

VOLUNTEERING IN THE HIGHLANDS AND ISLANDS

**Final Report To:
Highlands and Islands Enterprise**

Completion Date: March 2007

Contents

Introduction	1
Policy Context.....	4
Volunteering Organisations	9
Organisation Perspective.....	24
Conclusions	32

Appendix 'A' – Workshop Participants

Appendix 'B' – Focus Group Participants



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Introduction

Background

- 1.1 GEN Consulting and Insight Collective were commissioned by the Enterprising Communities Team of Highlands and Islands Enterprise (HIE) to carry out research into volunteering in the HIE area and to establish future trends in demand for and supply of volunteers. The need for the research arose out of requests made to HIE by the voluntary sector to help address difficulties in the recruitment of volunteers
- 1.2 The Enterprising Communities Team wish to establish whether there is a shortage of volunteers. They also want to know more about the nature of any shortage and the extent to which it might curtail the growth or development of the voluntary sector. The project commenced in November 2006 and will be completed in March 2007.

Methodology

- 1.3 The Enterprising Communities Team developed a brief and set of research objectives. These included:
 - ✚ identifying whether voluntary organisations in the HIE area are experiencing problems in the retention and recruitment of volunteers and the extent to which this varies across different types of organisation
 - ✚ whether legislative and regulatory requirements, such as the Child Protection Act and Disclosure Scotland, has made it more difficult to recruit
 - ✚ the extent to which the current volunteering profile matches that of society in general and whether specific groups need to be targeted
 - ✚ forecasting the number of volunteers required in the next three years and where growth might lie
 - ✚ the extent to which geography is a factor in determining supply and demand.

1.4 The Enterprising Communities Team commissioned the research and agreed a research methodology. This consisted of:

- ✚ a short review of the contextual literature
- ✚ short interviews with some of the key organisations working with the voluntary sector in the Highlands and Islands
- ✚ a telephone survey of 120 organisations selected from the Scottish Council for Voluntary Organisations (SCVO) database
- ✚ three focus groups with organisations working with volunteers in Inverness and Nairn, East Sutherland and the Shetlands.

1.5 The sample size provided a confidence interval of up to nine percent for most questions meaning that there can be a high degree of confidence that the results are correct for the population of voluntary organisations within that range. The combined survey and focus group approach enabled the research team to test the survey responses against the experience of organisations using volunteers and to probe some of the survey findings in greater detail.

1.6 The Enterprising Communities Team established an informal advisory group which met to consider the emergent findings and determine the shape of the subsequent qualitative research elements of the methodology. This consisted of representatives from:

- ✚ Highlands & Islands Community Capacity Partnership
- ✚ Inverness and East Highland Local Enterprise Company
- ✚ Voluntary Group East Highland
- ✚ Volunteering Highland.

Report Structure

1.7 This report contains the results of research. The structure of the remainder of this report is as follows:

- ✚ section two; provides a short contextual review
- ✚ section three; provides a statistical picture of what is known about volunteering and the findings of the telephone survey

- ✚ section four; provides an account of the focus groups undertaken with voluntary sector organisations
- ✚ section five; contains conclusions and key findings.

1.8 Appendix 'A' contains a list of those involved in the workshop. Appendix 'B' provides details of those organisations taking part in the focus groups.

Policy Context

Introduction

- 2.1 Support for the voluntary sector is an integral component of Highland and Islands Enterprise's (HIE) strategic objectives. Highland and Islands Enterprise views support for communities – or rather providing communities with the means to support themselves – as a key part of the mix needed to renew, sustain and grow the region. This specific perspective has achieved notable gains through, for example, bringing a community focus to land ownership, art and cultural development and renewable energies.
- 2.2 Highland and Islands Enterprise involvement in the volunteering agenda is set against some significant shifts in national policy. This short section briefly reviews some of these changes. The section concludes with some definitions which will be used throughout the remainder of the report.

Policy Context

UK Policy

- 2.3 One of the factors likely to have an influence on volunteering demand is that of national policy in support of social enterprise and the greater involvement of the sector in the delivery of services. In a Cabinet Office report¹ the Government signalled its intent to open up public sector service provision to greater voluntary sector involvement. As the report states, “***The Government regards the third sector as a key partner in a mixed economy of public sector provision alongside the public and private sectors***”. An Action Plan was developed, one of the four key themes of which centred on procurement and measures which could be taken to provide greater opportunities for voluntary sector organisations to deliver services.

¹ Partnership in Public Services, An Action Plan for Third Sector Involvement; Cabinet Office, December 2006

Scottish Context

2.4 In Scotland policy development has been slower but is moving towards a more prominent role for the voluntary sector. The Scottish Executive produced a Volunteering Strategy² in 2004 which highlighted the contribution of volunteering to a range of Government objectives and the risks posed by volunteer shortage. The Strategy set out some of the Scottish Executive's key priorities for action including the need to:

- ✚ attract lower income and other excluded groups into volunteering
- ✚ recruit young volunteers, through school programmes and other means, to ensure future volunteer supply
- ✚ build training and development costs for volunteers and those who train them into project funding streams
- ✚ promote the value of volunteering and support mechanisms into the training of 'key' staff in the public sector responsible for working with volunteers and volunteering organisations
- ✚ value volunteers and to promote inclusive policy and practice e.g. on reimbursement, health and safety and equalities.

2.5 The Scottish Executive sought, through its Strategy, to encourage partners to develop solutions. The role of employers in raising awareness of volunteering (as part of a pre-retirement support package for example) was highlighted. The potential of young volunteers was highlighted and Project Scotland established as a means of promoting opportunities to young people and supporting their volunteering experience.

2.6 In December 2005 the Scottish Executive developed a vision³ for its continuing relationship with the voluntary sector. The statement highlighted four broad areas where the Executive will support the voluntary sector.

² Volunteering Strategy; Scottish Executive. 2004

³ A Vision for the Voluntary Sector, the Next Phase of our Relationship; December 2005

- § as a service delivery partner; delivering effective and efficient services in areas such as social housing and children's services and in areas such as recycling, community transport and alternatives to custody... however, to achieve improved outcomes the sector also needs to be more involved in strategic planning of services locally...
- § its contribution to building communities; building on the sector's strength in communities and its unique ability to build social networks between individuals and organisations, building community cohesion, encouraging civic involvement, participation and active citizenship...
- § its role in advocacy and developing policy thinking; the sector's independence makes it well placed to debate the big issues facing Scotland, advocating and speaking on behalf of groups of people... for there to be better outcomes in policy implementation the sector needs to be more involved at an earlier stage in the policy cycle
- § as an agent of change; building confidence in individual's own abilities and outlook through volunteering...

2.7 The statement recognised the contribution of the voluntary sector but placed the emphasis on developing opportunities in service provision on partners at a local, Community Planning Partnership level. Some key developments included:

- ✚ a guide for voluntary organisations seeking to tender for public contracts and an accompanying guide for organisations tendering out contracts
- ✚ the establishment of the Social Economy Unit in Communities Scotland.

2.8 Communities Scotland, as a Scottish Executive agency, has been given a prominent role in supporting the growth of the social economy segment of the voluntary sector. In addition to hosting the Social Economy Unit, Communities Scotland is also responsible for Futurebuilders Scotland⁴, emerging out of the Social Economy Review of 2003.

2.9 This established a fund to promote the growth of social enterprise across Scotland. In addition, support is being given to Local Social Economy Partnerships across Scotland of which there are 22 currently in place with the aim of improving local service networks.

