



department for  
**culture, media  
and sport**

# UK volunteering toolkit

For Games inspired local schemes in 2012

September 2010

improving  
the quality  
of life for all

Our aim is to improve the quality of life for all through cultural and sporting activities, support the pursuit of excellence, and champion the tourism, creative and leisure industries.

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# Section 1: Introduction

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## 1.1 Overview

This toolkit aims to assist local areas across all UK nations and regions to consider whether they might benefit from a volunteer scheme, to provide visitor welcome and support for events, during the London 2012 Olympic Games and Paralympic Games.

There is no central funding for such schemes, and we recognise that local areas will have different needs. Some may have existing schemes that could be used to welcome visitors in 2012. This toolkit will assist with designing a new scheme where that is needed, and will also help promote a complementary visitor experience across the London Organising Committee of the Olympic Games and Paralympic Games (LOCOG) London 2012 Games Maker programme, London's 'London Ambassador' programme, and other local UK schemes. For more information on the LOCOG and London schemes, please see Section 2.

The overall aim is to provide the framework for a rewarding volunteer experience, a fantastic and consistent visitor experience, and to leave the UK with a lasting volunteering legacy.

We are aware that organisations may not have given this detailed consideration yet, and there is still time before the Games to set up a volunteer scheme. However, with the LOCOG and London programmes having already launched, many local areas will already have questions about how to start developing a scheme. This toolkit aims to help answer these queries and aid the development of local ideas and schemes. It is also important to consider and consult with the existing local volunteering infrastructure, work with them if appropriate and utilise their expertise and local knowledge, not only in terms of setting up new schemes and linking with existing schemes but also in ensuring a sustainable legacy of any London 2012 related work.

The first step is to think about whether local volunteers are needed. If they are, then the toolkit can help in the calculation of likely numbers. We recognise that there are uncertainties at this stage which constrain decision-making on this and other issues, but it would help us to gauge interest and gain a sense of scale now, particularly to feed into ongoing discussions about uniforms. We are therefore asking for an indicative figure by 15<sup>th</sup> November 2010. Any information provided will not, of course, be binding, however current thinking is that we will need final numbers by March 2011.

Once the viability of a local scheme has been established, we suggest that local areas apply for the Inspire mark for such schemes. A successful application will allow activities leading up to the Games period to be branded with the Inspire mark – the non-commercial London 2012 brand. Please see section 4.1.1 on the London 2012 Inspire programme for more information.

If that application is successful, and the scheme will be used in support of an Olympic or Paralympic venue, or main port of entry, then the scheme will have the opportunity to access consistent uniforms and Games-specific training material. See 4.1 for more information on uniform and branding.

## 1.2 What to do

**For all schemes** – if successful we are working to agree with LOCOG some visual means of recognition on volunteer uniforms such as a large Inspire mark badge or arm-band:

**Step 1** Read the toolkit and think about whether the local area would benefit from a volunteering scheme for the Games. Think about whether this will be an Ambassador or host city scheme like London's – covering activity around an official Olympic or Paralympic venue or main port of entry – or whether it will carry out other activities not related to a venue or main port of entry.

**Step 2** Please send indicative numbers, and an indication of which type of scheme you are considering, to [ukvolunteering@culture.gsi.gov.uk](mailto:ukvolunteering@culture.gsi.gov.uk) by November 15<sup>th</sup> 2010. These do not need to be exact and are not binding – we are looking for a sense of scale across the UK to inform uniform discussions. If you think you will miss the deadline please email us.

**Step 3** If not already done, complete an Inspire application – contact local Inspire programmer for details - <http://www.london2012.com/get-involved/inspire-programme/join-the-inspire-programme/contact-us/index.php> (If the application is successful, please allow about 2 months from submission for the receipt of the Inspire licence). We are working to agree with LOCOG some visual means of recognition on volunteer uniforms such as a large Inspire mark badge or arm-band.

**If the scheme is not related to an official 2012 Olympic or Paralympic venue, or a main port of entry then this is the final step. If the scheme is related to a venue or main port of entry, please see Step 4, which must be completed at the same time.**

**For venue or main port of entry schemes** – if successful they will be able to access the consistent uniform:

**Step 4** Along with your Inspire application, please complete the UK volunteering checklist which can be found at Annex A. This needs to be submitted, with the appropriate documentation, to the Inspire manager alongside the Inspire application, and copied to [ukvolunteering@culture.gsi.gov.uk](mailto:ukvolunteering@culture.gsi.gov.uk). The Inspire manager may then have some additional questions based on the checklist. We will then be in contact to discuss access to the consistent uniforms and training material – current thinking is that we will need final numbers by March 2011.

If an existing scheme has the Inspire Mark already, there will still be an additional process to access the consistent uniform. Please contact us at [ukvolunteering@culture.gsi.gov.uk](mailto:ukvolunteering@culture.gsi.gov.uk) to discuss.

If the scheme being developed is not relate to a venue or main port of entry, there is no requirement to fill in the checklist at Annex A, but the steps it outlines may be helpful in planning the scheme.

# Section 2: Background to volunteering in 2012

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## 2.1 Aim and ethos

The events taking place during the London 2012 Olympic Games and Paralympic Games are not solely limited to London, and it is essential that people right across the UK have the opportunity to experience the magic of the Games. Individuals across the UK will want to be involved in making a tangible contribution to this once in a lifetime event.

Local authorities across the UK are already involved in many Games inspired sporting and cultural activities, and may need volunteers to help to staff these. They may also need to prepare for extra visitors to their areas. Central government is unable to fund local schemes across the UK however this toolkit represents our contribution to supporting that effort. One aspect of that work might be to encourage some form of volunteering inspired by London 2012 to welcome visitors during the Games. This is separate from any consideration for trained stewards that may be required during the period.

There are many legacy benefits anticipated from such a volunteering scheme. Local areas will develop improved mechanisms for managing volunteers, leading to a legacy of improved tourism capability and streamlined processes for staffing local events. Social benefits include an increased awareness of the value of volunteering, leading to increased participation.

It is vital that every volunteer finds the experience engaging, rewarding and meaningful, and that all volunteer opportunities express the Olympic values of friendship, respect and excellence and the Paralympic values of courage, determination, inspiration and equality.

## 2.2 Would a scheme be of benefit?

The starting point and the most important question each area needs to consider is whether a volunteering scheme would be of benefit during the Games period. Questions that might be used to determine this include:

- Where might volunteers be needed during the Games?
- What sorts of tasks would they be expected to undertake?
- After calculation of the numbers of volunteers required, and the tasks required of them, is it possible to set up a new scheme within the specified timeframe and budgetary constraints?
- Could the inspiration of the Games be used to strengthen schemes that are already running?
- Looking at any existing recruitment mechanisms, could they cope with a big influx of applicants?

- In order to be eligible, it is vital that all schemes are able to fund the costs associated with volunteer provision – is there funding available to adequately cover management costs, uniforms, recognition, travel etc.?
- How can expectations of those who are unsuccessful in the selection process be managed?

Involvement need not be limited to areas hosting Olympic and Paralympic sporting events. Tourist sites, cultural events, live sites, transport hubs and other sporting events may require local volunteers. However access to the consistent uniform will be limited to venue cities and main ports of entry, and to Games-time itself. Outside of these areas, a local scheme could apply to become an Inspire project and help support the torch relay route, and any additional sporting and cultural events in the run up to the Games. We are working to agree with LOCOG some visual means of recognition on volunteer uniforms such as a large Inspire mark badge or arm-band. See section 4.1 on uniform and branding for more information.

