

**Institute for
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Research**

Management matters: a national survey of volunteer management capacity

Institute for Volunteering Research

Joanna Machin and Angela Ellis Paine

April 2008

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Executive summary

1 Introduction

This report is based on findings from a study of volunteer management capacity in organisations across England. The study was funded by Capacitybuilders as part of the ChangeUp programme delivered by the Volunteering Hub. It was undertaken by the Institute for Volunteering Research, with Carol Goldstone Associates and GfK NOP conducting the fieldwork.

The study explored the capacity of organisations to involve and manage volunteers. It looked at the financial and human resources dedicated by organisations to supporting volunteers, and the roles and positions of those who manage volunteers. It looked at the implementation of recognised elements of good practice in volunteer management, issues faced in recruiting and retaining volunteers and the future demand for volunteer involvement.

The study was based on telephone interviews with 1,382 individuals identified as having responsibility for managing or organising volunteers within their organisations; 1,248 of whom were in organisations in the Voluntary and Community Sector (VCS) and 134 of whom were in NHS organisations. The sample is not statistically representative of either sector, but it does represent the first large-scale survey of volunteer management capacity in England.

The study makes reference to both ‘managers of volunteers’ and *Volunteer Coordinators*. The term ‘managers of volunteers’ is used to refer to all study respondents, each of whom had responsibility for organising and managing volunteers but many of whom assumed this responsibility as one small part of a wider role. *Volunteer Coordinators* is the term used to refer to respondents who had specific roles called Volunteer Coordinator, Manager, Organiser, Leader or similar and for whom volunteer management was their core work.

2 Organising volunteer managers

It was reported that over one-quarter of organisations did not have funding for supporting volunteers. Approximately half (48 per cent) of the organisations funded volunteer management through the main or core budget. Smaller organisations were least likely to have funding for supporting volunteers.

While all of the organisations involved in the study had identified someone who had lead responsibility for organising or managing volunteers in order to be included in the sample, in most cases volunteer management responsibilities were spread across the organisation.

‘Managers of volunteers’ seemed to occupy middle management positions and fulfilled their volunteer management responsibilities as a part of broader role. Less than one in ten respondents spent all their time managing volunteers, and

volunteer management was a full-time occupation for only 6 per cent of study respondents. One-quarter (24 per cent) of respondents were in roles that were called *Volunteer Coordinator*¹ (20 per cent were paid *Volunteer Coordinators*, 4 per cent were unpaid *Volunteer Coordinators*), the others had a wide range of job titles, from Chief Executive through to Administrator. Two-thirds (65 per cent) had job descriptions that detailed volunteer management.

On average (taking the median figures), ‘managers of volunteers’ were responsible for 15 volunteers. The average (median) number of volunteers involved in organisations in total was 20. However, there was great variation in the number of volunteers ‘managed’ by individuals ranging from one or two through to several hundred or even thousands.

3 Working in volunteer management

Almost two-thirds, 60 per cent of ‘managers of volunteers’ in the study worked on a full-time basis, 40 per cent on a part-time basis. Three-quarters (77 per cent) were in paid positions, one-quarter were in unpaid positions, either as trustees (16 per cent) or other volunteers (7 per cent). Half (49 per cent) earned between £15,001 and £25,000.

Study respondents tended to be well-experienced in volunteer management. Over one-third (37 per cent) had been managing volunteers for over ten years. There was some movement into the field, with one-tenth (10 per cent) having been involved for 12 months or less. Nearly half (45 per cent) had experience of volunteer management before taking on their roles in their current organisation.

Half of the respondents (50 per cent) had been on training or education courses in managing volunteers. While most felt that some form of professional development in volunteer management would be useful, there was a preference for more informal forms of personal development and short training courses rather than full, accredited courses.

Respondents generally reflected positively on their experience of managing volunteers. In many cases (62 per cent) the amount of time taken to manage volunteers was about what they expected, most (89 per cent) felt they were doing a good job at managing volunteers, and most (83 per cent) felt they received sufficient support in their roles.

4 Delivering volunteer management

The study explored the extent to which various elements of recognised good practice in volunteer management² were being implemented. Over three-quarters of respondents said their organisation had a key person that volunteers could go to for advice and support (91 per cent); carried out equal opportunities monitoring of its volunteers (79 per cent); had a written policy on volunteer involvement (77 per cent); and arranged training for volunteers (78 per cent).

It was reported that most organisations (84 per cent) always held an interview or chat with volunteers before they start. However, one-quarter (27 per cent) always held exit interviews when volunteers left. Just over half (54 per cent) always produced written task descriptions for volunteers, and under half (46 per cent) always held one-to-one sessions with volunteers.

There was a tendency for larger organisations to do more in terms of implementing these policies and procedures. For example, while 50 per cent of respondents in organisations with incomes of less than £10,000 reported having written policies on volunteer management in place, this increased to 92 per cent of organisations with incomes of £1 million or more.

Over three-quarters (78 per cent) of respondents said that their organisation provided ways of recognising and rewarding volunteers. Most commonly, recognition was provided through verbal or written thanks. Providing references and testimonials were also popular. More formal forms of recognition, such as long service awards, were less common.

'Managers of volunteers' generally reflected positively on the involvement, recognition and position of volunteers in their organisations. For example, most (82 per cent) felt their senior management team were in touch with the feelings of volunteers, and most (79 per cent) felt that the views of volunteers had a big effect on how their organisation developed.

5 Managing volunteer recruitment and retention

Volunteer recruitment had, on some level, been a challenge for many organisations over the past year. However, in most cases this was not felt to be a major issue. For example, while 59 per cent of respondents said that they had experienced some difficulty in recruiting enough volunteers, 37 per cent said recruitment had been 'a little' difficult while 22 per cent said it had presented them with 'a lot' of difficulties. Recruitment seemed to be more of an issue for smaller organisations.

Retention had been less of an issue, with over half (56 per cent) of respondents saying that their organisation did not have any problems with retention. However, it had caused 'a little' difficulty for 35 per cent of respondents and 'a lot' of difficulties for 9 per cent.

While 58 per cent of respondents said issues of volunteer recruitment and retention had not held back their organisation over the past three years, for 41 per cent it had constrained their organisation at least to some extent. Looking forward to the next three years these issues were perceived to be becoming more pertinent, with over half (53 per cent) believing that volunteer recruitment and retention problems could constrain their organisation in the future.

In terms of the demand for more volunteers, most 'managers of volunteers' (72 per cent) in the study said their organisation wanted to involve more volunteers. The demand for more volunteers was higher among larger organisations. In terms of how many more volunteers could be involved, more than half (56 per cent) said that they could involve less than ten volunteers on their current resources. Even with additional resources, over one-quarter (28 per cent) of respondents said that they would not look to involve more volunteers.

6 Conclusions and implications

Volunteers are often a vital resource for organisations, yet it would appear that many are not dedicating significant resources to their involvement. Funding, in particular, is lacking. While human resources are more readily available for managing volunteers, they are often dispersed and may be 'hidden' within

people's wider roles. It would seem that 'managers of volunteers' tend to have considerable experience at doing the job, but less exposure to training on volunteer management. Most suggest that they are implementing policies and procedures that are generally recognised as good practice in volunteer management, although this is truer of larger organisations than smaller ones. Overall, there is demand for more volunteers but this demand is not limitless, and this study indicates that the capacity of organisations to involve more volunteers well may be limited.

These overall conclusions mask considerable differences in volunteer management capacity between organisations, particularly between large and small organisations. There is no one model of volunteer management and no one way of developing and implementing good practice. Further, what works in one organisation may not work in another.

The findings of this study have implications for a number of stakeholders:

- **policy makers** are encouraged to support organisations to develop their capacities to enhance both the quality and quantity of volunteering
- **Volunteer Development Agencies/volunteering infrastructure** are encouraged to reinforce the call to refocus attention on the quality of engagement for volunteers. They are also encouraged to target their support for organisations appropriately, recognising the differences that exist in volunteer management between large and small organisations in particular and the implications of this for volunteer management support and development. They are encouraged to consider developing a range of options for professional development with different approaches targeted at different parts of the market
- **volunteer-involving organisations** are encouraged to ensure adequate resources are dedicated to organising and supporting their volunteers. This would include building core budgets for volunteer involvement and ensuring adequate staff time is allocated for managing volunteers. It would also include, for some organisations, considering how specific project funding can create a sustainable base for volunteering. Organisations are also encouraged to ensure they establish clear lines of responsibility and accountability for volunteer management. They are also encouraged to consider ensuring 'managers of volunteers' are fully supported in their roles, particularly in terms of being delegated appropriate levels of authority and being encouraged to access professional development in order to perform their roles effectively
- **researchers** are encouraged to dig beneath the surface to explore more the practice of volunteer management and what makes it work (or not) in different organisational settings.

1 Introduction

1.1 Setting the scene

This report presents the key findings from the first national survey of volunteer management capacity in England. Funded by Capacitybuilders as part of the ChangeUp programme delivered by the Volunteering Hub, and undertaken by the Institute for Volunteering Research, the study aimed to develop knowledge and understanding about the ability of organisations to involve and manage volunteers.

Within policy arenas, emphasis has to date been placed on encouraging more people to get involved in volunteering. Less attention has been paid to whether or not organisations have the capacity (in terms of resources and expertise) to involve them and to involve them well. This is despite recognition that the ability to effectively recruit, manage and retain volunteers can impact on the success of organisations. Organisational capacity and management structures can affect the experience of volunteers and those that work with them, having implications for the way voluntary activities and services are undertaken and delivered.