⁴ Futurebuilders Scotland, Investing in the Social Economy; Scottish Executive 2004

Regulatory Change

2.10 In addition to these policy issues a major new legislative change took place in 2005 through the Charities and Trustee Investment (Scotland) Act, aspects of which came into force from April 2006 onwards. The Act introduced a new regulatory regime through the establishment of the Office of the Scottish Charity Regulator (OSCR), the body in Scotland responsible for granting charitable status and regulating charities. The result of these changes is a more demanding system than had previously been the case and key changes include:

- ✚ the need to pass a 'charitable test' of 16 charitable purposes and signing up to the OSCR – charities with an income of over £25,000 must submit a more detailed return
- ✚ the requirement to submit annual accounts and a return to OSCR
- ✚ charitable companies must now submit accounts that comply with both company and charitable law – a significantly more onerous task than was the case before.

2.11 Other legislative changes have also created more demands in terms of those providing services as volunteers. The Protection of Children (Scotland) Act 2003 aims to improve the safeguards for children by preventing unsuitable people from working alongside them and Disclosure Scotland checks are now implemented as part of a vetting procedure for all volunteers working with children, young people and vulnerable adults.

Implications

2.12 These changes establish a significantly more demanding regulatory regime for voluntary sector organisations and volunteers than has previously been the case. What might the effects of these developments be for voluntary sector organisations?

- ✚ increased demands upon existing volunteers in terms of administration and internal policy and a possible 'leakage' of existing volunteers as a result
- ✚ increased demands upon continuing volunteers unless new recruits can be attracted
- ✚ an increased demand for volunteers with key skills e.g. Treasurers

- ✚ additional responsibilities for paid staff reducing their capacity to develop support mechanisms for new and existing volunteers
- ✚ those considering taking part in voluntary work might be deterred by the need to undergo a Disclosure Scotland check.

Definitional Issues

- 2.13 What do we mean by volunteering? We have adopted the definition employed by Volunteer Development Scotland⁵.

Volunteering is the giving of time and energy through a third party, which can bring measurable benefits to the volunteer, individual beneficiaries, groups and organisations and the community at large. It is a choice taken of one's own free will, and is not motivated primarily by financial gain or for a wage or salary.

- 2.14 There are two, frequently used, broad 'types' of volunteering activity – that which describes involvement on the board or management committee of an organisation and that describing activities involved in the delivery of a service. The latter definition might include activities such as; fundraising; event organisation; and, office duties amongst others.

⁵ Annual Digest of Statistics on Volunteering in Scotland 2006; Volunteer Development Scotland

Volunteering Organisations

What We Know of Volunteering

- 3.1 A number of data sources were reviewed in order to build up a picture of volunteering in the Highlands and Islands. Key sources included:
- ✚ the Annual Digest of Statistics on Volunteering in Scotland 2006 produced by Volunteer Development Scotland
 - ✚ the SCVO Voluntary Sector Analysis of April 2006
 - ✚ results from the most recent Scottish Household Survey of 2003/04
 - ✚ the HIE Audit of the Social Economy in the Highlands & Islands in 2002.
- 3.2 We know from the HIE Audit that there were, in 2002, over 8,000 volunteering organisations offering 100,000 volunteering opportunities. Each opportunity, on average, represented around 2.5 hours of volunteer time per week. Less than half the voluntary organisations in the HIE Audit had any employees and a similar proportion had an income of less than £14,000 per year. The voluntary sector – and volunteering – is therefore a significant feature of life in the Highlands and Islands.
- 3.3 The other sources would suggest that while volunteering continues to be a prominent feature of life – to a greater extent than elsewhere in Scotland – levels of volunteering have declined in recent years. Volunteer Development Scotland's Annual Digest noted a fall in the proportion of adults volunteering in the North of Scotland from 50% in 2004 to 45% in 2005. This remains significantly higher than in other parts of the country (33% in East/South Scotland; 39% in the West) but will be a concern in rural communities which rely more heavily on voluntary service provision.

- 3.4 The most recent Scottish Household Survey results (2003/04) would support this (Table 3.1). The figures show around a third of adults give up time as a volunteer in the Highlands compared to just under a quarter across Scotland. Volunteering was particularly prevalent (42% of adults) in Orkney. Only in the Shetland Islands is the total number of volunteers lower than the Scottish average. Explanations might include the capacity of the population to access public services or buy in private ones or the relatively high levels of economic activity restricting the availability of time amongst local people.

Table 3.1: Scottish Household Survey 2003/04
Percentage of adults giving up time to help as an organiser/volunteer in the past 12 months – by age

Area	16 – 34	35 – 44	45 – 59	60+	Total
Highlands	24	43	34	30	33
Orkney	37	48	51	30	42
Shetland	20	25	26	18	22
Western Isles	21	48	30	17	27
Scotland	20	28	26	21	24

- 3.5 There was a significant variety of results in terms of age. Levels of volunteering were higher across all age bands in the Highlands compared to Scotland while the figures for Orkney were significantly higher. Over a third (37%) of those in Orkney between the ages of 16 and 34 had volunteered compared to one in five in Scotland.
- 3.6 A higher proportion of females in the Highlands and Islands, in general, participate in volunteering compared to the rest of Scotland (Table 3.2). Over a third of females (36%) in the Highlands volunteer compared to a quarter in Scotland. The comparison is most stark in relation to Orkney where almost half (48%) of the female adult population volunteer. The proportion of male volunteers is particularly low (15%) in the Shetlands.

Table 3.2: Scottish Household Survey 2003/04
Percentage of adults giving up time to help as an organiser/volunteer in the past 12 months – by sex

Area	Female (%)	Male (%)
Highlands	36	28
Orkney	48	35
Shetland	28	15
Western Isles	31	22
Scotland	25	22

3.7 There is less data available on the systems employed by voluntary sector organisations to support volunteers in the Highlands. Volunteer Development Scotland and SCVO sources do, however, provide some relevant information for the voluntary sector as a whole:

- ✚ 37% of management committee trustees receive training from the organisation which they help lead (SCVO)
- ✚ 11% of organisations have young people (under 25 years) on their management committee (SCVO)
- ✚ according to Volunteer Development Scotland;
 - § 73% of organisations have volunteer induction programmes in place
 - § 83% of organisations refund volunteer expenses
 - § 64% have ongoing training for volunteers
 - § 63% have an equal opportunities policy covering volunteers
 - § 63% have a health and safety policy covering volunteers
 - § 52% have a formal volunteering policy.

3.8 The results may suggest that there is scope to help organisations that use volunteers to focus on the internal policies and systems which underpin recruitment and retention. The results also provide a backdrop against which to consider the results of the HIE survey of volunteering organisations.

Organisation Survey

3.9 Highlands and Islands Enterprise is interested in the extent to which the supply of volunteers meets demand, now and in the future. A telephone survey of 120 voluntary organisations across the HIE area was carried out. As a 'rule of thumb', the sample size provides a confidence interval of up to nine percent for most questions meaning that there can be a high degree of confidence that the results are correct for the population of voluntary organisations within that range. The remainder of this section details the findings. The survey sought to:

- ✚ profile the availability of volunteering opportunities across the HIE area
- ✚ explore difficulties around the recruitment and retention of volunteers
- ✚ identify to what extent volunteering policy exists within organisations
- ✚ explore anticipated future growth.