It may be helpful to illustrate the importance of a needs-based approach by outlining the stages that London went through in developing their London Ambassador scheme:

- Some recent host city organising committees (including Beijing) have supplemented the core Olympic and Paralympic volunteering schemes with 'city volunteers', providing information and assistance to visitors around the city in Games-time. London decided to scope the requirement for its own host city volunteer scheme, specifically focused on the city's Games time welcome and complementing the city's existing visitor services.
- The London Development Agency (LDA) commissioned some scoping work to determine whether a scheme was needed and supported by stakeholders – this involved desk based research, information from previous Games, and opinions gathered from third sector, visitor economy stakeholders and tourist information experts.
- Deloitte were then commissioned to carry out a further detailed impact analysis which refined the remit of the scheme and produced a programme plan and budget.
- This allowed LDA to write a business case for the London Ambassador scheme – including initial plans for volunteer numbers and locations.
- This led to the creation of a detailed plan at the start of 2010. This is the first time that a host city has delivered a scheme of this scale to complement the core Games volunteering scheme.

The purpose of this toolkit is to assist local areas with the processes that come after the initial needs analysis, when it is clear that a scheme would be of benefit. The toolkit provides guidance on how London converted this aspiration into something deliverable. This is done in Section 3 through sharing information available from the Deloitte work so that local schemes can develop their own schemes.

## 2.3 Existing Games-time schemes

### 2.3.1. LOCOG “London 2012 Games Maker” volunteers – Up to 70,000 volunteers.

LOCOG is the organisation that is charged with staging the Olympic and Paralympic Games in 2012. One key resource they will use to meet that challenge is a team of Games-time volunteers called London 2012 Games Makers. Volunteers in this scheme will be involved in supporting the delivery of the Games themselves. They will be based

primarily inside the official LOCOG competition venues, and will comprise of generalist and specialist volunteers.

More information on the LOCOG scheme can be found on the LOCOG website at:

<http://www.london2012.com/get-involved/volunteering/index.php>

### **2.3.2 The London Ambassador scheme – Around 8,000 volunteers.**

London Ambassadors will provide an improved visitor welcome to enhance the experience of visitors to London during the Games. They will be based at key interchanges and areas of high footfall, offering local knowledge and good cross-London information on destinations and activities.

The London Ambassador scheme is just one part of the wider 'Welcome to London' work, which is looking to enhance the existing visitor welcome infrastructure. This includes boosting the role of tourist information centres, providing information and training to existing uniformed staff such as street cleaners, and working with businesses so that their staff can help with visitor welcome during the Games, by providing them with Games-time information and training material. That work is guided by a regular 'Welcome to London' advisory group, chaired by the LDA, and including representatives from LOCOG, tourism information centres, the Government Olympic Executive (GOE), Visit London, Visit Britain, Transport for London, London Councils and Network Rail.

More information about the London Ambassador scheme can be found at:

[www.londonambassadors.org.uk](http://www.londonambassadors.org.uk)

# Section 3: How to set up a new scheme

This section gives general information on what is involved in setting up a volunteering scheme. It may well be that it is more feasible to use an existing scheme, but the information in this section of the toolkit could still be useful in determining where and how to deploy volunteers during the Games. If this would not be helpful then feel free to skip to Section 4 which outlines how to apply specific Games-time elements, such as consistent uniforms and Games-specific training, to a local volunteer scheme.

There has been particular interest in the London scheme. Due to the large numbers of people that will go through their recruitment and selection processes, and the need for close collaboration with LOCOG, their scheme has already launched. They have agreed to share their learning to help local schemes to determine the cost of creating and running a scheme.

## 3.1 London information

### 3.1.1 Other welcome services that volunteering schemes need to fit with

The role of volunteers in relation to visitor welcome is an important one. It fits with the tourism agenda, and there may already be existing staff who are trained to welcome visitors. Local areas will want to establish the level of additional volunteers that would be of benefit by reviewing how they would interact with existing mechanisms. London's approach to this is outlined in this '2012 Welcome' diagram:



### 3.1.2 Overall London approach

London initially identified the locations for volunteers by:

- Plotting the location of existing visitor services.
- Plotting planned Games-time cultural, sporting and visitor activity.
- Looking at existing footfall trends.

The following criteria were then applied to potential locations:

- Port of entry locations that will have significant flows of Games-related visitors.
- Locations where Games-related visitors (ticketed and non-ticketed) will need destination level assistance to access and enjoy additional parts of London.
- Locations where they forecast there will be significant increases in Games-related visitor activity and where existing visitor services will require support.

The demand for volunteers at the locations was estimated by analysing the following information:

- Demand levels of existing visitor services at similar locations.
- An estimate of Games-time increase in footfall.
- Understanding the location and role of other planned Games-time volunteering schemes.

The use of the different stages considered during the creation of the London model may assist in generating ideas and highlighting relevant areas for consideration. However, it is important to note that each area hosting an event during the Games will have different needs and experience varying challenges in providing volunteering services. The London work was produced by Deloitte, and they have requested that we include the following disclaimer:

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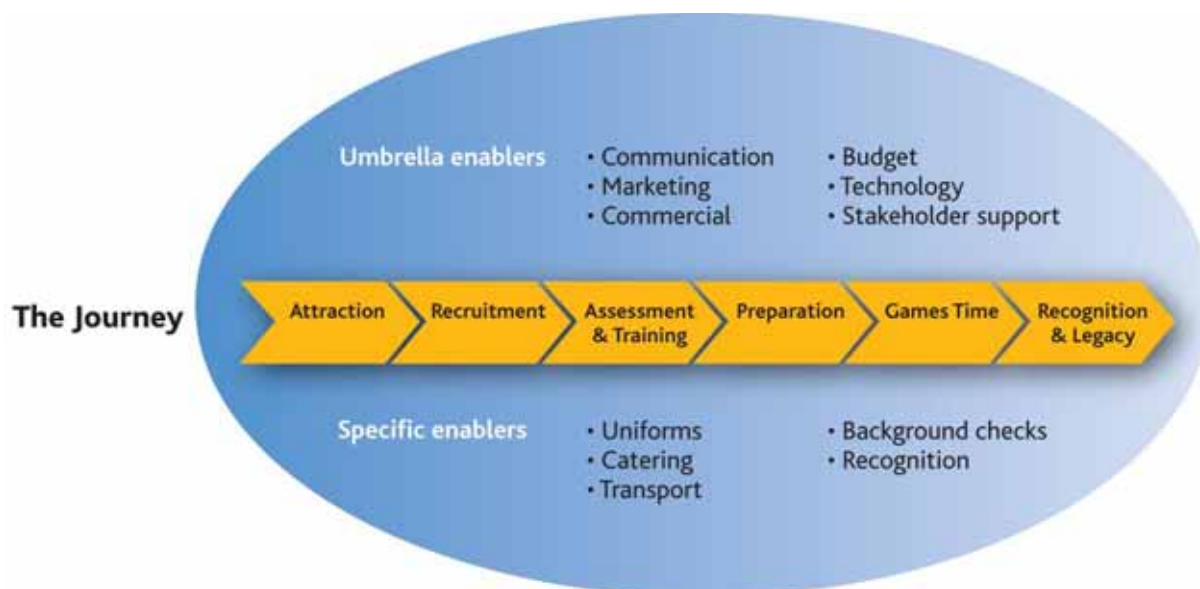
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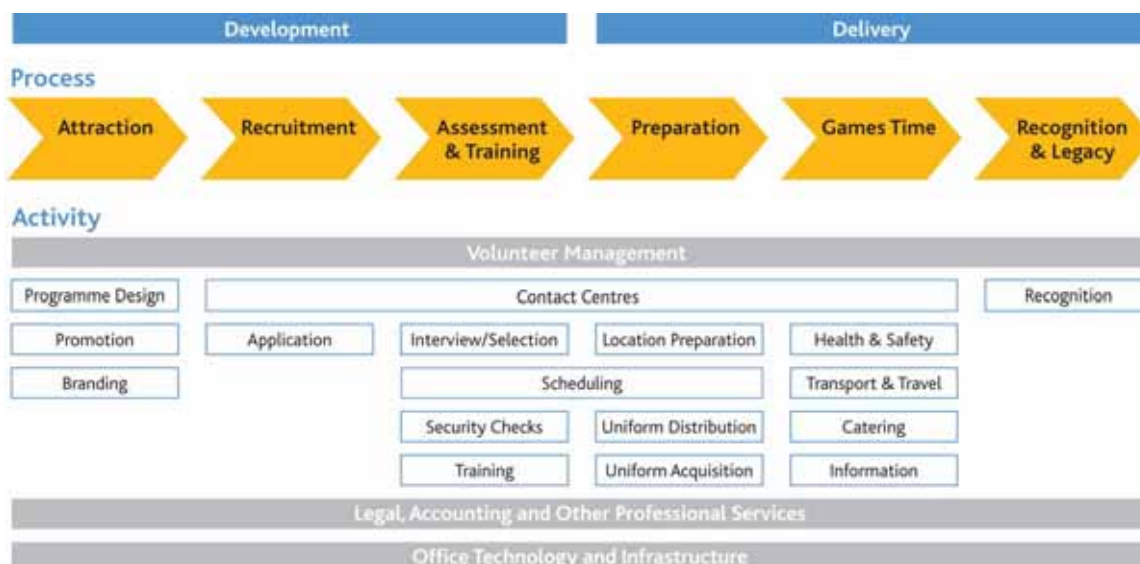
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### 3.1.3 Creating a volunteering scheme