Similarly, while national surveys have been conducted to explore the propensity to volunteer and the experience of volunteering from the individuals' perspective (for example Low et al, 2007), comparable nationwide research has not been conducted to explore issues of volunteer involvement from the perspectives of organisations or 'managers of volunteers'.

This study explored the following issues:

- > levels of financial and human resources dedicated by organisations to supporting volunteers
- > the 'careers' of those who manage volunteers
- > the implementation of recognised elements of good practice in volunteer management
- > issues faced in recruiting and retaining volunteers, and the future demand for volunteer involvement.

1.2 Definitions

1.2.1 Volunteers

In line with the 2007 National Survey of Volunteering and Charitable Giving (Low et al, 2007), the study defined volunteers as '*individuals who spend time, unpaid, doing something that aims to benefit the environment or individuals or groups other than (or in addition to) close relatives*'.

As the focus of the study was on the capacity of organisations to involve volunteers, the research was concerned with formal volunteering (help given to organisations and groups) and not informal volunteering (help given to individuals).

The study did not inquire into volunteers as members of boards, governing bodies or management committees; although where those individuals were involved in other activities they were included. Whilst volunteers in those roles are recognised as playing a vital role within organisations it was anticipated that the management of these volunteers would raise different kinds of issues and would add undue complexity to the study. Organisations that only involved volunteers as members of boards, governing bodies or management committees were not included in the study.

1.2.2 Volunteer management capacity

The research used a broad definition of volunteer management. The term was taken to describe activities that included recruiting, co-ordinating, leading, supporting, administrating and organising volunteers.

In the study the term ‘volunteer management capacity’ was used to describe the extent to which organisations have the knowledge, expertise, resources, policies, procedures and systems to effectively manage volunteers.

1.2.3 Volunteer managers

Within this report a distinction has been made between two groups of respondents. General study respondents, all of whom had volunteer management responsibilities, are referred to as ‘managers of volunteers’³.

The study drew on the Association of Volunteer Managers’ (AVM) definition of volunteer managers, which is as follows:

People who, directly or indirectly, oversee, manage, coordinate or administer volunteers or volunteering programmes. Volunteer managers operate in all sectors and at all levels.

Different terms are used to describe volunteer managers and volunteer management may only be one small part of someone’s role. Indeed, as Susan Ellis (2006) notes, the efforts of people who manage volunteers may be totally invisible, as many people with responsibility for volunteers have no mention of it in their job title, and effectively do it as an add-on to other jobs. Volunteer managers can be involved on a paid or unpaid basis.

A growing number of people, however, do have job titles that include volunteer: be it Volunteer Coordinator, Volunteer Manager, Volunteer Organiser or Volunteer Leader. Learn Direct⁴ gives an outline of typical responsibilities of a Volunteer Coordinator or Organiser:

- > interviewing prospective volunteers
- > matching individuals to vacancies
- > arranging training
- > mentoring volunteers and providing ongoing support
- > assisting volunteers by giving advice, information and resources.

Those who were ‘employed’ (on a paid or unpaid basis) in specific volunteer

manager posts (for example, Volunteer Manager/Coordinator/Organiser/Officer) are referred to throughout the report as *Volunteer Coordinators*⁵.

1.2.4 Volunteer-involving organisation and Volunteer Development Agency

The term volunteer-involving organisation is used to describe any organisation that involves volunteers. It may be in the voluntary and community (VCS), public or private sector. This study focused on the VCS and part of the public sector (the NHS); although its findings have implications for all three sectors.

Volunteer Development Agency is the term used to describe volunteering infrastructure bodies. They exist to support and increase the quality, quantity, impact and accessibility of volunteering. They perform a number of functions including brokering volunteering opportunities, marketing, good practice development, developing volunteering opportunities, policy response and campaigning. Volunteer Development Agencies operate at national⁶, regional and local levels⁷. They provide support to organisations and to volunteers.

1.2.5 Other terms

Several other terms are used within the report in a shorthand way to aid readability. For example, the report refers to respondents being 'employed' or 'working' for the organisation, yet many of the respondents were involved as volunteers not as paid staff. Similarly, reference is made to 'job descriptions' rather than separating job descriptions for paid staff and role or task descriptions for volunteers.

1.3 Summary of study methods

The study was undertaken by the Institute for Volunteering Research, with fieldwork conducted by Carol Goldstone Associates and GfK NOP. This section outlines the methods used for the study; a more detailed report of the methodology has been produced separately (Carol Goldstone Associates, 2007).

1.3.1 Sample design

The aim of the study was to explore issues of volunteer management capacity within volunteer-involving organisations. While volunteering operates across all three sectors, it is more common for volunteers to be involved in organisations in the VCS and the public sector than in the private sector (Low et al, 2007), and as such the study focused on these two areas. Further, due to resource constraints and issues with identifying appropriate sampling frames it was decided to restrict the public sector part of the study to one area of the public sector: the NHS.

As such, within this report a distinction is made between respondents from two different types of sector: the voluntary and community sector (VCS); and the NHS. The former includes registered charities and organisations/groups not registered with the Charity Commission. The latter includes NHS organisations (predominantly NHS Trusts) and those affiliated to the NHS.

Identifying an appropriate sample of organisations was not straightforward. The sample of eligible organisations for the study was drawn from three sources.

To construct the sampling frame for the NHS, Binley's⁸ was used to extract data.

Within the VCS, the study wanted to include both registered and non-registered charities (an important part of the VCS and an important involver of volunteers); yet no comprehensive sampling frame of the VCS exists. As such, a sample had to be constructed from two different sources.

GuideStar UK⁹ was used to obtain the sample of registered charities. Experian¹⁰ provided contact data on youth/community organisations and community centres.

With the GuideStar UK sample, in addition to requiring national coverage across the whole of England, quotas were set on the size of organisations and key field of activity. Large organisations (in terms of annual income) were over sampled as it was assumed that small organisations would have less developed and explicit procedures and practices for volunteer management and so would be less able to provide the evidence needed on the experience of volunteer management.

The sample used in this study is not statistically representative, primarily because it was not possible to identify the total number of VCS organisations in England and a comprehensive sampling frame, that included both registered charities and non-registered organisations, was not available.

1.3.2 Questionnaire development

The questionnaire was developed by the research team in consultation with the project steering group, Volunteering England's Volunteering Management and Leadership Advisory Group and with the research agency undertaking the research. Two pilots of the survey were carried out with 40 organisations, and the survey was amended accordingly.

1.3.3 Fieldwork

A quantitative telephone survey was undertaken with eligible organisations between August and October 2007. Identification of the most appropriate individual to interview was critical, and in each organisation the researchers asked to speak with the person with responsibility for volunteers. This individual was then screened to ensure they were the most appropriate person and the screening process was then repeated.

1.3.4 Response rates

In total, 1,382 useable interviews were completed for the research. This represents a response rate of 24 per cent (5,688 people were initially contacted). In terms of non-responses, one in three (34 per cent) of those approached reported that their organisation did not involve any volunteers (beyond board members¹¹) and one in ten (12 per cent) said that there was no one responsible for managing volunteers (Appendix, figure A.1.1).

The majority of respondents (80 per cent, or 1,109) defined themselves as being registered as a charity with the Charity Commission. A minority, 10 per cent (139) were included in the VCS sector but not registered as charities and the remaining 10 per cent (134) were NHS organisations or were affiliated with the NHS.

The sample was designed to include a cross-section of organisations according to income, enabling comparisons according to organisational size. Appendix A (figure

A.1.2) shows the number of responding organisations in each income band. It should be noted that the spread of respondents across the income bands is unlikely to be representative of the national picture (Reichardt et al, 2008), with a deliberate over-representation of larger organisations. It is noteworthy that a high number of respondents (533 in total) did not know or refused to provide details of the organisation's income. Typically, these were smaller organisations and as such analysis by organisational income in this report is skewed towards larger organisations.

The number of paid staff in the responding organisations was also used as an indicator of size. Over half of the respondents worked for an organisation with between one and ten staff (Appendix, figure A.1.3). Comparing the spread of respondents in the VCS to national figures, would suggest that respondents in this group are over-represented in the sample.

The third dimension of organisational size used in this study was the number of volunteers. The number of volunteers involved in responding organisations varied greatly, from 1 to 500,000 (Appendix, figure A.1.4). Nearly one in five (17 per cent) organisations involved five or less volunteers. NHS organisations involved higher numbers of volunteers compared to those in the VCS, 60 per cent reported that they had 101 or more volunteers compared to 16 per cent in the VCS. Overall, the average (median) number of volunteers amongst the responding organisations was 20.

The study aimed to achieve a spread of respondents from different fields of activity. The most common field of activity was health (25 per cent of respondents), followed by education/research (22 per cent) and campaigns and community action (15 per cent) (Appendix, figure A.1.5).

1.4 Report structure

The remainder of the report has been divided into five sections. Chapter two looks at the organisation of volunteer management in terms of the financial and human resources dedicated to supporting volunteers within organisations. The following chapter (three) focuses on the experience of working within volunteer management in terms of earnings, career development and training. Chapter four explores the extent to which certain volunteer management practices are implemented within organisations, before chapter five explores issues of volunteer recruitment and retention. The final chapter (six) draws together the conclusions of the study, and outlines areas for future development.

2 Organising volunteer management

This section reviews evidence on the organisation of volunteer management. It considers funding for volunteer management, the spread of volunteer management across organisations, the position of ‘managers of volunteers’ within organisations and their job titles.

2.1 Funding volunteer management

Three in ten respondents (31 per cent) reported that their organisation did not have funding for supporting volunteers. Those in the VCS were nearly twice as likely as those in the NHS to respond in this way (figure 2.1).