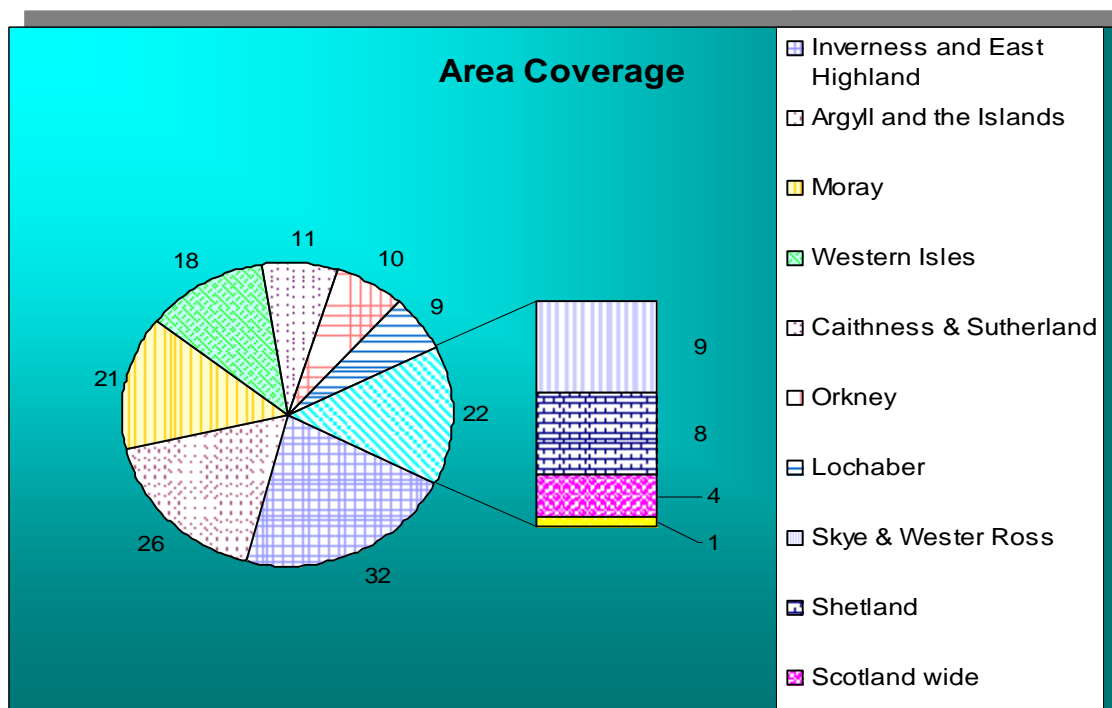
The Sample

3.10 The voluntary sector is the most significant source of volunteering opportunities in Scotland (76% of all volunteering organisations as reported in the Volunteer Development Scotland Digest). The sample for the survey was therefore based on the SCVO database. The sample distribution was selected, as far as possible, to replicate the profile of the social economy as identified in the HIE Audit of the Social Economy in the Highlands and Islands. The SCVO sample was constructed to reflect the characteristics of the Audit in terms of:

- ✚ Local Enterprise Company (LEC) area
- ✚ nature of the organisation’s main activity.

3.11 The 120 organisations which participated in the survey were asked from which geographical area(s) their services were delivered (Chart 3.1). Inverness and East Highland is the most frequently identified LEC (32 organisations) where services are delivered followed by Argyll and the Islands (26). Several organisations delivered services across more than one LEC area. Four Scotland-wide and one UK organisation responded.

Chart 3.1: Respondents by LEC area



3.12 When asked to describe the type of areas in which organisations delivered it was found that almost all organisations have experience of working in small, rural communities. The results showed that:

- ✚ 92% of all the organisations surveyed provide services in rural areas (settlements of less than 3,000 people)
- ✚ 27% deliver in semi-urban areas (settlements of 3,000 to 10,000)
- ✚ 28% of organisations also deliver services in urban areas (settlements of over 10,000).

3.13 The interviewees were asked to identify the main activity of their organisation based on the categories used by SCVO. The responses are set out below (Table 3.3) and compared to the national picture in 2003, taken from Shape of the Voluntary Sector (SCVO, 2005). The survey slightly under-represents the proportion of arts and sports organisations. The survey also over-represents the proportion of social care and community development and enterprise organisations.

Main Activity	Survey (%)	SCVO (%)
Arts & Sports	30	40
Social Care	21	14
Community Development & Social Enterprise	20	10
Children & Families	7	10
Learning	5	6
Environment & Animals	5	3
Disability	3	3
Equality & Law	1	2
Health	3	5
Housing	2	3
Older People	3	2
Youth	2	2

* percentages do not add to 100% due to rounding

3.14 The survey respondents were asked about the size of the organisation in terms of turnover. The largest category of organisations which responded is that organisations with an annual turnover of £25,000 or less at 42% of the sample. This would suggest, when compared to the HIE audit of the Social Economy, that the survey slightly under-represents smaller organisations.

3.15 The SCVO database only contains registered organisations which may reduce the proportion of smaller, less formal voluntary structures. Just under a third (31%) of organisations had a turnover of over £25,000 but less than £100,000 and just under a quarter (24%) had a turnover in excess of this.

Volunteering profile

3.16 There are two, frequently used, very broad ‘types’ of volunteering activity – that which describes involvement on the board or management committee of an organisation and that describing activities involved in the delivery of a voluntary service. The interviewees were asked to identify whether the volunteering opportunities offered by their organisation were to serve on a committee or to deliver services. The majority of organisations (61%) offer opportunities to do both. The survey also found that:

✚ 88% of organisations offer opportunities for volunteers to serve on a committee

✚ 72 % offer volunteering opportunities in service delivery.

3.17 The survey also looked at the number and type of volunteering opportunities currently available. The 120 organisations surveyed offer a total of 4,771 volunteering opportunities. This represents an average of 40 per organisation. This includes, however, some organisations which offer very high levels of service delivery volunteering, including three organisations offering between 200 and 300 opportunities and one offering almost 700. The median (mid point) value for volunteering opportunities is 23 which will offer a more accurate picture of most organisations’ volunteering needs.

3.18 Service delivery volunteering opportunities can be broken down by sub-category (Table 3.4). Almost half (49%) of all service opportunities relate to the ‘provision of a service or support to clients’ while ‘organising events’ (16%) and ‘organising sports and recreational events’ (9%) account for a quarter between them. The average number of opportunities analysis needs to be treated with caution – the figures for ‘helping with sports/recreational activities’, for example, is skewed by a single organisation offering almost 700 opportunities.

Table 3.4: Service Delivery Opportunities			
Type of opportunity	No. of opportunities	% per of orgs.	Average per org.
Total Service Delivery:	3723	72	45
Providing a service or offering support	1814	66	40
Organising/helping run events	602	39	26
Helping with sports/ recreational activities	335	12	56
Fundraising	262	38	11
Administration or office duties	53	15	5
Environmental work	9	7	5
Campaigning or advocacy	8	2	8
Other	8	2	4

3.19 The overall gender balance of volunteers is 63% female and 36% male. This changes significantly when the different types of volunteering are considered (Table 3.5). The gender of committee volunteers is fairly evenly split, with 54% being female and 46% male, while two thirds (67%) of service volunteers are female and the remainder male (33%).

Table 3.5: Age and Gender Profile					
Age	Male		Female		Total
	Cttee.	Service	Cttee.	Service	
Under 16	1	0	2	1	4
16 – 24	7	8	3	59	77
25 – 59	227	867	318	1714	3126
60+	207	111	205	208	731
Total	442	986	528	1982	3938

3.20 The overwhelming majority (97%) of volunteers are over the age of 25 years. Service volunteers are more likely to be of a 'working age' however:

- 89% of service delivery volunteers are aged between 16 and 59 compared to 57% of committee volunteers

- 11% of service volunteers are aged over 60 compared to 42% of committee volunteers.