The creation of a volunteer scheme is not a quick process. There are a number of stages to be considered, and there are no shortcuts to guaranteeing a viable, well-functioning system designed to recruit a workforce who are genuinely interested in providing the best possible welcome to visitors. The stages that need to be completed, and the enablers that might be necessary to create a successful scheme, are outlined here:



The key tasks required to develop and then deliver the scheme are demonstrated below. It is important to remember that volunteers are not a free resource, and most elements of the process require time and money in order to execute them well.



### 3.1.4 Mapping of locations

Prior to determining how many volunteers will be required, it is important to establish where volunteers will be needed, and the tasks that they will be required to undertake. London has worked from the following diagram as a 'concept overview' for the types of

areas that will need volunteers and the maximum number of volunteers needed at each site:

### Concept overview

		Number of people (max staff per shift)	Example Opening hours
<b>First welcome and final goodbye</b> <ul style="list-style-type: none"> <li>London Ambassadors will be at the key international and domestic travel terminals in order to provide the first welcome and final goodbye to visitors</li> </ul>	Transport, International	5-40	06:00-01:00
	Transport, Domestic	5-10	06:00-21:00
<b>Efficiency and effectiveness</b> <ul style="list-style-type: none"> <li>Volunteers will be based in high footfall areas at key travel interchanges</li> <li>Volunteers should assist in the transition from 'spectator to visitor' (whereas LOCOG volunteers will assist in the transition from 'visitor to spectator')</li> </ul>	Tourist Sites	5-20	10:00-20:00
	Live Sites (big screen)	10-20	10:00-21:00
<b>Range of service</b> <ul style="list-style-type: none"> <li>Covering live sites, transport hubs, Games venues, tourist attractions etc.</li> <li>Stewards require additional training and should be considered separate from welcome volunteers</li> </ul>	Adjacent to Games Venues	5-20	09:00-23:00 • Closing times vary by day
	Other	40	06:00-23:00 • Eg. London has a 'flying squad', or mobile unit of 40 volunteers that can be deployed according to need

### 3.1.5 Volunteer supply and demand - worked example:

**Step 1** – Identify the number of sites that you want to provide volunteers for.

- A city is hosting one football match a day over 10 consecutive days. They also have one live site, and a minor tourist attraction.

**Step 2** – Identify the number of days and hours that each of those sites will be active. You should consider rest days, as you may still choose to provide volunteers on those days.

- The number of days and hours of activity will come directly from the LOCOG event timetable, or from local plans.

**Step 3** – Identify the minimum and maximum numbers of volunteers that you will require on each of the days.

- For the purpose of this example there were no rest days, so we used maximum numbers only. We have made the assumption that all events will see full capacity – this is LOCOG's planning assumption. The numbers of volunteers come from the 'concept overview' diagram above which details the maximum numbers identified for those types of site in the London work. In addition, you will need to consider normal summer visitor levels.

**Step 4** – Identify an appropriate length and number of shifts.

- Looking at our requirement, we decided that shifts would be five hours long and that volunteers would be asked to volunteer for five consecutive days.

**Step 5** – Once you have completed steps 3 and 4, you should be able to calculate the total number of volunteers you will require.

Venue	No. of days	Hours Active	Total hours	No. of vols needed (a)	No. of shifts (b)	Total Vols each day (axb)
Adjacent to the stadium	10	9am – 2pm	5	20	1	20
Live Site	10	10am – 8pm	10	20	2	40
Attraction	10	8am – 6pm	10	5	2	10

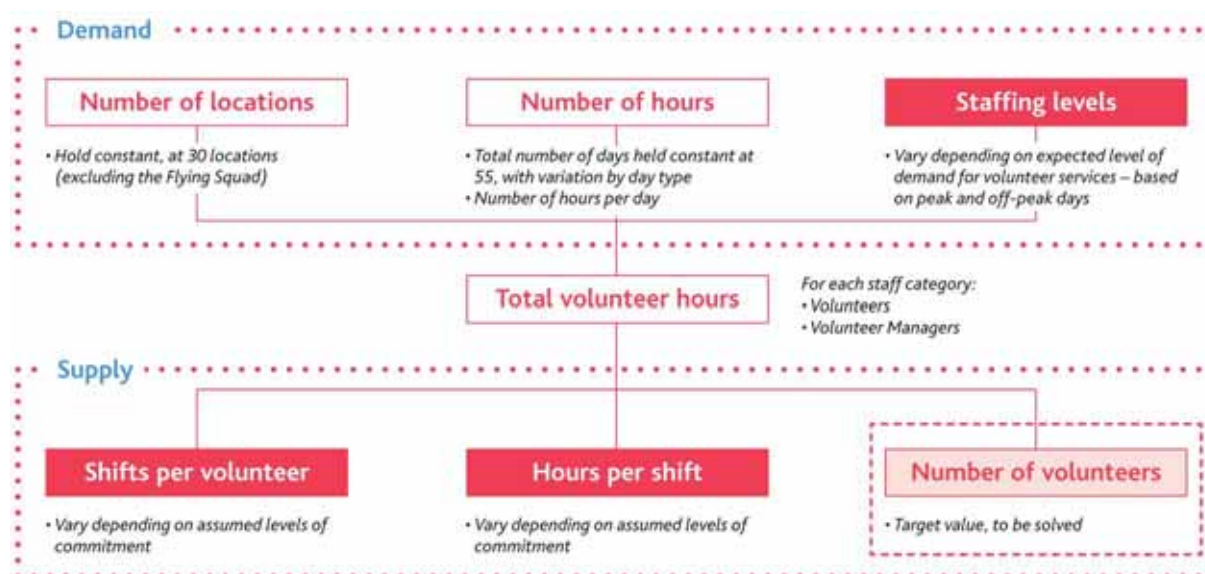
**Total number of volunteers required each day = 70** (20+40+10)

**Total number of volunteers required over the ten day period = 140** – this is due to the fact that we are covering ten days worth of events. Volunteers will cover five consecutive days each, so the first 70 volunteers will cover the first five days, and an additional 70 volunteers would be required to cover the remaining five days, giving a total of 140.