In nearly half of organisations (48 per cent), respondents reported that volunteer management was funded through the organisation’s main or core budget. VCS respondents were, however, less likely to say this was the case compared to those in the NHS.

Within the VCS, external grants were a considerable source of funding for volunteer support, with 25 per cent of organisations reported to have funded volunteer involvement through externally funded grants that specified supporting volunteers and 23 per cent through externally funded grants that did not specify this. Twice as many said volunteering was funded by grants as by contracts or service level agreements. The use of external grants or contracts to fund volunteering in the NHS was less common.

Figure 2.1: Funding arrangements for managing volunteers, by sector

	VCS %	NHS %	All %
Externally funded grant (s) which is specified for supporting volunteers	25	11	24
Externally funded grant (s) in which volunteering is not specified	23	4	21
Externally funded contract or service level agreement which is specified to support volunteers	13	9	12
Externally funded contract or service level agreement in which volunteering is not specified	12	9	12
The main or core budget of your organisation	46	70	48
There is no funding for supporting volunteers	32	18	31
<i>Base</i>	<i>1182</i>	<i>110</i>	<i>1292</i>

Base: All respondents. Don't know (90) and refusal responses excluded. Percentages sum to more than 100 as respondents could choose more than one option.

Ninety respondents (7 per cent) did not know how volunteer management was funded within their organisation (and have as such been excluded from the above analysis). Respondents in large organisations (in terms of income, number of paid staff and number of volunteers) were the most likely to say that they did not know how volunteer management was funded.

Small organisations (both in terms of income and number of paid staff) were most likely to report that they did not receive funding for supporting volunteers (figure 2.2). Organisations with fewer volunteers were also more likely to report that they received no funding for supporting volunteers.

There was some variation according to the main activity of the responding organisation. Those from organisations in the fields of art/culture (45 per cent) and sport/recreation (41 per cent) were most likely to identify that there was no funding for managing volunteers (figure 2.2).

Figure 2.2: Lack of funding for supporting volunteers, by size of organisation and field of interest

		There is no funding to support volunteers	
		%	Base
Income	<£10,000	49	191*
	£10,000-£99,999	33	265*
	£100,000-£999,999	21	140*
	£1 million and over	14	223*
No. of paid staff	1-10	31	531
	11-20	32	128
	21-50	18	122
	51-250	20	114
	Over 250	19	110
No. of volunteers	1-5	41	208
	6-15	37	321
	16-25	37	162
	26-100	28	304
	Over 100	15	239
Field of interest	Art/culture	45	115
	Sports/recreation	41	181
	Education/research	35	314
	Health	26	143
	Social services	26	143
	Advice and information	22	162
	Campaigns and community action	35	189
	General volunteering and community work	36	150
All		31	1292

Base: All respondents. Don't know and refusal responses excluded. *Please note the low base rates, reflecting the large number of respondents that did not specify income levels.

2.2 Human resources for volunteer management

2.2.1 Volunteers per ‘manager of volunteers’

The total number of volunteers involved in the organisations ranged from 1 through to 500,000. The average (median) was 20 (20 in the VCS, 180 in the NHS), but with considerable variation, particularly in the VCS (Appendix, figure A.1.4)

The number of volunteers managed by each individual respondent varied considerably. Two-thirds (66 per cent) of the ‘managers of volunteers’ involved in the study were responsible for managing all the volunteers in their organisations¹². The proportion was similar in VCS (66 per cent) and NHS (64 per cent) organisations.

In terms of actual numbers being supported by individual ‘managers of volunteers’, while nearly one-quarter (24 per cent) were responsible for five or less volunteers, the same proportion (24 per cent) managed over 50. Respondents in specific paid *Volunteer Coordinator* positions tended to be responsible for more volunteers than those in other roles, with 13 per cent being responsible for managing five or less volunteers, while 58 per cent were responsible for managing more than 50 volunteers (figure 2.3). The comparable figures for respondents in all other positions were 35 per cent managed five or less volunteers while 16 per cent managed more than 50 volunteers.

On average (taking the median figure), respondents managed 15 volunteers. There was a tendency for ‘managers of volunteers’ in the NHS to be responsible for managing more volunteers than those in the VCS (figure 2.3). In the VCS, however, the variation in the number of volunteers managed by individuals was greater, with a small number of ‘managers of volunteers’ being responsible for a very large number of volunteers.

Figure 2.3: Number of volunteers managed by individual respondents, by sector and by role

	Sector		Role		All
	VCS	NHS	Paid <i>Volunteer Coordinators</i>	All other respondents	
	%	%	%	%	%
0 to 1	4	0	3	4	4
2 to 3	11	2	3	11	10
4 to 5	10	2	7	20	10
6 to 10	17	6	3	20	16
11 to 18	13	6	5	14	12
19 to 26	13	5	9	13	12
27 to 50	13	11	13	13	13
51 to 100	8	14	14	7	8
101 to 400	7	40	29	6	11
Over 400	4	15	15	3	5
Median	15	150	80	12	15
Mean	314	234	279	317	306
Standard deviation	5,345	284	972	5,694	5,078
Minimum	1	2	1	1	1
Maximum	175,000	2,000	140,000	175,000	175,000
Base	1,155	125	256	1011	1,280

Base: All respondents. Don't know (102) and refusal responses excluded.

One hundred and two respondents (7 per cent) did not know how many volunteers they managed (and as such have not been included in the above analysis).

2.2.2 Sharing responsibility for managing volunteers

In order to ascertain the spread of volunteer management responsibility across an organisation, respondents were asked who else was involved in managing volunteers in their organisation and lines of reporting for volunteer management responsibilities.

In 25 per cent of cases the respondent was the only person who had responsibility for volunteer management within their organisation. They did not report up or down to anyone else with volunteer management responsibilities, and no-one else at the same level as them had responsibility for managing volunteers.

In a majority of cases, however, volunteer management responsibilities were spread across the organisation. Most commonly (in 43 per cent of cases), ‘managers of volunteers’ had colleagues at similar levels to them that also had responsibility for managing volunteers (figure 2.4). Approximately one-third (35 per cent) of respondents had other people with volunteer management responsibilities reporting up to them, while approximately one-quarter (27 per cent) reported up to someone else higher up in the organisational hierarchy who also had responsibility for volunteers (27 per cent).

Respondents from the VCS were more likely than those in the NHS to have other people reporting up to them and were less likely to be reporting up to others who also had volunteer management responsibilities (figure 2.4).

Figure 2.4: Volunteer management across organisations, by sector

	VCS %	NHS %	All %
I am the only person who manages volunteers	24	29	25
Other people manage volunteers and report up to me	36	29	35
Other people manage volunteers, who I report up to	26	38	27
Other people on a similar level to me manage volunteers	44	38	43
Other/no structures exist	1	2	1
<i>Base</i>	<i>1247</i>	<i>132</i>	<i>1379</i>

Base: All respondents. Don't know and refusals (3) excluded. Percentages sum to more than 100 as respondents could choose more than one option.

In addition, respondents were asked whether they had responsibility for all volunteers in their organisation, or if they shared responsibility with others. Two-thirds (66 per cent) said that they were responsible for all the volunteers in their organisation. Those ‘managers of volunteers’ who were not responsible for all the volunteers within their organisation were asked how those volunteers that they were not responsible for were looked after. The remaining volunteers were, most commonly (for 64 per cent of respondents), the responsibility of other departments or sections within the organisation (figure 2.5). In less than one in ten cases (6 per cent) volunteers were managed by an external organisation. Alternative models, however, existed in nearly one-quarter (22 per cent) of organisations.

Figure 2.5 Responsibility for managing volunteers not managed by respondents, by sector

	VCS %	NHS %	All %
Internal - Another section, department or project within the organisation	64	70	64
External - Another organisation	6	9	6
Both internal and external	7	11	7
Neither/other	24	11	22
<i>Base</i>	419	47*	466

*Base: Respondents who were not responsible for all the volunteers in their organisation. Don't know (8) and refusal responses excluded. *Denotes a small base figure – caution needed when interpreting the results*

2.3 'Staffing' volunteer management within organisations

In order to ascertain the positioning of volunteer management and the level of seniority of 'managers of volunteers' within organisations, respondents were asked a series of questions about their job title, status, and detailing of volunteer management responsibilities within their job descriptions.

2.3.1 Job titles

'Managers of volunteers' in the study were employed in a variety of positions within their organisations (figure 2.6). Less than one-quarter (24 per cent) of respondents were actually called *Volunteer Coordinator* (or equivalent); 20 per cent of respondents were paid *Volunteer Coordinators*, and 4 per cent were unpaid *Volunteer Coordinators*. Just over one-quarter (26 per cent) held what might be considered senior management-level positions (either as Chief Executives, Directors, or Chairs).

There was, however, a difference in the existence of specific *Volunteer Coordinator* posts between sectors. Respondents in the NHS were more likely to be in posts called *Volunteer Coordinator* than those in the VCS (58 per cent compared to 19 per cent).

Specific paid *Volunteer Coordinator* posts were more common in larger organisations (in terms of income, staff and number of volunteers). For example, in organisations with incomes of over £1 million, 38 per cent of the respondents were in paid posts called *Volunteer Coordinator*. Similarly, in organisations with over 100 volunteers, 51 per cent of respondents were in such posts; and for those with over 250 staff, 54 per cent were in such posts. Paid *Volunteer Coordinator* posts were more common in health-based organisations than in any other field of activity.

