community anchors:** the 'perfect storm' of loss of multiple funding streams at the same time can pose a threat to community anchor organisations. Key to allowing innovation to thrive in the co-delivery of public services in partnership with the third sector is making sure that such organisations have access to appropriate core funding when they most need it. Anchors tend to have high levels of trust locally; similarly their volunteers will also be trusted. In this way statutory partners who are keen to co-produce services

can work with and through such anchors without having to spend time themselves developing trust².

- **Failure to fully embed volunteering / realise the benefits:** volunteering that is not appropriately scoped or supported fails to fully realise benefits for either the volunteer or the organisation. This may be linked to a failure to acknowledge the actual cost of volunteering (volunteering is not free and needs to be planned for and resourced just as staffing does) or a tendency to ‘add on’ volunteering too late into a planning process rather than asking at the start ‘what role might volunteering play in the delivery of this service?’
- **Lack of leadership:** leadership is key to success in realising many of the opportunities listed above, from Welsh Government, at the Chief Executive / Director-level of public sector organisations, and also in the need for organisations to employ skilled volunteer leadership practitioners at a strategic level.
- **Non-inclusive organisational culture:** an ‘us and them’ attitude towards volunteers and members of the public can threaten the success of volunteer involvement and citizen engagement.
- **Failure to measure the benefits of volunteering or share with decision makers:** there is sometimes a tension between what matters to people and what is measurable. Projects that demonstrate imaginative ways to involve citizens in delivering public services can show the way in using different types of evidence to influence decision making processes.
- **Lack of Trade union involvement:** failure to involve Trade Unions in agreeing appropriate boundaries for volunteer roles, or involvement that occurs too late in the planning process, can lead to conflict over what is appropriate for volunteers to do. [Good relationships](#) with Unions from the outset can help counter this.

(M)

In 2017, **Swansea City of Sanctuary** assembled local organisations that involve volunteers, including those who are asylum seekers and refugees, to discuss the benefits and concerns of working together and to learn lessons from each other. Their work culminated in a [best practice guide](#), and a [short film](#), launched during refugee week in 2017, highlighting the best way to involve asylum seekers and refugees as volunteers.

Volunteer involving organisations often play a role in challenging misconceptions and prejudice by recruiting for a diverse and inclusive range of volunteers and actively developing links with organisations that work with refugees, BME and migrant communities.

² It remains a contention of WCVA’s that there should be sympathetic funding arrangements that allow such anchors to access funding for core revenue costs; a development programme that stimulates organic, locally-owned community anchors where communities want them; support and mentoring in place to help nurture their development and to benefit from more experienced and established existing anchors elsewhere; sympathetic efforts made to allow anchors to acquire assets. Similarly, efforts should be made to retain them when they experience difficulties.

- **Inequalities in access to volunteering ‘the volunteering gap’:** evidence from the [Welsh Government National Survey 2017](#)³ reveals inequalities in the way that people access volunteering in Wales according to socio-economic background, educational attainment and caring responsibilities. This means that access to the benefits of volunteering is also unequal. Multi agency working across Public Sector and Third Sector agencies can help counter this (see Box M).

(N)

In 2017 during Royal Welsh week, 19 year old James Corfield went missing following a night out in Builth Wells. Following widespread requests on social media for volunteers to assist in the search, it became apparent that [Powys Volunteer Centre \(PAVO\)](#) could be instrumental in supporting the emergency services.

Over a two-day period, over 400 volunteers were registered and deployed by PAVO to support the search effort. Following the sad news that James had been found, his family contacted PAVO to request that they attend the memorial service.

Andrew Twigger, from Emergency Planning at Powys County Council reflected on the joint working between themselves and the role CVC had played: ‘I simply had to provide the premises and the catering. Without PAVO the Volunteer Reception Centre would not have been anywhere near as efficient or indeed as effective.’

training, can cause prohibitive costs, with potentially serious consequences for sectors such as Community Transport where as many as 80% of drivers are involved on a voluntary basis.

- **Top-down focus:** if the design of volunteer roles is not modelled on participative principles, volunteering can be driven by organisational need rather than what communities need and want. Models that involve volunteers in the design and planning demonstrate best practice engaging volunteers in a participative way (see Box O).

- **Institutional limitations:** organisations can be held back by over-bureaucratic processes (eg high level policies, and procedures that were not written with volunteers in mind). Public bodies are continually scrutinised and tend to be risk averse, which adds barriers to volunteering. Strong connections with local CVCs and volunteer involving organisations in the third sector can support public bodies to work around these limitations (see Box N).
- **Changes to legislation:** requirements for volunteers to meet certain training requirements, for example recent changes to the rules regarding volunteer driver

(O)

[The Marie Curie Helper Service](#) recruits volunteers who provide companionship to those living with a terminal illness. Sue, a volunteer helper, reflected on her experience providing company to one individual: ‘She was always positive, I laughed all the time I was with her. We’d just chat for hours... you will often tell strangers far more than you will tell your own family’.

The project also involves volunteers in key roles such as Lead Volunteer in recruitment, a volunteer Ambassador to promote the project and a volunteer Assessor to meet individuals and their families to match up the perfect pairings.

³ Detailed results relating to questions in the survey on volunteering were presented to the VWN by the Welsh Government National Survey team on 16 November - a copy of the presentation can be obtained on request from WCVVA.