We decided to provide a 10% contingency, which is line with London’s provision. We would therefore need a **total of 154 volunteers**.

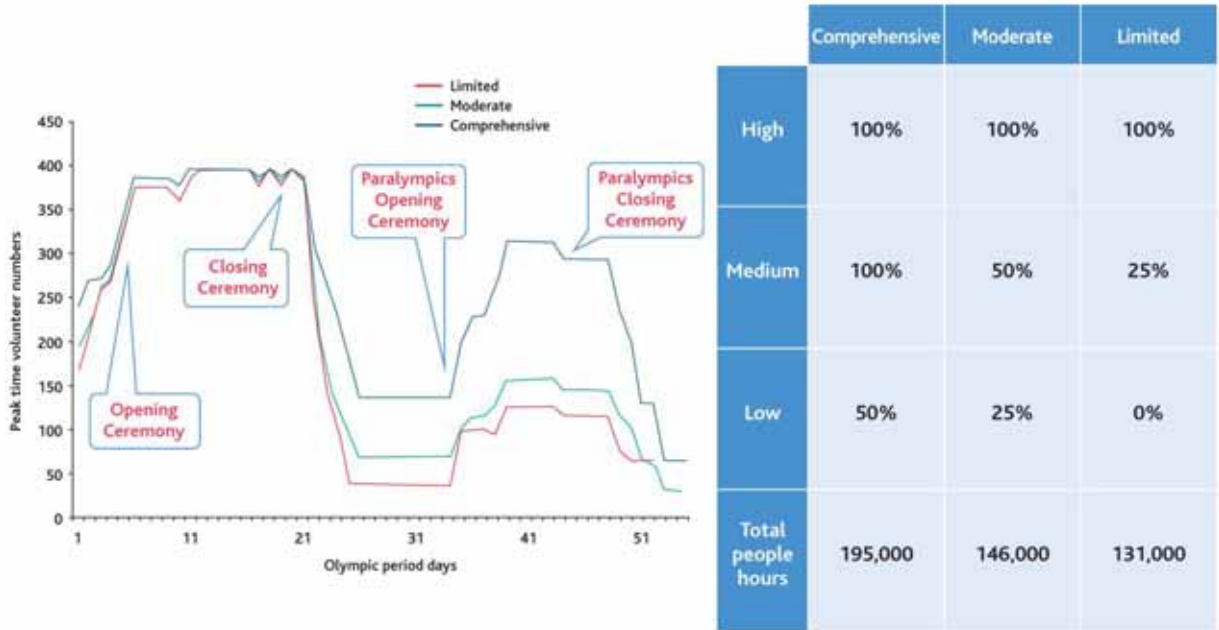
**Step 6** – Remember that you will need to recruit more volunteers than you need to account for attrition throughout the application and training process. For more information on recruitment please see the section on recruitment later in Section 3.

The diagram below represents how London approached this:



### 3.1.6 Demand over the Games period

However, this is a simplistic example and as the following chart demonstrates, there will be days when a full complement of volunteers will be required, and others when fewer volunteers can adequately carry out the necessary identified functions.



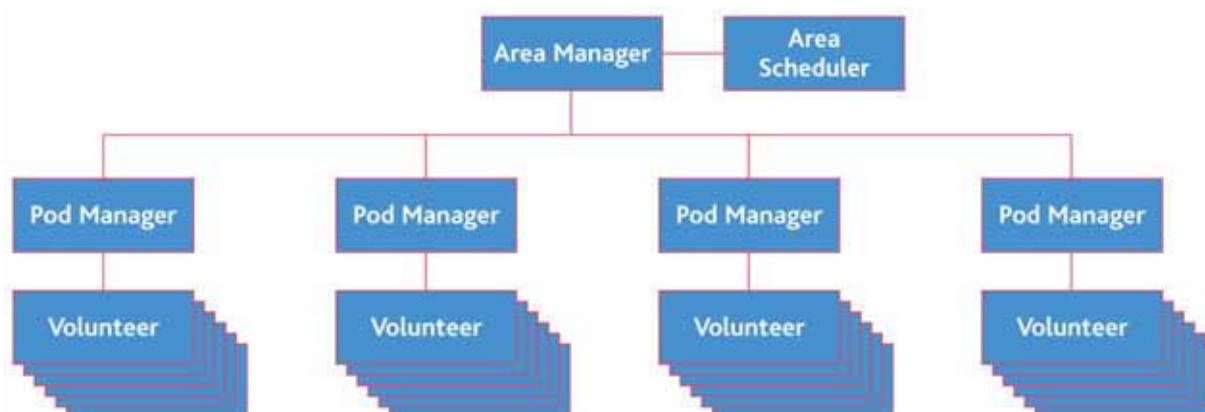
In the above diagram possible coverage levels been identified as ‘comprehensive’, ‘moderate’, and ‘limited’, and demand for staff labelled ‘high’, ‘medium’ and ‘low’. So, for instance, if a local area decides that a comprehensive scheme is required, maximum levels of volunteer cover for both high and medium demand days would be needed, with 50% coverage on low demand days. However if an area was only planning to provide limited coverage, maximum levels of volunteers would be needed for high demand days only, dropping to 25% for medium and no coverage on low demand days.

### 3.1.7 Calculations of hours per shift and numbers of shifts

Demand = 150,000 volunteer hours		Hours per shift											
		2	3	4	5	6	7	8	9	10	11	12	
Shifts per volunteer	2	Potentially too expensive		Shifts too long									
	3												
	4			10,600	8,300	7,400	6,400	6,200	5,500	4,400			
	5			8,500	6,600	5,900	5,100	5,000	4,400	3,500			
	6			7,000	5,500	5,000	4,300	4,200	3,700	2,900			
	7			6,000	4,700	4,300	3,700	3,600	3,200	2,500			
	8			5,300	4,100	3,700	3,200	3,100	2,800	2,200			
	9			4,700	3,700	3,300	2,800	2,800	2,500	2,000			
	10			4,300	3,300	3,000	2,600	2,500	2,200	1,800			
	11			Too many shifts per volunteer									
12													

Our worked example assumed five hour shifts over five consecutive days, and the previous table shows that this falls within the acceptable limits proposed as an example in the Deloitte work as being applicable to London. The particular figures given are for London only and can be ignored. Whilst it is for local areas to decide what works best for them, this table indicates that the ideal allocation would be anything between four and six hours over four to eight days.