Figure 2.6: Job titles of managers of volunteers, by sector

		VCS %	NHS %	All %
Paid	Chief executive	7	3	6
	Director/senior manager	11	8	11
	Volunteer manager/coordinator	15	58	20
	Project/team leader	8	8	8
	Other manager	20	14	19
	Administrator/receptionist	4	2	4
	Other coordinator/officer	7	5	7
	Other	2	1	2
Unpaid	Chair/leader	10	2	9
	Board/committee member	7	0	7
	Volunteer manager/coordinator	4	0	4
	Administrator/receptionist	2	0	2
	Other leader/coordinator/officer	1	0	1
	Other	1	0	1
<i>Base</i>		<i>1236</i>	<i>133</i>	<i>1369</i>

Base: All respondents. Don't know and refusals (13) excluded.

2.3.2 Paid or unpaid

A majority (77 per cent) of 'managers of volunteers' were in paid positions within their organisation (figure 2.7). Nearly one-quarter (23 per cent), however, were in unpaid positions, providing volunteer management either as part of their positions within boards or management committees (16 per cent) or, in a relatively small number of cases, as volunteers within an organisation (7 per cent).

Respondents within the VCS were more likely to be in unpaid positions than were those in the NHS. Almost all, 99 per cent of 'managers of volunteers' in the NHS were in paid positions, as opposed to 74 per cent in the VCS.

Figure 2.7: Status of 'managers of volunteers', by sector

	VCS %	NHS %	All %
Paid member of staff	74	99	77
Unpaid member of board	18	1	16
Volunteer unpaid member of staff	8	1	7
<i>Base</i>	<i>1248</i>	<i>134</i>	<i>1382</i>

Base: All respondents. Don't know (0) and refusal responses excluded.

Size of the organisation had an impact on the position of 'managers of volunteers'; they were more likely to be in unpaid positions within small organisations (particularly in terms of income, but also staff numbers) compared to larger organisations (Appendix, figure A.2.1). Less than one-quarter (23 per cent) of respondents in organisations with incomes of under £10,000 were in paid positions, compared to nearly all (99 per cent) in organisations with incomes of £1 million and over.

The factor of the number of volunteers in an organisation on whether or not ‘managers of volunteers’ were likely to be in paid or unpaid positions was less clear cut (Appendix, figure A.2.2). While 79 per cent of respondents in organisations with one to five volunteers were in paid positions, this decreased to 62 per cent in organisations with six to 15 volunteers before then increasing again, going up to 92 per cent in organisations with over 100 volunteers.

2.3.3 Time dedicated to volunteer management

Volunteer management was generally not the main part of respondents’ jobs. Less than one in ten respondents (9 per cent) spent all of their time managing volunteers.

Over three-quarters (78 per cent) of respondents spent 50 per cent or less of their time managing volunteers, with over half (56 per cent) spending less than 25 per cent of their time doing so (figure 2.8).

Respondents in the NHS were more likely than those in the VCS to spend all their time managing volunteers. Those in large (income and number of staff) organisations were also more likely to spend all their time on volunteer management (Appendix, figure A.2.3). The number of volunteers involved also made a difference. One-quarter (26 per cent) of respondents in organisations that involved over 100 volunteers spent all their time managing volunteers, while less than one-tenth did in organisations that involved fewer volunteers (Appendix, figure A.2.4).

Figure 2.8: Proportion of time spent managing volunteers, by sector

	VCS %	NHS %	All %
Less than 25% of time	59	29	56
25-50% of time	22	16	22
50-75% of time	8	14	9
Over 75%, but not all of time	4	12	5
All your time	7	28	9
Base	1248	134	1382

Base: All respondents. Don’t know (0) or refusal responses excluded.

Overall, 60 per cent of respondents worked on a full-time basis and, of those, 10 per cent spent all of their time managing volunteers. This suggests that volunteer management is a full-time occupation for only 6 per cent of respondents.

2.3.4 Including volunteer management in job¹³ descriptions

As an indication of the level of commitment to volunteer management within organisations and the priority given to the role, respondents were asked whether or not their job or role descriptions included volunteer management responsibilities. Almost one-fifth (17 per cent) of respondents did not have a job description (figure 2.9). Sector and status made a difference as to whether or not respondents had job descriptions. Almost three-quarters (73 per cent) of the respondents who did not have a job description were in unpaid (volunteer/trustee) positions.

Figure 2.9: ‘Job descriptions’ detailing volunteer management, by sector and status

	Sector		Status		All %
	VCS %	NHS %	Paid %	Unpaid %	
Have job description, with managing volunteers included	63	84	75	32	65
Have job description, but managing volunteers is not included	19	14	19	15	18
Do not have a job description	19	2	6	54	17
<i>Base</i>	<i>1230</i>	<i>134</i>	<i>1046</i>	<i>318</i>	<i>1364</i>

Base: All respondents. Don't know and refusal responses excluded (18).

Of those that did have a job description, three-quarters (78 per cent) had managing volunteers included in it. For a sizeable minority (22 per cent), it would seem that managing volunteers was in effect ‘tagged on’ to their jobs. When they had them, job descriptions of VCS workers were less likely to include volunteer management responsibilities than those of respondents in the NHS (77 per cent compared to 85 per cent).

3 Working in volunteer management

In order to explore the experience of working in volunteer management, a series of questions were asked focusing on salary levels, length of service and professional development.

3.1 Hours and income

In terms of whether ‘managers of volunteers’ tend to be involved on a full-time or part-time basis, three-fifths (60 per cent) of ‘managers of volunteers’ ‘worked’ on a full-time basis and two-fifths (40 per cent) worked on a part-time basis¹⁴. Respondents in the NHS were more likely than those in the VCS to be involved on a full-time basis (70 per cent compared to 59 per cent). Among paid *Volunteer Coordinators*, 68 per cent worked on a full-time basis.

Just over three-quarters (77 per cent) of respondents were in paid positions; those that were, were asked about their salaries. Figure 3.1 indicates the spread of income levels across respondents. While 49 per cent earned between £15,001 and £25,000 (with 28 per cent earning £20,001 to £25,000), 7 per cent earned less than £10,000 and 4 per cent earned over £40,000. For comparison, the national average annual income is £24,908¹⁵.

Figure 3.1: Salary levels¹⁶, by sector and role

	Sector		Role		All
	VCS	NHS	Paid <i>Volunteer Coordinators</i>	All other respondents	
	%	%	%	%	%
Under £10,000	8	1	4	8	7
£10,001-£15,000	10	10	7	12	10
£15,001-£20,000	21	18	28	19	21
£20,001-£25,000	27	33	36	25	28
£25,001-£30,000	16	26	18	17	18
£30,001-£40,000	14	8	6	15	13
£40,001 or more	4	4	2	4	4
Base*	682	93	204 ¹⁷	564	775

Base: All respondents in paid positions. Don't know and refusal (286) excluded. * Please note the low base rates: 286 respondents did not provide salary information.

3.2 Building a career in volunteer management

In terms of involvement in managing volunteers at their current organisation, four out of five had been doing the role at that organisation for over a year, with approximately one in five having been there for over ten years (figure 3.2). The picture was similar in both the VCS and the NHS, although there were slightly more ‘newcomers’ to current volunteer management roles in the NHS (12 per cent had been managing volunteers at their current organisation for less than six months, compared to 8 per cent in the VCS).

Respondents in specific paid *Volunteer Coordinator* posts tended to have been managing volunteers in their current organisation for a shorter period of time than all other respondents – 13 per cent had been managing volunteers at their current organisation for more than ten years, compared to 23 per cent of all other respondents.

Figure 3.2: Length of time managing volunteers at current organisation, by sector and role

	Sector		Role		All
	VCS	NHS	Paid <i>Volunteer Coordinators</i>	All other respondents	
	%	%	%	%	%
Less than six months	8	12	11	8	9
Six to twelve months	12	9	17	10	11
Between one and five years	41	37	44	39	40
Between five and ten years	19	22	16	20	19
More than ten years	21	21	13	23	21
<i>Base</i>	<i>1248</i>	<i>134</i>	<i>267</i>	<i>1102</i>	<i>1382</i>

Base: All respondents. Don't know (0) and refusal responses excluded.

Nearly half (45 per cent) of respondents had experience of managing volunteers, prior to taking on that role within their current organisations. ‘Managers of volunteers’ within the NHS, however, were more likely to be new to the role than those in the VCS; 35 per cent of respondents in the NHS had managed volunteers before taking on the responsibility in their current organisation, compared to 46 per cent in the VCS.

In terms of overall career lengths, one-tenth of respondents had been involved in volunteer management for less than one year, the rest had considerable experience in such roles (figure 3.3). Over one-third (37 per cent) of respondents had been managing volunteers for over ten years. Among paid *Volunteer Coordinators*, one-quarter (26 per cent) had been managing volunteers for over ten years.

Figure 3.3: Total length of time managing volunteers, by sector and role

	Sector		Role		All
	VCS	NHS	Paid <i>Volunteer Coordinators</i>	All other respondents	
	%	%	%	%	%
Less than six months	4	5	5	4	4
Six to twelve months	6	6	6	5	6
Between one and five years	30	30	36	29	30
Between five and ten years	22	26	27	21	22
More than ten years	38	33	26	40	37
<i>Base</i>	<i>1248</i>	<i>134</i>	<i>267</i>	<i>1102</i>	<i>1382</i>

Base: All respondents. Don't know (0) and refusal responses excluded.

3.3 Training received and needed

Half (50 per cent) of respondents had received training (or had been on educational courses) in managing volunteers. Half, 50 per cent, of ‘managers of volunteers’ in the VCS had been on training or education courses in managing volunteers, while this was true for 55 per cent of respondents in the NHS. Among those respondents that were in specific paid *Volunteer Coordinator* posts, 65 per cent had been on training or education courses in managing volunteers, compared to 47 per cent of all other respondents.