3.21 Respondents were asked about the extent to which a shortfall in volunteers existed. Although most were able to respond, the numbers able to quantify the *actual* level of shortfall were few and these results should be treated with some caution. Overall it was found that:

- almost half of those surveyed (46%) have some form of shortfall

- a quarter (26%) identified a shortfall at committee level and on average these organisations were experiencing a shortfall of 4 representatives

- ✚ almost a third (30%) are experiencing a shortage of service volunteers – and the average shortfall for these organisations is 15
- ✚ only 9% of organisations experienced a shortfall in both types of volunteer suggesting that assistance needs to be targeted.

3.22 The shortfalls can be analysed by size (turnover) of organisation. The numbers are too small to be considered robust but they do suggest that the larger organisations with a turnover in excess of £100,000 are more likely to experience a shortfall in committee volunteers but less likely to in terms of service volunteers. One suggestion made by those stakeholders participating in the workshop to discuss the initial survey results is that larger organisations, with staff structures, rely less on service volunteers to deliver services than is the case with smaller, un-staffed bodies.

3.23 Eighty seven organisations are able to specify both the numbers of volunteers who had left their organisation in the last year and the average number of volunteers during that time. This enabled annual percentage turnover to be calculated for each of those organisations. Turnover rates varied widely:

- ✚ 36 organisations (41%) experience no turnover of volunteers in the preceding year
- ✚ compared to ten (12%) which experience a turnover rate of over 100%, including one organisation with a 400% turnover rate
- ✚ the average turnover rate across the 87 organisations was 30%.

Recruitment and retention of volunteers

3.24 The survey asked a number of questions on the recruitment and retention of volunteers. When it came to recruiting volunteers the survey found that word of mouth is the most frequently (76% of organisations) used method (Chart 3.2). Newspaper advertising is used in around a third (33%) of organisations. Only 7% of respondents mentioned Volunteer Centres. Other less well used means include websites, radio, Jobcentre Plus and local schools.

Table 3.6: Recruitment Techniques	
Method	
Word of mouth	76
Newspaper advertising	33
Volunteers approach us	14
Leafleting	13
Volunteering centre	7
Posters	7

3.25 The results suggest that a significant proportion of projects do little by way of proactive marketing and recruitment. This might be an area where HIE and its partners could provide assistance. The Volunteer Development Scotland Annual Digest, for example, suggests that a quarter of those surveyed would use the internet to access volunteering opportunities.

3.26 It is also interesting to note that Jobcentre Plus is not a significant route for volunteers given growing awareness of the links between voluntary experience and the employability agenda. Voluntary work can be a positive step towards employability for:

- ✚ people returning to the labour market after a period of absence e.g. those bringing up families
- ✚ groups of people particularly disadvantaged in the labour market e.g. people with mental health issues
- ✚ those entering the labour market for the first time e.g. young people without prior work experience.

3.27 Around one third of organisations report difficulties in recruiting committee volunteers, whilst the same proportion report difficulties in recruiting service delivery volunteers. Sixteen organisations gave reasons for the difficulties they experience. The most common reasons included:

- ✚ people are too busy/do not have enough time to volunteer
- ✚ competition from other organisations
- ✚ a low population base
- ✚ people in the community do not have skills/confidence.

- 3.28 The fact that so few organisations can identify the reasons why it is difficult to recruit might indicate a lack of awareness of local conditions or limited awareness of recruitment techniques. A small number were able to identify groups which were particularly difficult to recruit including younger people, men and parents. These recruitment difficulties are having a significant negative effect on these organisations in a number of ways. Eleven organisations experiencing difficulties in recruitment, for example, suggested that this had inhibited their growth.
- 3.29 The retention of volunteers, according to respondents, is not as much of an issue as recruiting volunteers, with six organisations reporting difficulties in retaining committee representatives and eight in retaining service delivery volunteers. This is not consistent with the earlier finding on turnover (accepting the wide range between organisations). This might suggest that some organisations do not understand the value of systems to support, develop and reward volunteers as well as recruit them and/or are reluctant to acknowledge that turnover is an issue.

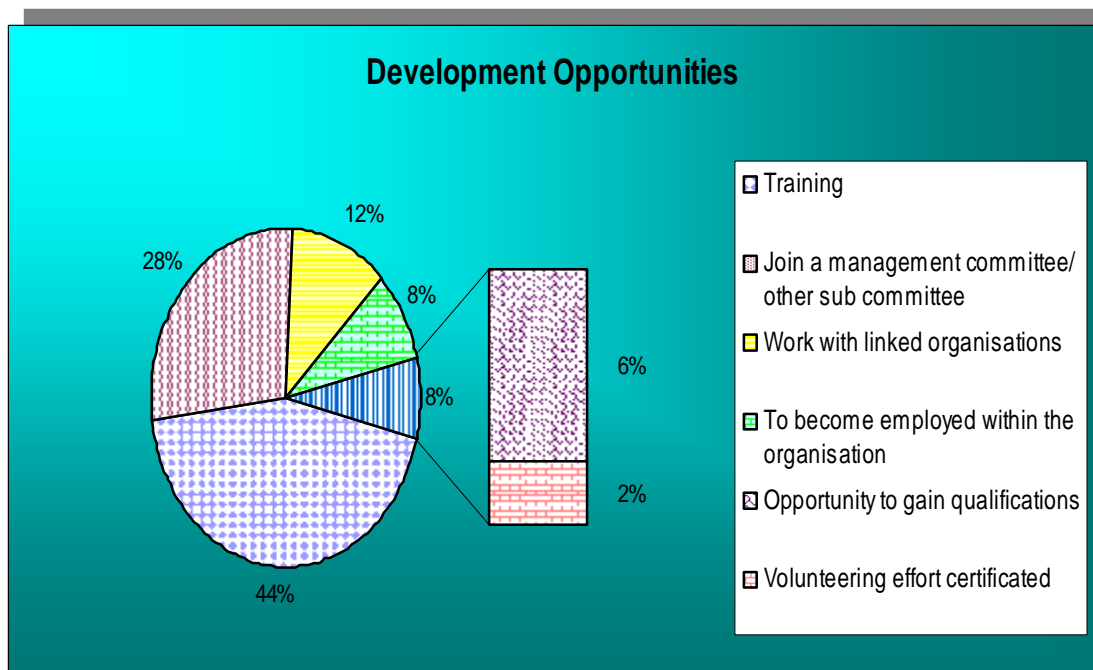
Organisational policy and practice

- 3.30 The survey asked a number of questions around volunteering policy and practice. This helped to provide an overview of the systems in place to support and develop volunteers. The survey showed that:
- ✚ under half of organisations (45%) have a formal policy on volunteering, setting out such things as how volunteers will be trained, developed, and reimbursed – this compares to 52% in the Volunteer Development Scotland Survey
 - ✚ over two-thirds (70%) of organisations have a business plan; and of these two thirds (71%) have a section within it that addresses the role of volunteers in the organisation.
- 3.31 Systems to attract, retain and develop volunteers are important factors in providing a positive volunteering experience. The comments of the survey respondents demonstrate that this is understood by many of the organisations involved:

- What works in terms of retaining volunteers within your organization...?**
- § “providing training opportunities”
 - § “showing volunteers that they are valued and that their work is appreciated”
 - § “offering support”
 - § “teamwork and a team spirit within the organisation”
 - § “treating volunteers well and respecting them”
 - § “providing a good working environment”.