### 3.1.8 Volunteer management during the Games



- **Pod Managers** will be responsible for individual pods. These paid staff members will have responsibility for the care and well-being of volunteers, and will guarantee a consistent quality of service to visitors/users. The paid Managers will be accountable to Area Managers.
- **Area Managers** will be responsible for a number of pods within a specified area. For example a single Area Manager may be responsible for the Euston, St Pancras, and Kings Cross pods. The Area Manager's role will be to provide a point of coordination (potentially including flexible staffing based on demand).
- Whilst the model currently assumes that Pod and Area Managers lead to additional cost it is possible that existing public sector employees, or partner private sector business employees, could fulfil these roles.

In the London model Pod Managers will be paid members of staff, but it may be possible to identify a volunteer team leader on shift, however there is an increased level of operational risk if this individual is also a volunteer. To help mitigate and ensure the level of service provided is of a high quality we suggest that this person should be paid – or perhaps on secondment from an applicable organisation. This would be the ‘go-to’ person if any of the volunteers had a query, and should be someone with sound leadership experience. An area may also consider organising a central point of contact, for instance within a local authority.

### 3.1.9 Budget

This budget breakdown shows the approximate percentage of London’s overall budget that they have applied to the various elements of the scheme. Please note that savings could be made on this budget quite easily – for instance, local schemes may not require a sponsorship team, an interactive pre-registration form etc. However this breakdown should give local areas an idea of the kinds of costs they will need to consider.

Development & Delivery Model	Fixed/Variable	Cost Area	% Cost
Attraction	Fixed	Pre-registration form + website. Market research, ongoing research	2%
Recruitment	Fixed	Application Process	2%

<b>Assessment &amp; Training</b>	Variable	Interview/Selection, Security/Background Checks, Training	16%
<b>Preparation</b>	Variable	Pod location (design/build/install/remove)	10%
<b>Preparation</b>	Fixed	Scheduling, Accreditation	1%
<b>Games time</b>	Fixed	Health & Safety, media promotion, contact centre costs	5%
<b>Games time</b>	Variable	Catering, transport and travel	15%
<b>Recognition &amp; Legacy</b>	Variable	Recognition	1%
<b>Volunteer Management</b>	Fixed	London Ambassador Team + Games time management, Recruitment costs, Sponsorship expertise	14%
<b>Volunteer Management</b>	Variable	Value in kind secondments from partners	21%
<b>Office Technology &amp; Infrastructure</b>	Variable	Technology and infrastructure at Games time (handhelds, set up wifi hotspot, PC and networking access)	2%
<b>Preparation</b>	Fixed	Testing plan/Pod pilot, uniform distribution	3%
<b>Preparation</b>	Variable	Uniform acquisition	8%

## 3.2 Additional information

### 3.2.1 The role of a volunteer

With regards to a role description for volunteers, different areas will find they have different task requirements for volunteers based on local need. It is important that every volunteer is able to complete some core tasks appropriate to their particular role eg:

#### **Core tasks for a visitor welcome volunteer**

- To provide an approachable local welcome to all visitors, locals and commuters on behalf of the local area.
- To provide consistent and timely Games, visitor destination and transport information.
- To proactively assist with queries from visitors.
- To inspire visitors to explore and enjoy the local area.
- To be a well-informed and visible presence at key locations.

For detailed guidance on creating a role description for volunteers, please see the Volunteering England website at:

<http://www.volunteering.org.uk/resources/goodpracticebank/Core+Themes/creatingvolunteerroles/creatingvolunteerroles-overview.htm>

### 3.2.2 Cost per volunteer

London Ambassador scheme – approximately £800-900 per volunteer.

LOCOG scheme – approximately £750-£1000 per volunteer.

Based on these costs, for some a scheme might seem prohibitively expensive. However, where there is an existing scheme running, the only additional costs will be Games-specific training, consistent uniforms and any reward and recognition – see Section 4 for more information.

If a local area were to be thinking of setting up a new scheme, feedback from a number of existing local schemes suggests that ‘cost per volunteer’ may not be the most useful way to think about this, since some costs could in fact be managed through existing resources. Rather, it has been suggested that an amount of £80k - £150k would be needed to establish a new scheme from scratch, however clearly this would vary depending on the scale of the scheme. At the minimum, the following would need to be covered:

- Staff to create and hold the policy, set procedure and manage the scheme. Local areas will need to consider whether volunteer managers on the ground will need to be paid members of staff – see 3.1.8 above for more information.
- Setting up a database of volunteers and opportunities
- Volunteer expenses – e.g. Accommodation and travel costs for volunteers to reach London will not be covered in the LOCOG scheme, however volunteers will be provided with a zones 1-6 travel card and refreshments when they are on-shift
- Uniforms
- Training (including ‘Train the Trainer’ training)
- Access to consistent and accurate Games time information – whether through paid members of staff or written information, such as maps, to be distributed.

In addition, London Ambassadors have decided to create pods for volunteers to be clustered around. There are a number of key operational reasons for this including, visitor experience - so that volunteers are easily identified and located, volunteer safety, access to information and cover during poor weather. It is suggested that some way of providing such facilities is considered by local areas, and factored into their costings.

If an organisation already has a database or staff in place that could be used jointly on this project, then costs would be significantly reduced.

Remember that these costs are in relation to setting up a new scheme and, if there is already an established local scheme, it is likely that the only additional Games-time costs will be Games-specific training, consistent uniforms and any reward and recognition – see Section 4 for more information.

#### **Example - Major Events Volunteering Programme – O2 London**

Cost per volunteer - £970

£100,000 funding was provided from Greenwich Council for 12 months and covered volunteer recruitment and training costs, marketing, uniforms, volunteer expenses and salary for a Volunteer Manager and other associated costs.

Match funding in kind equates to a further £12,800\*, made up of:

- 130 hours steering group meetings
- 520 hours AEG Europe line management/volunteer supervision

\*Based on average £20 per hour.

### 3.2.3 Recruitment

To keep costs down, local areas should consider existing schemes and assess whether it might be appropriate to enhance and “re-badge” these to contribute towards the local volunteering effort during the Games. Thought should also be given to whether any existing recruitment mechanisms would cope with a sudden influx of queries and applications.

After calculating the number of volunteers required and identifying the tasks they will undertake, those without an existing scheme may decide to set up a new scheme. In that case it may be useful to link in with the existing volunteer recruitment network – Volunteer Centres and do-it.org.uk (see links below for more information). The London Ambassador programme has worked with the London volunteer centres via Greater London Volunteering. As a result, during the attraction and application phases of their programme the centres will provide valuable support for applicants who need help getting online to register. Centres will also promote the programme to the different community groups across London. Other local schemes may like to consider involving local volunteer centres in this way, and will find it useful to draw upon their volunteering expertise.

Already thousands of people have been inspired by London 2012 to get involved in local Games inspired activities. Volunteering England and YouthNet’s ‘Inspiration and Legacy from the 2012 Games’ project is funded by the Cabinet Office to support organisations to harness this enthusiasm through the development of local Games inspired volunteering opportunities, in turn increasing the number and diversity of volunteers.

For more information on how to create Games inspired opportunities and to find out how to recruit and manage volunteers in your local area get in touch with the project team. Visit <http://www.volunteering.org.uk/gamesinspired> for more information and contact details for team members.

For an example of helpful guidance on good practice in volunteer management, please see the London Volunteer Management Charter – [www.expertsinvolunteering.org.uk/web/charter](http://www.expertsinvolunteering.org.uk/web/charter).