Respondents were asked to consider whether they would find various forms of professional development and training in volunteer management useful. Figure 3.4 indicates that nearly one-third (30 per cent) of respondents said that they did not need training or professional development. On further analysis, however, many of these respondents then went on to specify one or more forms of training and/or professional development that they would find useful. Overall, 18 per cent of respondents said that they did not need any professional development and did not identify any form of professional development as being useful. Among paid *Volunteer Coordinators*, 7 per cent said that they did not need any training and did not identify any form of professional development as being useful.

Overall, there was considerable demand for professional development, with a majority (82 per cent) of respondents identifying at least one form of training or professional development as being useful (figure 3.4). Among those respondents who identified potentially useful forms of professional development, there was a tendency to prefer shorter courses and more informal forms of ‘training’. For example, short training courses, particularly those that do not lead to a qualification, were more popular than college courses leading to qualifications. Almost two-thirds, 60 per cent, of ‘managers of volunteers’ in this study said they would find short courses not leading to a qualification or certificate useful.

Respondents in paid *Volunteer Coordinator* roles were more likely than other respondents to perceive formal courses as useful, with nearly half (46 per cent) saying that college or university courses leading to qualifications or certificates would be useful (compared to 27 per cent of all other respondents). They were also more likely to generally see professional development in volunteer management as useful.

Figure 3.4: Demand for professional development, by sector and role

	Sector		Role		All
	VCS	NHS	Paid Volunteer Coordinators	All other respondents	
	%	%	%	%	%
College/university course leading to qualification/certificate	30	36	46	27	31
Short course leading to qualification/certificate	52	53	70	48	52
Short course not leading to qualification/certificate	60	64	71	58	60
Other type of course	4	3	5	3	4
Professional development programme, other than a course (e.g. supervision, reading, exchanges)	50	61	65	48	51
Other	3	4	6	3	3
I don't need training or professional development	30	26	16	33	30 ¹⁸
<i>Base</i>	<i>1228</i>	<i>134</i>	<i>262</i>	<i>1,087</i>	<i>1362</i>

Base: All respondents. Don't know and refusal responses excluded (20). Percentages do not add up to 100 as respondents could chose more than one option.

Over two-thirds, 69 per cent, of respondents reported that they had people who were responsible to them/coordinated by them whose roles included managing volunteers (ranging from 1 through to over 500). These respondents were asked about the sufficiency of training in volunteer management received by 'staff' they were responsible for.

Of those that did have other people with responsibility for managing volunteers reporting to them, 65 per cent felt that those people had sufficient training in managing volunteers (35 per cent did not). Levels of satisfaction with training were higher in the NHS than in the VCS, 71 per cent of respondents in the NHS felt staff reporting to them had sufficient training in volunteer management, compared to 65 per cent in the VCS.

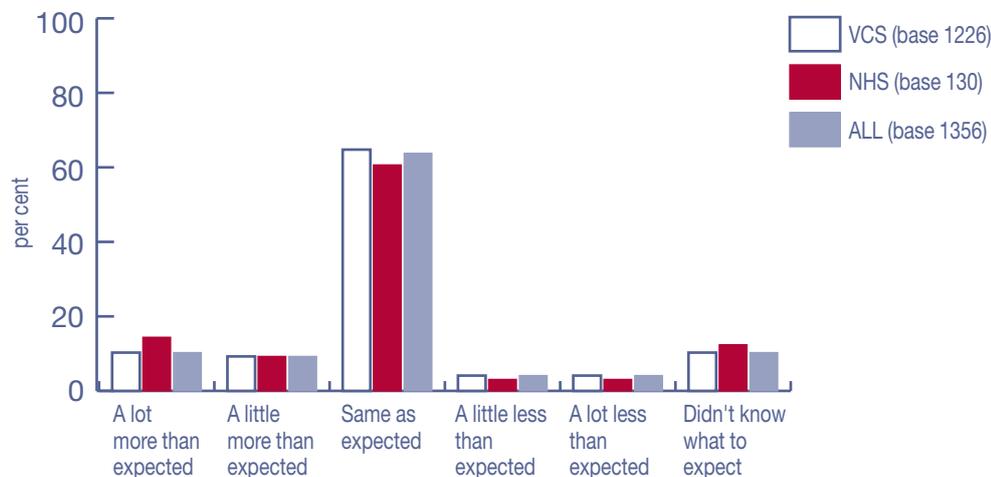
3.4 The experience of being a volunteer manager

Respondents were asked to reflect briefly upon their experience of managing volunteers, in terms of amount of time taken to manage volunteers, how good a job they thought they were doing and how supported they felt in their roles.

For a majority of respondents (62 per cent), the time spent managing volunteers was about what they expected (figure 3.5). For nearly one in five (19 per cent) it was more than expected, while for nearly one in ten (8 per cent) it was less than expected. One in ten (10 per cent) respondents acknowledged that they did not

know what to expect in terms of the time commitment required to manage volunteers.

Figure 3.5: Expectations of time required to manage volunteers, by sector

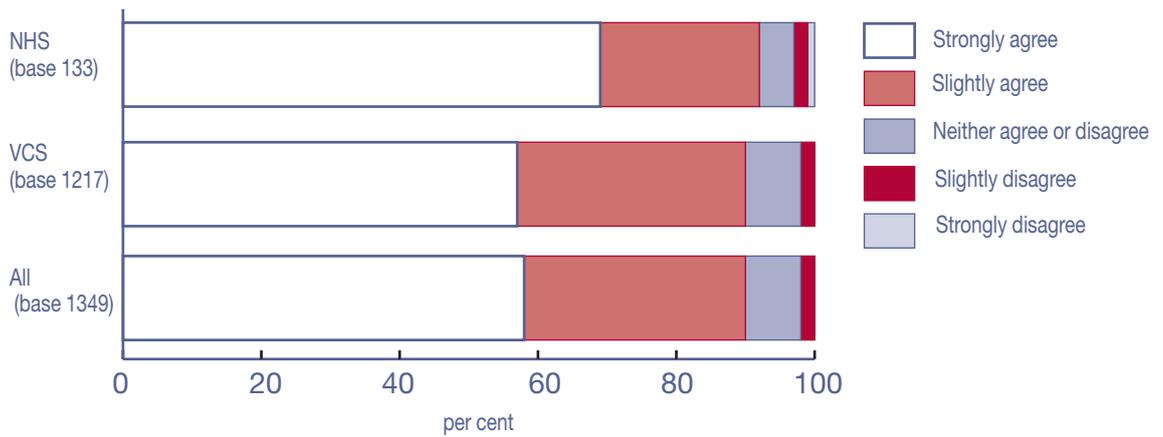


Base: All respondents. Don't know (26) and refusal responses excluded.

A minority, 14 per cent, of respondents in the NHS felt that the proportion of their time spent managing volunteers was a lot more than they had expected, compared to 10 per cent in the VCS. Among paid *Volunteer Coordinators*, 20 per cent said that the time spent managing volunteers was more than expected (11 per cent saying it was a lot more), 67 per cent said it was the same as they expected and 4 per cent said it was less.

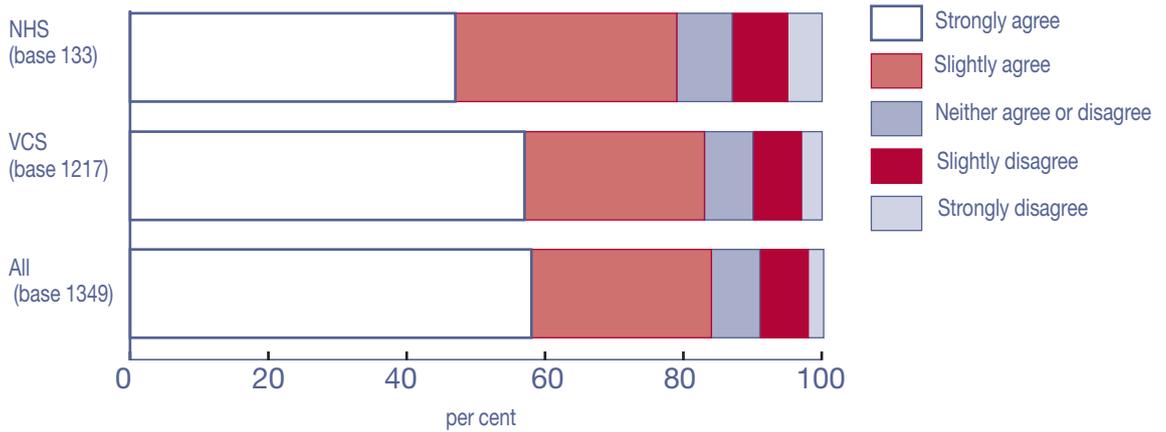
Respondents were generally positive about their competency in the role of managing volunteers and the support they receive for that role. The majority, 89 per cent agreed that they were doing a good job of managing volunteers, while 83 per cent felt they received sufficient support in their roles. Respondents in the NHS tended to agree more strongly that they were doing a good job than those in the VCS (figure 3.6 and Appendix, figure A.3.1). Those in the VCS tended to agree more strongly that they received sufficient support for managing volunteers than did those in the NHS (figure 3.7 and Appendix, figure A.3.1).

Figure 3.6: Doing a good job of managing volunteers, by sector



Base: All respondents. Don't know (33) and refusal responses excluded.

Figure 3.7: Receiving sufficient support from organisation for role in managing volunteers, by sector



Base: All respondents. Don't know (14) and refusal responses excluded.

4 Delivering volunteer management

This section explores the ways in which ‘managers of volunteers’ and their organisations manage their volunteers and provide support. It considers the take-up and use of different volunteer management practices and procedures and levels of recognition for volunteers within organisations.