3.32 It is important that the values expressed above are underpinned by solid practice. The absence of policy statements on volunteering suggest that this may be a gap. This is not to suggest that practice within organisations is poor. Around 90% of organisations, for example, identified development opportunities for existing volunteers within their organisations; two-thirds offer training to volunteers and a significant proportion (43%) offer opportunities to join other structures in the same organisation (Chart 3.2).

Chart 3.2: Development Opportunities for Existing Volunteers



- 3.33 A very small number of organisations offer the chance to certificate volunteering efforts. This may be a lost opportunity if the contribution of volunteering to employability activity is to be maximised.
- 3.34 The organisations were asked about where they currently access information and advice on volunteering policy. Over half (53%) use SCVO and a fifth (19%) HIE (Table 3.7). Only nine percent use their local Council of Voluntary Service and seven percent access assistance from Volunteer Development Scotland. Over one in ten (13%) organisations do not know or attempt to access this kind of advice and information. The results suggest that there is scope to raise the profile of organisations which might offer assistance on recruitment and retention of volunteers.

Table 3.7: Advice and Information	
Sources	
Scottish Council for Voluntary Organisations	53
Highlands & Islands Enterprise	19
Local Authority	18
Council for Voluntary Services	9
Volunteer Development Scotland	7
Communities Scotland	3
Other	24

Anticipated future growth

- 3.35 Over the next three years, assuming that the supply of volunteers is not an issue, two thirds of those surveyed (67%) expect the scale of their services to grow while the remaining third expect them to remain static. The most commonly identified reasons underpinning predicted growth included:
- ✚ a growing need for the service provided in 82% of cases
 - ✚ new sources of funding (22%)
 - ✚ growing public sector demand (16%).
- 3.36 This growth is likely to lead to an increase in the numbers of volunteers. Around 44% of these 'growers, will need new committee volunteers while 65% will need new service delivery volunteers. Around two thirds of those anticipating an increased need for volunteers within their organisation felt able to estimate how many additional volunteers might be required. On average these organisations anticipate that they will require:

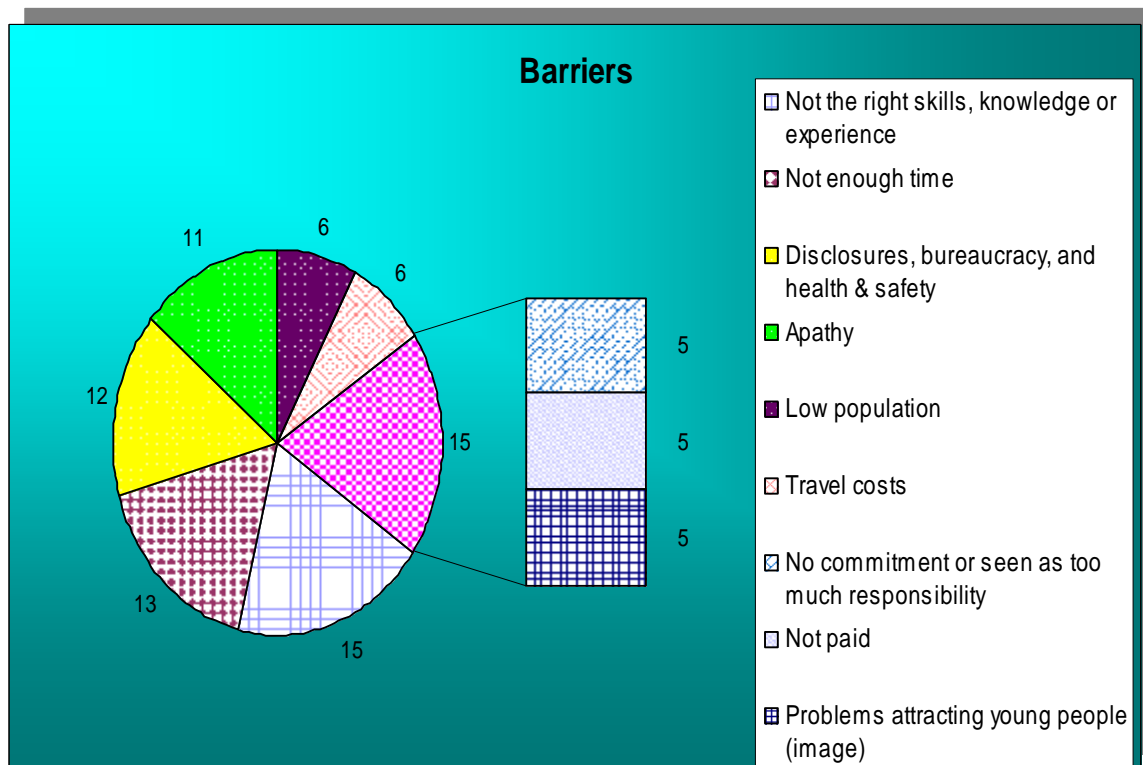
- ✚ 7 additional committee representatives based upon the responses of 25 organisations
- ✚ 9 additional service delivery volunteers based on the responses of 39 organisations

3.37 Around one third of the ‘growers’ also anticipate that that they will have problems increasing the number of volunteers. Around half of those that foresaw recruitment difficulties predicted that these will have a significant effect or slight affect on their growth plans.

Concluding comments from respondents

3.38 Respondents were asked to express in their own words what they felt to be the main barriers to recruiting and retaining volunteers – a total of 82 interviewees responded. These responses varied considerably. Insufficient time was the most frequently identified barrier suggesting that with support some organisations feel they could address recruitment issues more effectively. Bureaucracy, such as Disclosure procedures, was also identified as a key barrier.

Chart 3.3: Recruitment and Retention Barriers



3.39 The interviewees were asked to identify effective practice in terms of recruitment and retention of volunteers. Some of the suggestions are highlighted below:

What do you think works well in terms of recruiting volunteers...?

- § “having good recruitment procedures in place”
- § “networking and building links with existing groups and schools”
- § “have enthusiastic people within the organisation and have a friendly approach”.

3.40 The suggestion on networking and building links with existing groups might be seen as particularly helpful given the importance of word of mouth and inter-agency referrals as a source of recruitment in the survey results. In terms of retention a focus on informing volunteers is an issue which could be addressed through effective internal procedures and systems. The survey asked if HIE and its partners could help the organisations to increase their supply of volunteers or retain existing volunteers:

- ✚ around a half said that HIE and partners could not help them to increase their supply of volunteers while a further quarter did not know if HIE and partners could help
- ✚ one fifth would like financial help from HIE and partners; some organisations went on to specify that financial help would be useful for training, marketing and expenses
- ✚ just over one tenth felt that support with marketing would be helpful
- ✚ support to improve the availability of and access to training in recruitment and retention was identified as a valuable step in a small number of cases.