Finally, there are a number of other organisations that have information on projects which people can take part to in the lead up to and during the Games. Local areas may find it useful to share the following contacts with people who are interested in getting involved:

- Volunteering England FAQs – [www.volunteering.org.uk/IWantToVolunteer/Volunteering+in+the+UK/frequentlyaskedquestions.htm](http://www.volunteering.org.uk/IWantToVolunteer/Volunteering+in+the+UK/frequentlyaskedquestions.htm)
- Do-it [www.do-it.org.uk](http://www.do-it.org.uk)
- Time Bank – [www.timebank.org.uk/volunteer/index.php](http://www.timebank.org.uk/volunteer/index.php)
- V Inspired (volunteering opportunities for 16 – 25 year olds) – [www.vinspired.com](http://www.vinspired.com)
- Your local Volunteer Centre – [www.volunteering.org.uk/WhatWeDo/Local+and+Regional/VolunteerCentreFinderGoogle.htm](http://www.volunteering.org.uk/WhatWeDo/Local+and+Regional/VolunteerCentreFinderGoogle.htm)
- Community Service Volunteers – [www.csv.org.uk/find-us-near-you](http://www.csv.org.uk/find-us-near-you)
- Volunteering organisations in the nations and regions – [www.london2012.com/get-involved/volunteer/other-ways-to-volunteer/volunteer-in-your-area.php](http://www.london2012.com/get-involved/volunteer/other-ways-to-volunteer/volunteer-in-your-area.php)

### 3.2.4 Legal information

Volunteers may be entitled to employment rights in specific circumstances. There are some fairly simple steps that organisations can take to ensure that their volunteers are volunteers, and not employees, in the eyes of the law. Additional downloadable

information on volunteers and other legal matters can be accessed via the websites for each nation – detailed below.

It is important to note that there are some variations between the information that schemes in the various nations would need – particularly regarding Criminal Records Bureau and Independent Safeguarding Authority checks, under-18 volunteers, child protection issues etc. For this reason, we would advise that specific guidance is sought from the appropriate volunteering body.

- Volunteering England [www.volunteering.org.uk](http://www.volunteering.org.uk) – specifically <http://www.volunteering.org.uk/law>
- Volunteer Development Scotland [www.vds.org.uk](http://www.vds.org.uk)
- Wales Council for Voluntary Action [www.wcva.org.uk](http://www.wcva.org.uk)
- Volunteer Now – Northern Ireland [www.volunteernow.co.uk](http://www.volunteernow.co.uk)

### **3.2.5 Insurance**

All volunteer-involving organisations should have an insurance policy that covers their volunteers - in respect of harm caused both to and by volunteers. The organisation should be covered either under employer's liability insurance or public liability insurance – in the event of volunteers being harmed due to the organisation's negligence. Public liability insurance should cover both the organisation and the volunteer – in the event of a third party being injured through the actions of a volunteer. Depending on the type of work involved, the organisation may need professional indemnity insurance as well. Again, we would advise that specific guidance is sought for individual nations – please see previous links.

## Section 4: How to add Games specific elements to a local scheme

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Based on their existing arrangements, local areas will determine whether or not they would benefit from a scheme to provide visitor welcome during the Games. Considerable resources are required to staff and run a scheme, so wherever there are existing resources it is recommended that existing schemes are used.

We hope that this part of the toolkit will assist local areas, where there is either an existing scheme or where they intend to set up a new scheme, in applying certain specific Games-time elements to that scheme. This will not only provide a great volunteer and visitor experience, but will also help ensure some consistency across all schemes operating across the UK during the Games.

There are a number of elements that are present in all volunteer schemes, but will need to be approached in a particular way for the 2012 Games period.

### 4.1 Uniforms and branding

The most visible means of ensuring a seamless experience for visitors will be through ensuring consistency of uniforms for volunteers across the UK that are assisting visitors around the official venue cities and main ports of entry. The uniforms for such volunteers across the UK will also need to complement the London Ambassador and LOCOG London 2012 Games Maker uniforms. This will facilitate the swift and simple identification of people in and around venues, who are able to provide information relating to the Games. London and LOCOG agree that this is important to ensure the desired consistency, provided that the high quality of schemes across the UK can be assured.

This consistent uniform will be available only to schemes that are supporting the activities around an official Olympic or Paralympic venue or at main port of entry. For volunteer schemes outside of these areas that successfully gain the Inspire Mark, we are working to agree with LOCOG some visual means of recognition on volunteer uniforms such as a large Inspire mark badge or arm-band.

For schemes at venues or main ports of entry, GOE are working with Adidas to provide a range of uniform items to be made available for the Games-time volunteers to wear. The exact details of what will be provided and at what cost are still being agreed, however indicative item range and costs are:

- Polo shirt – around £14-15
- Cap – around £6-7
- Rain jacket – around £32-33
- Bag – around £8-9

This uniform will be of a similar design to the London Ambassador uniform. If local schemes want to access a wider range of uniform items, additional items and prices will be available in due course. Exact details of the design are still being agreed, but it is likely to feature the Inspire Mark and/or elements of the London 2012 brand – such as the official colour palette and fonts – although not the Olympic rings, Paralympic agitos or main London 2012 emblems.

It will not be possible for there to be any element of co-branding on the uniform – so it will not be possible to feature the local authority logo. However, local areas will be able to name their schemes in a similar way to the London Ambassador scheme.

The means by which local schemes should proceed is as follows:

**For all schemes** – if successful we are working to agree with LOCOG some visual means of recognition on volunteer uniforms such as a large Inspire mark badge or arm-band.

**Step 1** Read the toolkit and think about whether the local area would benefit from a volunteering scheme for the Games. Think about whether this will be an Ambassador or host city scheme like London's – covering activity around an official Olympic or Paralympic venue or main port of entry – or whether it will carry out other activities not related to a venue or main port of entry.

**Step 2** Please send indicative numbers, and an indication of which type of scheme you are considering, to [ukvolunteering@culture.gsi.gov.uk](mailto:ukvolunteering@culture.gsi.gov.uk) by **November 15<sup>th</sup> 2010**. These do not need to be exact and are not binding – we are looking for a sense of scale across the UK to inform uniform discussions. If you think you will miss the deadline please email us.

**Step 3** If not already done, complete an Inspire application – contact local Inspire programmer for details - <http://www.london2012.com/get-involved/inspire-programme/join-the-inspire-programme/contact-us/index.php> (If the application is successful, please allow about 2 months from submission for the receipt of the Inspire licence). We are working to agree with LOCOG some visual means of recognition on volunteer uniforms such as a large Inspire mark badge or arm-band.

**If the scheme is not related to an official 2012 Olympic or Paralympic venue, or a main port of entry then this is the final step. If the scheme is related to a venue or main port of entry, please see Step 4, which must be completed at the same time.**

**For venue or main port of entry schemes** – if successful they will be able to access the consistent uniform:

**Step 4** Along with the Inspire application, please complete the UK volunteering checklist which can be found at Annex A. This needs to be submitted, with the appropriate documentation, to the Inspire manager alongside the Inspire application, and copied to [ukvolunteering@culture.gsi.gov.uk](mailto:ukvolunteering@culture.gsi.gov.uk). The Inspire manager may then have some additional questions based on the checklist. We will then be in contact to discuss access to the consistent uniforms and training material – current thinking is that we will need final numbers by March 2011.

If an existing scheme has the Inspire Mark already, there will still be an additional process to access the consistent uniform. Please contact us at [ukvolunteering@culture.gsi.gov.uk](mailto:ukvolunteering@culture.gsi.gov.uk) to discuss.