4.1 Implementing good practice

Respondents were asked whether they had in place a series of specific volunteer management practices and procedures. The specified procedures were based on those generally recognised as good practice, for example, as outlined in the ten indicators for achieving Investing in Volunteers¹⁹, the UK quality standard for all organisations which involve volunteers in their work.

Most commonly, volunteer managers said there was a key person or persons who volunteers could go to for advice and support (91 per cent). The majority of organisations also reported that they carried out volunteer equal opportunities monitoring (79 per cent), arranged training programmes for their volunteers (78 per cent) and had a written policy on volunteer involvement (77 per cent) (figure 4.1).

Less common were evaluations of the impact of volunteers. Over half, 59 per cent of respondents, however, reported carrying out volunteer impact evaluations in their own organisations.

NHS respondents were more likely to report having in place specified volunteer management practices compared to those in the VCS.

Figure 4.1: The take up of volunteer management practices, by sector

	VCS %	NHS %	All %
Have a written policy on volunteer involvement	75	94	77
Carry out evaluation of the impact of volunteers for the organisation’s services or activities	58	72	59
Carry out equal opps monitoring of its volunteers	79	85	79
Have a key person(s) who volunteers can go to for advice and support	90	97	91
Arrange training for volunteers	77	93	78
<i>Base</i>	<i>1221-1245</i>	<i>123-134</i>	<i>1347-1379</i>

Base: All respondents. Don’t know (ranged between 3 and 35) and refusal responses excluded.

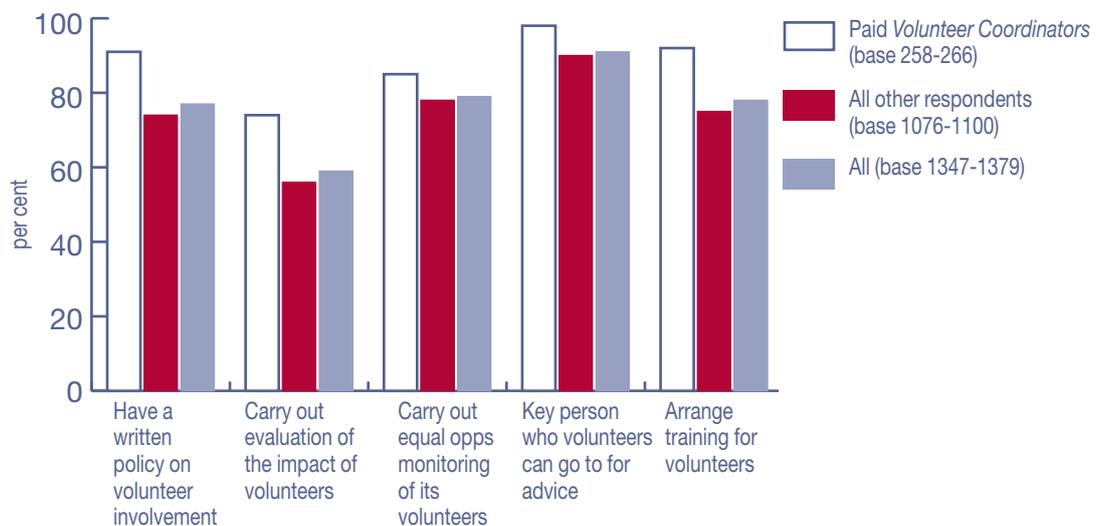
Size of the organisation had an impact on the extent to which the different volunteer management practices were implemented: they were more likely to be in place in larger organisations compared to smaller ones (particularly in terms of income and staff numbers) (Appendix, figures A.4.1 and A.4.2).

Most notable was the difference in the adoption of written policies on volunteer involvement. Only half (50 per cent) of respondents with organisational incomes of less than £10,000 reported that they had written volunteer policies compared to 92 per cent of organisations with an income of £1 million or over (Appendix, figure A.4.1).

The relationship between the take-up of volunteer management practices and the number of volunteers within an organisation was less clear. Broadly speaking, organisations that involved very few volunteers and those that involved large numbers of volunteers tended to do more than mid-range volunteer-involving organisations (Appendix, figure A.4.2).

Respondents who had responsibility for volunteers included in their job description were more likely to report having the different volunteer management practices in place compared to those whose job descriptions did not specify the management of volunteers (Appendix, figure A.4.3). Similarly, it was more common for respondents who were in paid *Volunteer Coordinator* posts to say that these practices were implemented in their organisations compared to other respondents (figure 4.2 and Appendix, figure A.4.4).

Figure 4.2: The take up of volunteer management practices, by the role



Respondents were asked about other elements of recognised ‘good practice’ in volunteer management and how often the various practices and procedures were used (figure 4.3). Interviews/discussions with volunteers before they start volunteering were widely used, especially in the NHS. More than four in five organisations (84 per cent) said that they always did this. One-to-one supervision sessions were more common than group supervisions. Whilst over half (54 per cent) of respondents reported that they always produced written task descriptions for the roles volunteers carry out, one in five (22 per cent) said that their organisation did not do this at all. There were higher rates of take up of the different volunteer management practices in the NHS compared to the VCS.

Figure 4.3: Implementation of different volunteer management practices, by sector

	VCS			NHS			All		
	Yes always %	Yes some -times %	No %	Yes always %	Yes some -times %	No %	Yes always %	Yes some -times %	No %
Produce written task descriptions for the roles volunteers carry out	51	26	23	76	15	9	54	25	22
Hold an interview or chat with volunteers before they start volunteering	83	9	8	99	1	1	84	8	8
Hold one to one supervision sessions with volunteers	45	33	22	51	33	17	46	33	22
Hold group supervision sessions with volunteers	28	36	37	32	41	28	28	36	36
Hold exit interviews with volunteers when they leave	26	30	45	33	35	32	27	30	43
<i>Base</i>	1225-1244			130-133			1355-1377		

**Base: All respondents. Don't know and refusal responses excluded.*

Size, in terms of income and number of paid staff, had an influence on the likelihood of organisations implementing the various volunteer support mechanisms such as supervision, interview and exit interview with larger organisations more likely to do so (Appendix, figures A.4.5 and A.4.6). For example, while 52 per cent of organisations with incomes under £10,000 produced written task descriptions for volunteers, this increased to 94 per cent among organisations with incomes of £1 million or over. The number of volunteers within an organisation, however, had less of a clear relationship with support implementation (Appendix, figure A.4.7).

4.2 Reward and recognition

Over three-quarters of respondents (78 per cent) said that their organisation provided ways of recognising and rewarding volunteers. This was more common amongst NHS organisations compared to the VCS (figure 4.4). Those in specific paid *Volunteer Coordinator* posts were more likely to say that they recognised and rewarded their volunteers compared to other respondents (Appendix, figure A.4.8).

Figure 4.4: Whether organisations recognise or reward volunteers, by sector

	VCS %	NHS %	All %
Yes	78	86	78
No	23	14	22
<i>Base</i>	1242	132	1374

Base: All respondents. Don't know (81) and refusal responses (227) excluded.

Most of the respondents said that their organisation gave volunteers verbal thanks (92 per cent) or written thanks (85 per cent). Three-quarters of ‘managers of volunteers’ (74 per cent) reported that their organisations provided volunteers with references or testimonials.

Those in the NHS were twice as likely as those in the VCS to give their volunteers a long service award, and certificates awarded by their own organisation were also more popular in the NHS than in the VCS (figure 4.5).

Generally, larger organisations (in terms of income, number of staff and number of volunteers) were more likely to use the different ways of recognising volunteers compared to smaller organisations (Appendix, figures A.4.9 and A.4.10). For example, organisations with over 250 staff were twice as likely to provide their volunteers with a long service award compared to those with 10 staff or less. Certificates and recognition in the press were also more popular amongst the larger organisations.

Figure 4.5: The ways organisations recognise volunteers, by sector

	VCS %	NHS %	All %
Long service award	33	66	37
Reference or testimonial	74	78	74
Certificate awarded by your organisation	55	74	57
Certificate awarded by external organisation	34	27	33
Verbal thanks from the organisation	92	94	92
Written thanks from the organisation	85	87	85
Received gifts from people	42	25	40
Recognition in press	64	82	66
Discount card/reduced charges for activities	22	28	23
Other	25	40	27
<i>Base*</i>	963	114	1077

**Base: All respondents who said their organisation recognised and rewarded its volunteers. Don't know and refusal responses excluded (8). Percentages don't add up to 100 as respondents could choose multiple options.*

4.3 Improving the involvement of volunteers

On the whole, respondents were positive about the recognition for, and the position of, volunteers within their organisations. Most felt that the views of volunteers had an effect on organisational development and that senior managers were in touch with the feelings of volunteers. Few respondents thought that volunteers felt unappreciated in their organisations (figure 4.6).

Figure 4.6: Reflections on the involvement of volunteers

	Strongly agree %	Slightly agree %	Neither agree nor disagree %	Slightly disagree %	Strongly disagree %	Base
The views of volunteers (other than board members) have a big effect on how my organisation develops	50	29	8	9	4	1370
Lots of the volunteers here feel as though this organisation does not appreciate them	4	8	6	16	66	1359
The leadership or senior management in this organisation is in touch with the feelings of volunteers	58	24	6	8	4	1363
The board/governing body/management committee of this organisation receives regular reports on the part that volunteers play in the organisation	56	20	7	9	8	1355
When this organisation makes plans for a new service, activity or project, it makes a big effort to consider the part which volunteers can play in that	64	21	6	6	4	1355
I feel volunteers have good grounds for feeling as though this organisation does not appreciate their efforts	4	7	5	14	70	1369

Base: All respondents. Don't know (between 12 and 27 depending on question) and refusal responses excluded.