- **Undermining/duplicating the role of Third Sector organisations including CVCs:** this risk can be mitigated by close partnership working and close collaboration in the scoping of opportunities, an approach which underlies the development of this paper (see Box J).

7 The Future of Public Sector Volunteering

'...planning services so that space is created where volunteering can happen creatively and organically...people are invited to contribute...the focus is on outcomes, without being prescriptive about the solutions...It's about people's ability to create, imagine and articulate, and then integrating this into the structure of how we do things.'

Fiona Liddell, Volunteering Development Manager, WCVA

VWN aspire for the following to be true of volunteering and public service delivery in Wales in the next ten years:

- ❖ Volunteering and social action within public service delivery is a vibrant space in which a wide variety of models and approaches are flourishing, engaging with people in a way that empowers individuals and communities to take ownership
- ❖ Volunteering and social action play a meaningful role in the lives of people of all ages and backgrounds in Wales.
- ❖ Our public service model puts citizens at the centre of service design and delivery.
- ❖ Public institutions have adopted the aim to *increase and support social action* as part of their strategic purpose.
- ❖ Volunteering is accessible to the majority of people and recognised as a core part of maintaining a healthy lifestyle and sense of well being.
- ❖ Volunteering in public service delivery is well planned and resourced, with appropriate approaches to risk, enabling imaginative solutions and partnerships to flourish.
- ❖ Social action and involvement adds value to but does not replace the roles of paid staff.
- ❖ There are a wide variety of routes into volunteering, within roles that suit a range of skill levels, interests and motivations for getting involved and there is plenty of scope to creatively input into the offer available.

- ❖ Welsh Government and public bodies lead by example in volunteering, with all staff taking part in regular employee volunteering. Budgets are pooled and strategic priorities are aligned in a way that supports and resources volunteer involvement.

8 Questions for decision makers

- ❖ What resources will you commit to allow volunteering to be explored and developed 'organically', ie without having a clear and prescribed endpoint in mind?
- ❖ How will Welsh Government commit to funding core budget support for Anchor Organisations that are central to much of this work?
- ❖ Which budgets could be pooled to facilitate more imaginative approaches to partnership working?
- ❖ How do we encourage creativity and flexibility in volunteer involvement and also maintain appropriate boundaries and a proportionate approach to risk management?
- ❖ How far does your (Local Authority) think about the potential of volunteering in a wider county remit, rather than just as an organisation? Who are your allies/partners?
- ❖ Is volunteering on the agenda of the right meetings - and at an early enough stage in planning processes? How can we make sure that it is?
- ❖ What three things will you commit to do as a leader, to take this agenda forward?

9 Next Steps

VWN would like to thank everyone who has contributed to the development of this paper.

To take this work forward, we would like to collaborate with a small number of Local Authority areas across Wales to explore what putting some of the ideas in this paper into practice might look like.

Members of VWN attended the one-day 'People Helping People' conference co-hosted by York Council and York CVC in November 2017. This conference included a wide range of community based organisations, Third Sector Providers and Public Sector agencies, who came together to explore how they could work together to increase social action and volunteering in the city. A similar approach could be used to kick-start

conversations across Wales, drawing on our existing experience of partnerships and pioneering projects.



For further information

Local Authority Funding of Third Sector Services. Wales Audit Office January 2017
<https://www.wao.gov.uk/system/files/publications/Third-sector-funding-eng.pdf>

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Appendix

Volunteering Wales Network member organisations

3Gs Development Trust Limited	Macmillan Cancer Support
Abertawe Bro Morgannwg University Health Board	Marie Curie Cancer Care
Action For Children (UK Head Office)	Merthyr and the Valleys Mind
Action On Hearing Loss Cymru	Mid & West Wales Fire and Rescue Authority
Barnardo's Cymru	Mind Cymru
Betsi Cadwaladr University Health Board	Mirus - Wales
Blind Veterans UK Llandudno Centre	Monmouthshire County Council (NP15 1GA)
Breast Cancer Care Cymru	Music in Hospitals Cymru/Wales
Brecknock Museum & Art Gallery	National Trust
British Red Cross Soc. - N Wales Branch	Promo Cymru Trading Ltd
Cardiff and Vale ULHB	RSPB Cymru Headquarters
Cardiff Council	Sandy Clubb
Cardiff Third Sector Council (C3SC)	Shelter Cymru
Carers Wales	SNAP Cymru
Cartrefi Cymru - Bridgend	Sport Wales
Ceredigion Association of Voluntary Organisations (CAVO)	St John Cymru - Wales
Community Transport Assoc. Wales	Stonewall Cymru
Council for Wales of Vol. Youth Services	Student Volunteering Cardiff
Creating Enterprise CIC	Swansea Council for Vol. Service - SCVS
Cwm Taf Health Board - North Glamorgan NHS Trust	Tenant Participation Advisory Service Cymru (TPAS)
CWVYS	Tenovus Cancer Care
Discovery - Student Volunteering Swansea	The Wallich
Ethnic Youth Support Team EYST	Time Banking Wales
Evangelical Alliance Wales	Volunteering Matters
Growing Space	Wales Council for Voluntary Action (WCVA)
Gwent Association of Voluntary Organisations (GAVO)	Welsh Government
Hywel Dda Health Board SA31 1DS	Welsh Sports Association
Macmillan Cancer Support	Young Enterprise
Marie Curie Cancer Care	