If the scheme being developed is not relate to a venue or main port of entry, there is no requirement to fill in the checklist at Annex A, but the steps it outlines may be helpful in planning the scheme.

#### **4.1.1 London 2012 Inspire Programme**

London 2012's Inspire Programme enables non commercial organisations across the UK to associate their projects with the London 2012 Games through the award of the London2012 Inspire mark. We have spoken to LOCOG who will accept applications from volunteering projects for the Inspire Programme and if a volunteering project meets the criteria and eligibility requirements, projects will be awarded the Inspire mark.

We are discussing how the mark may later [allow access](#) to a London2012 Inspire armband / logo for Volunteering uniforms, however all projects must apply to be recognised by the Inspire programme and meet the criteria required. Volunteering projects

are encouraged to talk to their local Inspire Programmer. Details can be found at [www.london2012.com/get-involved/inspire-programme/join-the-inspire-programme/contact-us/index.php](http://www.london2012.com/get-involved/inspire-programme/join-the-inspire-programme/contact-us/index.php). The Inspire Programmer will help schemes to complete the application form and guide them as to the specific volunteering-related criteria.

If a project is successful, please allow 2 months from submission of an application, for an Inspire licence to be awarded, which will enable the project to use the Inspire mark on website marketing materials.

## 4.2 Training

Training for volunteers to provide visitor welcome during the Games will be the responsibility of local areas. An evidenced training plan will be a key criterion for accessing the consistent uniform since it will be crucial in ensuring a consistent experience for visitors across all of the various volunteer schemes.

We have agreed that LOCOG and London will share some of their training material, to help provide this consistent visitor experience. Though it has yet to be developed, it is anticipated that the final version of their 'orientation' training will be transferable to local areas. LOCOG are producing this training, which will provide an overview of the Olympic Games and Paralympic Games, details of how London will operate during the Games, and the importance of volunteers to the success of the Games. LOCOG have agreed to share this material with local schemes across the UK free of charge.

In addition, London has agreed to share some London specific material, so that volunteers across the UK will have a working knowledge of what is occurring in London, which will be important since visitors may be attending several events in different locations across the UK. These materials will also be free of charge.

Whilst this material will help local schemes to give their volunteers distinct 2012 Games information, we encourage advance thought in relation to role and location specific training content appropriate to local areas. In particular, whatever specific tasks volunteers will be undertaking they are likely to need customer service training – see information below. Any such training will need to be funded by local areas. The London and LOCOG training materials will not be available until early 2012, so early thought on role and location specific training would leave only the orientation and London-specific components to adjust to suit local needs in the run-up to the Games.

### 4.2.1 Customer service training

Regardless of whether groups of volunteers are working in or outside London, their role is essential in welcoming visitors, and promoting the visible face of the UK, as in many cases they will be the first port of call for visitors. The visitor welcome role will not simply require knowledge of the local area and being able to provide appropriate information. The experience of visitors will be enhanced by the excellent customer service skills, and volunteers' confidence and proficiency may be further developed by customer service training.

To find out about local training opportunities, please see:

<http://www.welcometoexcellence.co.uk/contactus.asp>  
<http://www.welcometoexcellenceni.com/>  
<http://www.tourism-excellence-scotland.co.uk/index.php>  
<http://www.croesocynnes.co.uk>

Alternatively, London is working on a suite of training materials that will ensure that London Ambassadors have excellent destination and Games knowledge delivered with a great level of customer service to all visitors. This training package and materials will be

available to local schemes across the UK once they have been developed. We envisage this will be an off the shelf training package that local areas will need to fund.

### 4.3 Recognition

There is a cost attached to any recognition scheme. There will be a variety of licensed products for all budgets available from official London 2012 licensees, to allow volunteers meeting locally defined criteria (e.g. completion of specified number of hours or shifts) to be recognised with commemorative items.

Suggested commemorative items include everything from pin badges and key-rings, through to London 2012 Top Trumps, with retail prices starting as low as £5. Working directly with London 2012 product licensees may entitle you to purchase at wholesale (conditions will apply) and depending on volume you may also be able to negotiate additional cost savings. Specific information on this will be provided in due course to all who successfully develop a scheme.

However local schemes will need to consider the strict rules around recognising volunteers.

Rewards and presents for volunteers can also be problematic if it can be shown that there was an expectation that the volunteer would receive something after volunteering for you. Sadly, it is probably best to avoid giving anything with an economic value unless it truly is a one-off. It is only acceptable to pay an honorarium if it is totally unexpected and there is no precedent surrounding it. If it can be proved that there was an expectation that the payment would be made in return for a certain piece of work, length of service, or on leaving the organisation, then the money would not be an honorarium but a payment. It would therefore be taxable and would give the volunteer status as an employee.

*(Volunteering England)*

LOCOG and London's recognition schemes are not yet developed, however they are happy to share the information on what they develop in the future so that all recognition schemes can be commensurate.

### 4.4 Sponsorship

The official London 2012 sponsors invest millions of pounds in the Games without which they could not happen. In return the sponsors are given exclusive rights of association with the Games. You may be aware that McDonalds has made an additional investment to become Presenting Partners of LOCOG's London 2012 Games Makers volunteers. Although they will not be "London 2012 Games Makers", the nationwide volunteers will be very visible at Games-time and will be seen as part of the Games welcome. Any companies sponsoring your scheme would therefore inevitably gain an association with London 2012.

For more information on London 2012 branding issues, please see:

<http://www.london2012.com/about-us/our-brand/using-the-brand.php>

For this reason, the only businesses which will be able to support your schemes will be existing London 2012 sponsors. We are discussing with LOCOG as to how any sponsorship might be co-ordinated, and working with Adidas in relation to uniforms. However, in the meantime, please do not enter into any commercial sponsorship agreements in relation to your schemes.

If you have a relationship with a London 2012 sponsor who you know is interested in sponsoring your scheme, please mention this to your Nations & Regions Group

coordinator. Please see the LOCOG Nations & Regions Group page and click on the relevant nation or region for contact details: [www.london2012.com/about-us/the-people-delivering-the-games/the-nations-and-regions-group/index.php](http://www.london2012.com/about-us/the-people-delivering-the-games/the-nations-and-regions-group/index.php)

Local areas should be aware of the many calls on sponsors' resources and the benefit of a coordinated approach. For the avoidance of doubt non-commercial sponsorship of your schemes will normally not be a problem; however there may be restrictions on crediting such non-commercial sponsors on uniforms, so no commitments should be made in this regard at the moment.

#### **4.5 Travel, subsistence and accommodation**

Provisions for these will need to be made in any financial forecasting. Local schemes may want to make arrangements to reimburse volunteers for travel expenses whilst they are volunteering, in line with the zones 1-6 travel card being provided to London and LOCOG volunteers for each day that they are on duty. Accommodation costs for volunteers are not being covered by London or LOCOG. However we recognise that existing schemes will have their own mechanisms in place already, and it will be for local areas to decide whether to adjust those mechanisms to fit with the other schemes.

#### **4.6 Real time information**

London is looking at providing real time information to volunteers about key transport routes, congestion issues and live site capacity etc. No further information is currently available on how this will be achieved, but London has agreed to share their thinking on this as it becomes clearer for local schemes to emulate if they wish to.

#### **4.7 Legacy**

It is important that everyone volunteering finds the experience positive and rewarding, and that they feel their contribution has been meaningful. Having engaged and invested in local residents, local areas should plan to make the most of the legacy benefits to be gained from having a skilled volunteer workforce. Volunteer centres have an abundance of experience in this area, and can provide a valuable contribution to discussions around capacity and the types of skills they would find useful after 2012.