5 Managing volunteer recruitment and retention

This chapter explores the experiences of ‘managers of volunteers’ with the recruitment and retention of volunteers. It also looks at the demand for additional volunteers.

5.1 The experience of volunteer recruitment and retention

5.1.1 Getting volunteers

Respondents were asked to reflect on whether their organisation experienced difficulties in three specific aspects of recruitment over the last year: recruiting enough volunteers; recruiting volunteers with the skills they needed; and recruiting volunteers from a wide range of social and community backgrounds.

Over half of the respondents (59 per cent) said that they experienced some problems recruiting enough volunteers over the last year (figure 5.1). A similar proportion reported difficulties in attracting volunteers with the skills their organisation needed (57 per cent) or recruiting volunteers from a wide range of social and community backgrounds (56 per cent). However, in all three areas most of those who experienced difficulties said that this was a problem ‘a little’ rather than ‘a lot’.

Respondents from VCS organisations were more likely to report difficulties with recruitment compared to those in the NHS.

Figure 5.1: Difficulties experienced in recruiting volunteers, by sector

	Recruiting enough volunteers			Recruiting volunteers with the skills needed			Recruiting volunteers from a wide range of social and community backgrounds		
	VCS %	NHS %	All %	VCS %	NHS %	All %	VCS %	NHS %	All %
A lot	23	10	22	23	8	22	25	12	24
A little	38	30	37	36	26	35	32	32	32
Not at all	39	60	41	41	66	43	43	56	45
Base	1233	125	1358	1236	127	1363	1203	127	1330

Base: All respondents. Don't know (between 19 and 52 depending on question) and refusal responses excluded.

Large organisations (income and number of staff specifically) were less likely than small organisations to report problems with volunteer recruitment (Appendix, figures A.5.1 and A.5.2). One in three organisations (32 per cent) with an income under £10,000, for example, said recruiting enough volunteers in the last year created ‘a lot’ of difficulties compared to one in seven (14 per cent) organisations with an income of £1 million or over. Exploring the relationship between recruitment and the number of volunteers within organisations, those with less than five volunteers and those with over 100 were least likely to report difficulties with the recruitment of volunteers (Appendix, figure A.5.3).

There was some variation in the difficulties respondents identified with recruitment according to the activities of their organisation (Appendix, figure A.5.4). Health organisations were most positive about the recruitment of volunteers compared to other types of organisation, though this may be a factor of their larger size. Sport and recreation organisations were most likely to report difficulties with recruiting enough volunteers.

5.1.2 Keeping volunteers

Respondents were asked whether in the last year their organisation had experienced difficulties with retaining volunteers (figure 5.2). Over half of all organisations (56 per cent) said that they did not have any problems with retention. Nine per cent felt that their organisation had ‘a lot’ of difficulties and 35 per cent said ‘a little’. Retention issues were reported to have varied little between the VCS and the NHS.

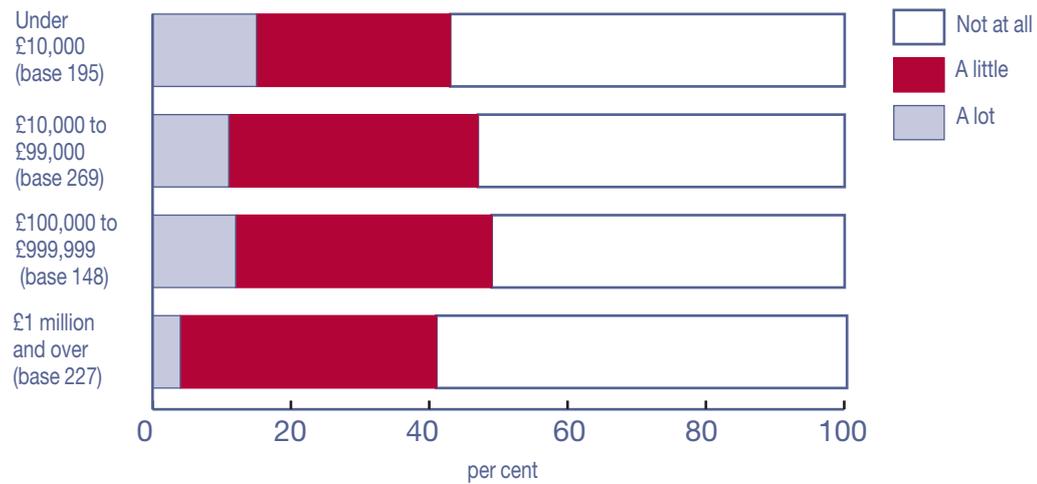
Figure 5.2: Difficulties experienced in retaining volunteers, by sector

	VCS %	NHS %	All %
A lot	10	6	9
A little	35	34	35
Not at all	55	60	56
<i>Base</i>	<i>1231</i>	<i>128</i>	<i>1359</i>

Base: All respondents. Don't know (23) and refusal responses excluded.

There was some variation in reported retention difficulties according to the size of organisations (income, number of staff and number of volunteers) (Appendix, figures A.5.5 and A.5.6). Those involving smaller numbers of paid staff were more likely to say that they experienced problems in this regard. Respondents with organisational incomes of under £10,000 were nearly four times as likely to report ‘a lot’ of retention difficulties compared to those with over £1 million (figure 5.3).

Figure 5.3: Difficulties experienced in retaining volunteers, by organisational income



*Base: All respondents. Don't know and refusal responses excluded. *Note small base figures reflecting low response rate on income question.*

Respondents who defined the main activity of their organisation as sport/recreation or advice/information were more likely to say that they experienced difficulties with the retention of volunteers in the last year. Approximately half of advice/information organisations (53 per cent) and sport/recreation organisations (50 per cent) said that this was a problem to some extent. However, they were more likely to say this was an issue they experienced ‘a little’ rather than ‘a lot’ (Appendix, figure A.5.7).

5.1.3 The impact of recruitment and retention issues on organisations

While, overall, most respondents felt that their organisation had experienced some problems with recruitment and/or retention, more than half (58 per cent) of the responding ‘managers of volunteers’ reported that they did not feel that recruitment and retention difficulties had held back their organisation in the last three years (figure 5.4). However, one in ten (10 per cent) said that it had constrained them ‘a lot’ and one in three (31 per cent) said a ‘little’. This issue was more likely to be seen as a problem in the VCS than in the NHS.

A higher proportion of respondents, however, felt that volunteer recruitment or retention problems would present problems for their organisation over the next three years (figure 5.4). Overall, 16 per cent of organisations said that they thought this would hold their organisation back ‘a lot’ and 37 per cent felt that it would ‘a little’. NHS respondents were more optimistic than those in the VCS on this issue.

Figure 5.4: The extent recruitment or retention difficulties have or will hold back organisation, by sector

	Extent recruitment or retention difficulties have held back organisation in the last three years			Extent recruitment or retention difficulties will hold back the organisation over the next three years		
	VCS %	NHS %	All %	VCS %	NHS %	All %
A lot	11	3	10	17	11	16
A little	33	16	31	39	26	37
Not at all	56	81	58	45	63	47
<i>Base</i>	<i>1185</i>	<i>121</i>	<i>1306</i>	<i>1198</i>	<i>128</i>	<i>1326</i>

Base: All respondents. Don't know (between 56 and 76 depending on question) and refusal responses excluded.

Concerns about the impact of future recruitment and retention difficulties were more acutely felt by the smaller organisations (income and number of paid staff) (Appendix, figures A.5.8 and A.5.9). Three times as many ‘managers of volunteers’ working in an organisation with an income under £10,000 felt that recruitment and retention difficulties would hold back their organisation ‘a lot’ in the next three years compared to organisations with £1 million and over. Similarly, respondents from organisations with less than ten paid staff members were twice as likely to say that that these challenges would constrain their organisation ‘a lot’ compared to those with over 250 staff.

5.2 The capacity to involve more volunteers

‘Managers of volunteers’ were asked a series of questions about their demand and capacity for involving more volunteers in their organisations.

Nearly three-quarters (72 per cent) of respondents said that their organisation wanted to involve more volunteers. A considerable minority (29 per cent), however, felt that their organisation had as many volunteers as needed (figure 5.5).

Figure 5.5: Reflections on involving more volunteers, by sector

	VCS %	NHS %	All %
Has as many volunteers as it wants	29	26	29
Wants more volunteers	71	74	72
<i>Base</i>	<i>1229</i>	<i>129</i>	<i>1358</i>

Base: All respondents. Don't know (24) and refusal responses excluded.

Larger organisations (income, number of staff and number of volunteers) were more likely to report that they wanted to involve additional volunteers (Appendix, figures A.5.10 and A.5.11). This was most evident when looking at the relationship between size according to the number of volunteers within organisations and demand for volunteers.

Over half, 59 per cent, of organisations with one to five volunteers said that they wanted more volunteers, compared to 78 per cent of respondents working in organisations that involved 100 or more volunteers.

Respondents from sport/recreation and advice/information organisations were most likely to say that they wanted to involve more volunteers (Appendix, figure A.5.12).

Respondents were asked to reflect on how many additional volunteers they could involve with their present arrangements and resources for supporting volunteers. Over half (56 per cent) reported that they were able to involve fewer than ten more volunteers, with 16 per cent saying they could not involve any (figure 5.6). NHS organisations were more likely to report that they could involve higher numbers of volunteers.

There was also variation in the demand from organisations to involve additional volunteers according to their size (Appendix, figures A.5.13 and A.5.14). Larger organisations (income, number of volunteers and staff) were more likely to say that they were able to involve a higher number of extra volunteers. One in three respondents (33 per cent) in organisations with an income of £1 million and over said that they could involve over 20 further volunteers compared to just one in 25 respondents in organisations with incomes of less than £10,000. ‘Managers of volunteers’ in organisations with over 100 volunteers were five times more likely to say that they could involve as many people as came forward compared to those from organisations with five volunteers or less.