Conclusions

3.41 The key findings from the survey are summarised below:

Key Finding Summary:

- § Volunteering levels are higher in the HIE area but have dropped from 50% in 2004 to 45% in 2005
- § Thirty percent of the voluntary sector organisations in our survey of 120 could be classified as 'arts & sports' organisations, 21% 'social care' and 20% 'community development & social enterprise'
- § 88% of those surveyed offer opportunities for volunteering on their management committee while 72% offer service delivery opportunities
- § The 120 organisations offer a total of 4,771 volunteering opportunities – 1,048 of these are on a committee and the remainder in service delivery or support functions
- § 63% of current volunteers are female but the gap with males is much narrower when only committee service is considered (54% female)
- § 97% of volunteers are over 25 years old but 89% of service volunteers are aged between 16 and 59 years compared to 57% of committee volunteers
- § 42% of committee volunteers are over 59 compared to 11% of service volunteers
- § around a quarter (26%) of organisations are currently experiencing a shortfall in committee representatives – and on average face a shortfall of 4 committee representatives
- § 30% experience a shortfall in service volunteers – an average of 15 per organisation
- § Average turnover of volunteers is close to a third but this masks huge variation
- § Word of mouth is the most frequently used form of marketing in 76% of organisations – only 7% use a Volunteering Centre
- § Organisations report that younger people, men and parents are particularly hard to recruit
- § 45% of organisations in the HIE area have a volunteering policy which may be lower than elsewhere in Scotland
- § Only 7% of organisations certificate volunteering experience
- § 53% of organisations use SCVO for advice on volunteering policy
- § Two-thirds of the 120 organisations expect their service to grow in the next three years; one third expect to need an increase in committee volunteers and over half service volunteers
- § A third of organisations anticipating an increase in volunteers expect difficulties in reaching their target and two-thirds of these expect this to have a major negative impact on growth.

Organisation Perspective

Introduction

- 4.1 In addition to the survey, the study team carried out three focus groups with organisations using volunteers (Appendix B'). The purpose of the focus groups was to enable the study team to probe the findings of the survey and consider issues in more detail.
- 4.2 The focus group areas – Inverness and Nairn, East Sutherland and the Shetlands were selected to capture the challenges arising from different geographies. Inverness and Nairn is the most urban area in the Highlands; Sutherland a mixture of semi-urban and rural communities spread out across a large terrain; while the Shetlands include some rural and very remote communities.
- 4.3 The study team was assisted by organisations in each area with good networks of local volunteering organisations. In Inverness and Nairn Volunteering Highland invited participants and organised facilities as did Voluntary Group East Sutherland in Sutherland and Volunteer Centre Shetland. The assisting organisations were encouraged to seek participants from a wide range of organisational types. Participants included:
 - ✚ informal organisations that come together occasionally to arrange local events e.g. local festivals and galas
 - ✚ local service user forums e.g. community care forums, access panels
 - ✚ local organisations offering specialist advice, information and support through volunteers e.g. addiction and welfare information services
 - ✚ staffed voluntary organisations which are part of a Highlands, Scotland or even UK-wide structure e.g. Family First, Citizens Advice Bureau
 - ✚ community-owned, social enterprises e.g. North Highland Forest Trust.

Shortages

- 4.4 The participants in all three focus group areas confirmed that they suffered from a shortage of volunteers. This was particularly, but not exclusively, the case with service volunteers. Several participants cited examples of projects and services which had closed or been forced to offer a restricted service as a result of volunteer shortages such as Cruse – a bereavement counselling service. One organisation, part of a major Scotland-wide structure had undergone a period of crisis as a result of the lack of volunteers resulting in a period of restricted service followed by a service re-organisation and changed approach to internal recruitment and training.
- 4.5 Shortages are less evident at committee level. The main issue seems to be one of ensuring committee members have the most appropriate skills. The Chairperson, Secretary and Treasurer are key positions but the availability of people with the right skills can be limited.

Overview: The focus groups confirm the results of the survey which suggest that a shortage of volunteers is an issue for a significant number of organisations and has affected the provision of many important services

- 4.6 The focus groups would confirm that retention is an issue – both at committee and service level. The issue appears particularly prevalent in the early stages of involvement as volunteers decide that a volunteering experience is not for them. The issue is increasingly a challenge for those organisations with volunteers carrying out demanding and sensitive support roles with sometimes ‘vulnerable’ clients. Increasing demands upon organisations to ensure a service of high professional standards means that volunteers often have to undergo an intensive induction programme. The commitment is often higher than many volunteers have anticipated and early drop-out is high. Some volunteers also gain paid employment shortly after completing the induction.

Overview: Retention appears to be a bigger issue than many organisations at first realise – early drop-out is a particular problem

Barriers

4.7 The focus group participants identified many barriers in the recruitment and selection of volunteers. These barriers were of a varied nature. Some are specific to particular types of volunteering. Barriers to the recruitment and retention of volunteers at committee level, for example, included:

- ✚ the difficulties in attracting people to Annual General Meetings (AGMs) and converting attendance into actual involvement
- ✚ the shortage of people with key skills – such as those required to be a Treasurer – and the resultant demand upon those individuals to be involved in other groups and associations
- ✚ the new regulatory regime, with the need for annual returns and more stringent accounting requirements which places a greater burden upon volunteers on management committees
- ✚ geography is an issue in more dispersed communities – volunteers finding it harder to attend meetings or training associated with their position
- ✚ attracting in those of a working age – particularly in more urban areas like Inverness where there is a better supply of employment opportunities
- ✚ attracting young people, although a mental health organisation in Shetland has a very young committee because the issues was of particular interest.

Overview: Many organisations, especially those with less formal structures, need assistance to market and promote opportunities

4.8 Difficulties in attracting service volunteers were even more pronounced for many organisations. Many organisations felt their services were stretched due to difficulties in recruitment and retention. Some felt that the lack of supply would lead to a 're-think' of current provision while other organisations had undergone a period of 'crisis' as a result of volunteering issues. In Shetland there are many people willing to be volunteer but high levels of employment mean that most volunteers are only available outside working hours. Other barriers identified included:

- ✚ **geographical challenges**; the travelling time and costs required to provide services (or training) deters some volunteers – isolation can also lead to volunteers lacking the peer support needed to maintain their involvement
- ✚ **service ‘professionalisation’**; the increasing emphasis upon quality of service has led to higher expectations and demands on volunteers, especially for those working closely with vulnerable clients – if volunteers possess a higher level of skills and are able to offer the time demanded of them then they may choose to move into paid employment instead
- ✚ **supervisory skills**; some organisations are able to offer volunteer support through staff with a remit to support and develop volunteers – however not all organisations recognised the need to equip those staff with the skills needed to deliver this role effectively
- ✚ **training costs**; are higher in rural locations although shared, multi-agency training as takes place in Shetland is one way of minimising costs
- ✚ **matching supply and demand**; in more rural communities outside Inverness the variety of volunteering opportunities might not exist to suit the needs and interests of local people with an inclination to volunteer
- ✚ **rationale**; volunteering, like employment, is increasingly viewed as a means of assisting those with a range of needs to ‘re-connect’ with the labour market and, in Inverness in particular, some volunteers may not be ready to undertake volunteering roles without support
- ✚ **Disclosure**; the need to undergo Disclosure checks created a barrier to involvement for some volunteers, more-so existing ones, and participants cited instances of volunteers having to undergo Disclosure checks several times in one year with different organisations
- ✚ **Health and Safety**; increasingly stringent health and safety requirements had deterred some organisations, particularly environmental ones with outdoor work programmes, from taking on volunteers.

Overview: Some organisations delivering services to the most vulnerable clients are facing a crisis situation as a result of volunteering shortages

Opportunities

- 4.9 In spite of the obvious difficulties volunteer organisations face, many of those involved in the focus groups were able to identify effective practices which may be of interest to other agencies. Not all of the suggestions will be of relevance in all cases – many will be shaped by the type of organisations involved or geographical characteristics.