Legacy preparation may be accomplished in a number of ways, but might include thought around sign-posting volunteers to other existing local projects or opportunities. Local areas will want to decide where best volunteers might be redeployed, whether as part of their tourism mandate, or on other local projects. Newham's Good Neighbourhood Scheme is just one example of the variety of roles that volunteers may be interested in undertaking – please see Annex B for this and other good practice examples.

# Annex A: UK volunteering checklist

Task	Progress update
<p><b>Step 1 – Read the toolkit and think about whether the local area would benefit from a volunteering scheme for the Games.</b> Think about whether this will be an Ambassador or host city scheme like London's – covering activity around an official Olympic or Paralympic venue or main port of entry – or whether it will carry out other activities not related to a venue or main port of entry.</p>	
Identify link to the Games period – tourism, sports and cultural events, live sites, summer celebrations etc.	For schemes related to a venue or main port of entry, documentation will be required at Step 4
Scoping – is there an existing scheme? Is a new scheme needed? Where does existing infrastructure require additional volunteer support?	
Identify any partner organisations that could help develop or deliver the scheme.	
Identify approximate number of volunteers required.	
Investigate possible funding routes.	
<p><b>Step 2 – Please send indicative numbers, and an indication of which type of scheme you are considering, to <a href="mailto:ukvolunteering@culture.gsi.gov.uk">ukvolunteering@culture.gsi.gov.uk</a> by 15<sup>th</sup> November 2010.</b> These do not need to be exact and are not binding – we are looking for a sense of scale across the UK to inform uniform discussions. If you think you will miss the deadline please email us.</p>	
Project planning – milestones, governance, accountabilities, monitoring, evaluation, legacy etc.	For schemes related to a venue or main port of entry, documentation will be required at Step 4
Confirm agreed funding to deliver the scheme.	For schemes related to a venue or main port of entry, documentation will be required at Step 4
Identify the number of people needed, where they will, what their roles will be, how they will be managed etc.	For schemes related to a venue or main port of entry, documentation will be required at Step 4
Arrange to cover training – content and delivery.	For schemes related to a venue or main port of entry, documentation will be required at Step 4
Agree scheme policies/procedures– travel, expenses etc	
<p><b>Step 3 – Complete an Inspire application</b> – contact local Inspire programmer for details - <a href="http://www.london2012.com/get-involved/inspire-programme/join-the-inspire-programme/contact-us/index.php">http://www.london2012.com/get-involved/inspire-programme/join-the-inspire-programme/contact-us/index.php</a> If the application is successful, allow 2 months from submission to receipt of Inspire licence. We are working to agree with LOCOG some visual means of recognition on volunteer uniforms e.g. large Inspire Mark badge/armband</p> <p><b>If the scheme is not related to an official 2012 Olympic or Paralympic venue, or a main port of entry then this is the final step. If the scheme is related to a venue or main port of entry, please see Step 4, which must be completed at the same time.</b></p>	
Complete this checklist and supporting documentation	
<p><b>Step 4 – For venue or main port of entry schemes</b> – complete this checklist, attach the required supporting documentation, and submit to Inspire manager alongside the Inspire application, copied to <a href="mailto:ukvolunteering@culture.gsi.gov.uk">ukvolunteering@culture.gsi.gov.uk</a>. The Inspire manager may have some additional questions based on the checklist. We will then be in contact to discuss access to consistent uniforms and training material – current thinking is that we need final numbers by March 2011.</p>	

## Annex B: Good Practice

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### **Kent eVent Team**

The Kent eVent Team has used the 2012 Games as a catalyst to recruit volunteers for events and one-off sport, leisure and cultural activities across the county, in the build up to the Olympic Games and Paralympic Games in London. For more information please see:

[www.kentsport.org/london2012/beacon\\_case\\_studies\\_event\\_team.asp](http://www.kentsport.org/london2012/beacon_case_studies_event_team.asp)

### **Manchester Event Volunteers – A Legacy of the Commonwealth Games**

The success of the hosting of the Commonwealth Games in Manchester focused interest in volunteering in the city and across the region. Of the 22,346 people who applied to be a volunteer at the Games, approximately 10,500 of these were successful. A high percentage was from the North West Region.

In October 2002, the Post Games Volunteer Project contacted all of those volunteers who lived in the region and asked whether they were interested in continuing to volunteer for other events. The response was very positive and the service was developed to harness the energy and commitment of Games volunteers and others to become involved with new volunteering opportunities.

In 2005 the service was re-branded and evolved into Manchester Event Volunteers (MEV), part of Manchester City Council's Economic Development Unit, and currently has an active database of more than 1000 volunteers supporting thousands of community, regional and national sporting and non sporting events. Over the lifetime of the project we have engaged with more than 5500 individuals, many of who have gone on to other volunteering opportunities, further education or employment.

With MEV, volunteering is about personal choice and volunteers give us as much or as little time as they can afford, getting involved with events which interest them most. Volunteers can also take part in a wide range of training opportunities with local colleges, leading to further qualifications and, if needed, help with finding a job!

**This project operates with a limited number of office-based staff, and unfortunately they are unable to respond to individual queries. For further information please visit the Useful Documents section of the MEV website [www.mev.org.uk](http://www.mev.org.uk)**

### **Lee Valley Park Volunteers**

Lee Valley Regional Park Authority has a fantastic band of supporters who get involved in activities at a range of centres and open spaces within the Regional Park. These groups of people and individuals give up their free time to support the work of the Park and undertake a variety of tasks.

Activities volunteers get involved in range from practical conservation work, looking after the animals at the farms, keeping the golf courses in good condition, helping at events to working in our award winning Athletics Centre. Many have been involved with the Park for years and continue to offer valuable support.

For more information please see:

[www.leevalleypark.org.uk/en/content/cms/volunteers/volunteers.aspx](http://www.leevalleypark.org.uk/en/content/cms/volunteers/volunteers.aspx)

### **Newham Volunteers**

Newham Volunteers started in 2004 and used the Olympic bid as a hook to encourage Newham residents to volunteer. The project originally focused solely on training individuals to volunteer at high profile events. The thinking was that those trained could then go on to volunteer at the Olympics. It still provides this service – over 1000 trained volunteers are now available for events.

Newham has the highest transient population in London, with a 40% turnover every year, and a large proportion of residents from refugee communities. The community cohesion agenda is therefore of huge importance, and the local authority saw volunteering as an effective method of making residents feel part of their community. With Newham Volunteers established as an effective volunteering programme, the project took on a new focus looking at how volunteers could be integrated into wider areas of service delivery throughout the council. The volunteer unit wanted to develop a menu of options for volunteers. They developed the Good Neighbourhood Scheme – to encourage other council services to think about how they can use volunteers.

Roles that are now in operation as part of the Good Neighbourhood Scheme include library assistants, healthy eating champions, parks voluntary constabulary, disability escorts, 2012 Games ambassadors, befrienders in 'warm centres', luncheon club assistants, home from hospital assistants and extended school/Homework club helpers

The scheme has brought benefits in terms of community cohesion, individual benefits for volunteers, and improved council services. Moreover the scheme was found to tangibly increase feelings of community cohesion, with 87% of the volunteers surveyed saying that it increased their feeling of belonging to Newham.

For more information please see:

<http://www.newham.gov.uk/YourCommunity/Volunteering/Newhamvolunteers.htm>



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