Committee Volunteers

- 4.10 The focus groups identified a number of means by which to recruit and retain committee volunteers. In terms of recruitment, some organisations highlighted the need to be innovative in how AGMs are delivered. One suggestion was to combine the AGM with a more accessible event such as a video of the group's work over the year or a display of work produced. It is considered important to break-down the perception that an AGM must follow a rigid format which suits those already involved.
- 4.11 Involvement in local networks is also valuable. If committee members are actively involved in other networks then this raises awareness of the organisations they are members of, increasing the likelihood of new volunteers becoming interested.

Overview: Some organisations are very innovative in their efforts to attract new volunteers

- 4.12 The focus groups suggest that retention is in fact a bigger issue than many of the respondents in the survey initially realised. A number of organisations, especially the smaller and often more informal structures, highlighted the high degree of turnover they experience. New volunteers might show initial interest but quickly move on. Participants feel it is important to ensure that there is an induction for new volunteers as becoming involved in an existing committee can be an intimidating experience. It is also important to reward existing committee members and make them feel valued. This can be done by:

- ✚ offering to recover expenses

- ✚ ensuring that volunteers are recognised and celebrated e.g. through awards, newsletters
- ✚ recognising that some people need additional support to be involved – one participant highlighted the need to ensure that carers are considered if necessary to support some committee members continuing input.

Overview: Organisations need to consider how they support and reward new and existing volunteers

Service Volunteers

4.13 A large number of suggestions were also made with regard to the recruitment and retention of volunteers at service level. In terms of recruitment, for example, the following suggestions were made:

- ✚ volunteer recruitment fairs, which some participants in Inverness and Nairn had experience of, could be a valuable means of recruitment
- ✚ webcam assessments and discussions with potential volunteers was used by one organisation as a means of overcoming challenges of geography and to inform potential recruits about the volunteering opportunities available
- ✚ that for the many individuals who drop-out of volunteer opportunities at an early stage, there could be a means of contacting them to find out what it was about their experience that had deterred them and whether there might be other, more suitable, opportunities
- ✚ one participant had experience of a Volunteer Memorandum which set out the expectations of new volunteers and commitment of the organisation to them – helping to spell out the commitment required and reducing early drop-out.

Overview: Not enough is done to 'pick-up' those interested in volunteering who are deterred by their initial experience

4.14 It is very important to reward new and existing volunteers if their services are to be retained. Some of the suggestions made include:

- ✚ the training of volunteers is very important but too much too early on can lead to drop-out – seek ways to ‘blend’ training into the work that volunteers do or provide shadowing opportunities with other volunteers
- ✚ volunteers, like paid staff, need systems to support them;
 - § clear systems of support with costs and expenses
 - § peer support and volunteer events
 - § mentoring
 - § team meetings
 - § appraisals
 - § training needs analysis.
- ✚ certification of the volunteer contribution can be valuable although care needs to be exercised as most volunteers do not become involved for this reason – informal recognition such as awards or celebration events can work just as well and one organisation builds funding for this into their funding bids
- ✚ one organisation used a local befriending project as a means of supporting its volunteers
- ✚ avoid artificial divides between staff and volunteers – one organisation had, in the past, had volunteers in a room downstairs and paid staff in a room higher-up despite fulfilling similar roles.

Overview: There is a great deal which organisations can do to create the kind of positive environment needed to retain volunteers

4.15 Effective communication is an important means of ‘binding’ volunteers into organisations. Some organisations, for example, have places on their management committee for volunteers. This can, when it works well, provide a two-way information flow between the committee and volunteers. Other organisations keep volunteers informed through newsletters, email bulletins and regular team meetings.

- 4.16 Some organisations have staff with a specific remit to support and develop volunteers. Such staff can develop and implement the support and development systems highlighted above. Volunteer co-ordinators can also be an important support mechanism for volunteers by offering an ‘open-door’ service allowing volunteers to contact them as and when issues arise which might otherwise lead to drop-out.
- 4.17 One organisation, LEAD Scotland which offers people with disabilities the support of a learning mentor, has recently completed a new award, Investors in Volunteers. This award recognises the efforts of the organisation in developing systems to support and skill-up its volunteers and might offer a model for similar services.

Overview: Effective communication within organisations is an essential element in the retention of volunteers

- 4.18 The suggestion was made in one focus group that more could be done to tap into the growing Corporate Social Responsibility awareness of the private sector and other major employers. There were more opportunities now to work in partnership with employers, including major public sector agencies, to develop volunteering initiatives. This is an area where HIE and its partners could play an important role.

Overview: Opportunities exist to work more creatively with new sources of volunteers such as schools and employers – the voluntary sector may need some assistance to develop fresh approaches

Conclusions

Key Findings and Implications

5.1 Highlands and Islands Enterprise commissioned this study to determine the extent to which the supply of volunteers is affecting the delivery of services through the voluntary sector – both now and in the future. Some of the key messages to emerge include:

- ✚ almost half of existing organisations (46%) struggle to recruit the number of volunteers they feel is needed to allow them to function
- ✚ a quarter of all organisations (26%) have a shortage of volunteers at committee level while 30% have a shortage of service volunteers – only 9% of organisations report suffering both
- ✚ those organisations able to identify an actual shortfall number would suggest that on average the shortfall numbers four committee volunteers and 15 service volunteers – a small but significant minority of organisations offer service level volunteering opportunities in excess of 100
- ✚ some social groups, including males, those of working age and younger people tend to be under-represented
- ✚ the number of organisations estimating actual numbers above *is not enough to provide a robust estimate of the total shortfall* but if applied to the total social economy of 8,000 organisations, as defined in the HIE Audit of the Social Economy in 2002, this would suggest that there might be shortfalls of up to 8,000 committee volunteers and 36,000 service volunteers
- ✚ two-thirds (67%) of those surveyed expect to expand their services over the next three years which may seem ambitious but the review of Government policy with respect to the voluntary sector may suggest that growth is likely
- ✚ around a third of these ‘growers’ – one fifth of all voluntary sector organisations – anticipate that difficulties in recruitment and retention which will limit their growth.

- 5.2 The results confirm that HIE is right to be concerned about the impact of volunteering levels. The supply of volunteers is in fact, affecting the quality and coverage of services at this time. Growth in demand is likely to increase in the future at a time when there is some evidence of declining participation levels. The extent of supply-side problems is likely to increase.
- 5.3 Highlands and Islands Enterprise does not have the resources or reach needed to bring about a solution on its own. The agency cannot 'micro-manage' the volunteering issues identified in this report but must work with others and create the conditions whereby these bodies can effect change – in a similar fashion to its involvement in the Highlands and Islands Community Capacity Partnership (HICCaP).

Stakeholders

- 5.4 It is clear from the study that there are a number of organisations with a role to play in assisting volunteer organisations. The range is, in fact, very broad and it may be helpful to identify some of these stakeholders which include:
- ✚ **Highlands and Islands Enterprise** which seeks to support community assets and services as well as develop the capacity of local communities and which also supports the voluntary sector through its work in the areas of skills and business development
 - ✚ **the Volunteer Centres** in most (but not all) of the Highlands which help promote volunteering opportunities and **Volunteering Highlands** which manages the Centres, promotes good practice and takes forward strategic volunteering initiatives such as the Millennium Volunteer Award Scheme
 - ✚ **the Councils for Voluntary Service** which support the voluntary sector through practical and advisory services (e.g. on constitutions) as well as promoting good practice
 - ✚ **Volunteer Development Scotland** which provides support, guidance and advice on a broad range of legal and associated issues relevant to the voluntary sector and which feeds into policy development networks of relevance to volunteering agencies

- ✚ the Scottish Council for Voluntary Organisations, a national agency which seeks to advance the voluntary sector by fostering co-operation, promoting best practice and through the delivery of common services...
- ✚ ... and which, in partnership with HIE, delivers HICCaP which aims to;
 - § create a market place for skills and training in the Highlands & Islands
 - § promote a skills culture within the voluntary sector
 - § support agencies working with voluntary and community groups.

5.5 These are just some of the organisations which have an influence on volunteering. It is clear from the focus groups, however, that it would be a mistake to consider that only these agencies have a role in assisting the sector to overcome the challenges of volunteer recruitment and retention. The benefits arising from the work of volunteer organisations – as well as their economic contribution to the Highlands and Islands – is huge and spans many policy areas. Some consideration needs to be given to the role of other stakeholders such as:

- ✚ Local Authorities and Health Boards which derive significant benefits from the work carried out by volunteering organisations with their clients
- ✚ Jobcentre Plus which is developing the Pathways to Work Programme – an employability programme which might be expected to highlight the value of volunteering as a ‘stepping stone to employment’ for some clients
- ✚ the Highland, Western Isles, Orkney and Shetland Social Economy Partnerships which have a responsibility to oversee the development of the service infrastructure in support of the social economy.

A Framework for Action

5.6 One of the issues which HIE and its partners should consider, following this research, is whether the benefits of volunteering and the apparent shortfalls in supply highlighted are of sufficient concern to merit joint action. What shape might this joint action take?

- 5.7 The survey and focus groups identified specific issues for particular types of organisation. In developing a response to the issues raised by this report HIE and its partners might wish to work together to develop a more detailed 'typology' of the organisations relying on volunteering and to map out the service provision of relevance. This could then be used to develop a framework for action which would help address volunteering issues in a collective fashion.
- 5.8 The structure below (Table 5.1) is a rudimentary framework based upon the study findings. Further work would be required to refine this into a 'workable' model for action. It is presented here, nevertheless, as a discussion point for HIE and its partners in how they might respond to the issues raised.
- 5.9 A model does already exist if HIE and its partners decide to take forward a programme of work. The City of Edinburgh Council produced a Volunteering Strategy⁶ in January 2007 which contains an Action Plan addressing many of the issues identified in this report. Many of the actions set out in the Edinburgh Plan are of relevance but the Highlands and Islands will have different priorities and opportunities.

⁶ Inspiring Volunteering, A Volunteering Strategy for Edinburgh; January 2007

Table 5.1: Action Framework				
Organisation type:	Informal	Local service provider	Larger service provider	Social enterprise
Organisation characteristics:	often smaller organisations set-up to deliver one-off or irregular events	an agency providing a service to people of a localised area which is not part of a larger group structure	an agency providing a service to people of a localised area but which has access to support from a larger group structure	growth focussed organisations with an emphasis on community ownership or income generation
Might include:	a group set up to organise an arts event	a local advice and information service	a counselling service which is part of a Scotland or UK-wide structure	a land/forestry ownership initiative
Key challenges, committee level:	need to attract volunteers with key skills e.g. Treasurers or 'up-skill' existing volunteers	need to attract volunteers with key skills e.g. Treasurers or 'up-skill' existing volunteers – need to be aware of OSCR monitoring requirements and how these affect different types of organisation		need to attract volunteers with key skills e.g. Treasurers or 'up-skill' existing ones– need to be aware of OSCR monitoring requirements and how these affect different types of organisation
Key challenges, service level:	need to attract volunteers interested in occasional events	need to attract, support and develop new and existing volunteers – currently little activity to 'pick-up' volunteers that drop-out during early stages		need to consider and develop volunteering opportunities and roles and ensure capacity exists to manage volunteers
Possible actions:	<p>review existing good practice guides on recruitment</p> <p>review systems to promote awareness and availability of good practice throughout target group</p>	<p>review Investor in Volunteering qualification and consider piloting a 'cut-down' introductory or 'taster' version</p> <p>review key service provider funding streams to assess current support for volunteer training</p> <p>production of a good practice guide and checklist on how to value the volunteer experience</p>	<p>review Investor in Volunteering qualification and promote in discussion with umbrella bodies and through pan-Highland events</p> <p>production of a good practice guide on recognising and valuing the volunteer experience</p> <p>production of a good practice guide and checklist on how to value the volunteer experience</p>	<p>work with social economy partnerships to review current support mechanisms in order to ensure a focus on volunteer systems</p>
Suggested lead agents:	Councils for Voluntary Service with support from other stakeholders to resource new materials	HICCaP with support from other stakeholders	HIE with support from other stakeholders	Volunteering Highland to develop presentation for Social Economy Partnerships highlighting importance of volunteering to core aims

Some Possible Steps for HIE

5.10 Many of the actions suggested above are based on improving practice with regard to existing volunteers. Action is also needed to increase the supply of volunteers from new sources. The Scottish Executive highlighted the need to target:

- ✚ young volunteers
- ✚ people from lower income and other excluded groups which, the evidence suggests, view volunteering as a 'middle class' preserve.

5.11 Some good work is already taking place in the Highlands in terms of the schools population. The Active Schools Co-ordinator programme, such as that based in Nairn, has been successful in targeting young people who might not otherwise get involved in volunteering and rewarding the volunteering experience through certification and access to leadership awards and courses.

5.12 Highlands and Islands Enterprise and its partners may wish to consider building on the initial success of the Active Schools Co-ordinator programme. There may be opportunities to promote the programme, improve links with post-school volunteering opportunities or further reward and support those involved.

5.13 Another opportunity highlighted in the focus groups is that of the Corporate Social Responsibility agenda. Highlands and Islands Enterprise is well-placed to explore the possibility of working with key employers. In Edinburgh, for example, the City Council has taken steps to promote volunteering to its employees as part of their retirement package. Highlands and Islands Enterprise and its partners may wish to consider reviewing current public sector practice with regard to volunteering opportunities with a view to:

- ✚ raising awareness of volunteering opportunities
- ✚ developing guides and tools to assist employers to develop and implement volunteering policies.

Appendix A

Workshop Participants

Participant List

Contact name

Organisation

Anne MacDonald

Highlands and Islands Enterprise

Sarah Barker

Volunteering Highland

Helen Macdonald

Highlands & Islands Community Capacity Partnership

Fiona Robb

HIE Inverness & East Highland

Ann Keating

Voluntary Group East Sutherland

Appendix B

Focus Group Participants

Consultee List

Contact name

Organisation

East Sutherland

Catherine Sutherland	Family First
Christine Ross	Voluntary Group East Sutherland
Viv Caird	Alcohol Counselling Service
Steve Robertson	North Highland Forest Trust
Richard Gale	East Sutherland Advisory Service
Pete Fleming	East Sutherland Arts
Shirley McHardy	East Sutherland Community Care Forum

Shetland

Sue Beer	Volunteer Centre Shetland
Les Irving	Shetland Island Citizen's Advice Bureau
Joanne Bilton	WRVS
Alison Keeler	Community Mediation and Restorative Justice
Hazel Anderson	Advocacy Shetland
Kellie Naulls	Moving On Employment Project

Inverness and Nairn

Pam Fergie	Citizens Advice Bureaux
Jan Stephen	LEAD Scotland
Elizabeth McDonald (by phone)	Active Schools Co-ordinator (Nairn)