Figure 5.6: Reflections on how many additional volunteers organisations could involve with current resources, by sector

	VCS %	NHS %	All %
None	16	17	16
Less than 10	43	13	40
About 10 to 20	18	17	18
Over 20 up to 50	6	25	8
Over 50 up to 100	3	5	3
Over 100	2	6	2
As many people as come forward	12	16	13
<i>Base</i>	<i>1248</i>	<i>134</i>	<i>1382</i>

Base: All respondents. Don't know and refusal responses excluded.

To explore this capacity issue further, ‘managers of volunteers’ were asked whether their organisation would involve more volunteers if they could raise additional resources. Most respondents (72 per cent) said that their organisation would seek to do this. However, a considerable minority (28 per cent) reported that they would not involve additional volunteers even if they had available additional resources to support them. There was no significant difference between VCS and NHS organisations (figure 5.7).

Figure 5.7: Reflections on whether organisations would involve more volunteers if they could raise additional resources, by sector

	VCS %	NHS %	All %
Yes	73	70	72
No	27	30	28
<i>Base</i>	<i>1196</i>	<i>125</i>	<i>1321</i>

Base: All respondents. Don't know (61) and refusal responses excluded.

6 Making sense of volunteer management capacity

6.1 A complex picture

This study does not claim to be statistically representative of all organisations in the VCS or the NHS. It is likely to give an overly positive view of volunteer management capacity in the VCS as the sample was designed to comprise more large than small organisations than statistically representative, on recognition that the high proportion of small organisations in the VCS would have less explicit management practices. The study does not claim to be representative of all ‘managers of volunteers’, and indeed in many organisations it was hard to identify who had overall responsibility for volunteers and so best represent the organisation. It does, however, give us an insight into and profile of volunteer management capacity and practices for the first time on a national scale across England.

6.1.1 Under resourced

Volunteers are an important resource for the VCS and the public sector²⁰ (Reichardt et al, 2008). Many organisations could not function without the input of volunteers. Others would provide a much-reduced service, both in terms of the quantity and quality of those services provided and have a much-reduced impact (IVR and VE, 2007). The lack of resources for volunteer involvement, evidenced within this study, is then particularly striking.

It would appear that there is a general lack of funding for volunteer involvement and management. Less than half of the organisations involved in this study had core funding for volunteer management and three-tenths had no funding at all.

While financial resources are in short supply, the same cannot be said, overall, for human resources. Inclusion in this study meant that each participating organisation had someone who could be identified as being responsible for ‘managing’ volunteers²¹ and in most cases the organisation had more than one person who had responsibility for volunteer management. However, it is often difficult to see where responsibility and accountability for volunteering lies. The organisation of volunteer management seems complex.

Very few ‘managers of volunteers’ were actually in roles called *Volunteer Coordinator* and even fewer were working full-time on volunteer management. ‘Volunteer management’ tends to be a middle management position, with incomes clustered around £20,000 to £25,000. It would appear that in a number of organisations, volunteer management is in effect tagged on to someone’s job, and often does not feature in the responsibilities listed within their job description. The extent to which volunteer management is given adequate status within organisations is, therefore, questionable.

6.1.2 Dispersed

Volunteer management is generally dispersed across organisations: it is generally not the sole responsibility of one person. Typically, a number of people at the same management level within organisations have responsibility for volunteers; although in many cases those people have others reporting up to them and, in turn, also report up to someone else above them within the organisational hierarchy. While volunteer management responsibilities may be very effectively shared among a number of 'staff' within organisations, it may also be possible for lines of accountability to become blurred.

6.1.3 A contented workforce

This study suggests that 'managers of volunteers' are happy in their roles. The time taken to manage volunteers is about what they expected, they generally feel supported, and they feel they are doing a good job.

The 'managers of volunteers' in this study are also generally positive about the position of volunteers within their organisations. They believe that volunteers are well regarded, valued, listened to and included. On the whole, senior management and boards were felt to be well informed about the volunteers in their organisation and take them into consideration in strategic planning.

6.1.4 An experienced workforce

It would seem that once involved in the job, many 'managers of volunteers' stick at it. Many, particularly those in the VCS, have been undertaking the role for a number of years. There is a tendency to gain expertise through practical experience rather than through training, with a relatively low take-up of training on volunteer management. There is considerable demand for additional professional development, but with a preference for shorter, more informal training courses and professional development packages.

6.1.5 Doing a good job

Most 'managers of volunteers' believe they are doing a good job. Most say that they have in place a lot of the elements that are recognised as being good practice in volunteer involvement. Most have interviews/chats with volunteers before they start, sometimes produce role descriptions, hold one-to-one supervisions and provide recognition for their volunteers.

There is, however, room for improvement. A considerable minority did not have in place various elements of good practice, while many only implemented them on an intermittent basis. This was particularly true in smaller organisations and in organisations that are reliant on volunteers for managing volunteers²². The next question, perhaps, is how relevant these good practice elements are for such organisations.

6.1.6 Limited demand for volunteers

Within current government policy there is a clear emphasis on getting more people to volunteer. This study suggests that care is needed to ensure there is both demand and capacity within organisations to involve more. Although most organisations would and could involve more volunteers, it would seem that the

demand for volunteers is limited. Over one-quarter of the ‘managers of volunteers’ involved in this study said they have enough volunteers already. More than one in ten could not involve any more and, without additional resources, more than half would involve less than ten additional volunteers. Even with additional resources one-quarter would not involve more volunteers.

That said, however, many ‘managers of volunteers’ are concerned about recruiting and retaining enough volunteers. In the next three years, they believe this will become more of an issue than it has been to date, potentially constraining their organisations’ development.

6.1.7 A variable picture

These overall conclusions mask great differences in volunteer management capacity and practices, as well as the variation in the demand for volunteers and the experience of recruiting and retaining volunteers.

There is no one model of volunteer management or one typical experience of volunteer management capacity. Considerable differences were found in volunteer management capacity between large and small, VCS and NHS organisations, and (to some extent) between organisations in different fields of activity.

In general, large organisations (in terms of income and number of paid staff) tend to be doing more in terms of formal volunteer management. Volunteer management in large organisations tends to be better resourced, more structured and formalised. Funding for volunteer management is more readily available in large organisations. *Volunteer Coordinator* posts are more common in large organisations and ‘managers of volunteers’ in general are more likely to be in paid positions. It is more common for them to implement good practice in volunteer management compared to small organisations. Large organisations tend to experience fewer volunteer recruitment and retention problems and are less concerned about the impact of these issues on their organisations in the future. However, they are keen to involve more volunteers in their organisations’ activities and have a greater demand for more volunteers than do small organisations.

Volunteer management within the NHS also tends to be more structured than in the VCS²³. It would appear that, overall, volunteer management in the NHS is better resourced. Funding for volunteer involvement generally comes from core budgets. There are more designated *Volunteer Coordinator* posts in the NHS, and ‘managers of volunteers’ are nearly always in paid positions. While volunteer managers in the NHS were more likely to be relatively new to the job compared to their colleagues in the VCS, they were also more likely to have their volunteer management responsibilities specified within their job descriptions. Recruitment difficulties are less of a concern in NHS organisations and they appear to have a greater capacity than those in the VCS for involving higher numbers of volunteers. This, however, may be a factor of size, as these organisations tended to be larger.

Organisations in the sports and arts and culture fields were less likely to have structured volunteer management practices in place. They were also less likely to have funding to support volunteers. It was more common for sport and recreation organisations to report difficulties in recruiting sufficient numbers of volunteers compared to other fields of activity.

6.1.8 Beneath the surface

Volunteer management is complex. It varies considerably between and within organisations. It is hard to get to grips with where responsibility lies for volunteers within organisations; this was reflected in the low response rate for the study and, subsequently, the spread of volunteer management responsibilities across organisations as described by respondents. As a consequence, it is not always clear how volunteer management is organised, and this study should be read as a tentative picture of the organisation of volunteering.

It is likely that the picture of volunteer management capacity painted in this report is, if anything, optimistic. We know, anecdotally at least, that considerable challenges are faced by organisations wishing to involve volunteers and by volunteers wishing to get involved in helping out with organisations and wanting to be supported well while doing so. While this study gives a good indication of volunteer management capacity, it is less clear what difference variations in that capacity make. The study does not show the extent to which these structures and resources for volunteer management impacts on the experience of volunteers, or which forms of volunteer management are most suited to which type of organisation, or which methods of volunteer management volunteers best respond to.

It is clear, however, that the capacity of organisations to involve volunteers, both now and in the future, is limited. Firstly, while most organisations want to involve more, there is a limit to the demand for volunteers. Secondly, there is a limit to the resources available for supporting volunteers. While ‘managers of volunteers’ are generally experienced and implementing good practice, they are doing so on limited budgets and with limited specialist training.

6.2 Next steps

Rather than providing a set of detailed recommendations, what emerges from this study are a number of broad areas for consideration and development for a number of different stakeholders:

- **policy makers** are encouraged to pay more attention to the demand side of volunteering, and to supporting organisations to work towards developing their capacities to enhance both the quality and quantity of volunteering. This might, for example, include developing programmes which help organisations build their volunteer management resources and skills or providing investment to support volunteers rather than just getting volunteers through the door
- **Volunteer Development Agencies/volunteering infrastructure** are encouraged to reinforce the call for policy makers and volunteer-involving organisations to refocus attention on the quality of engagement for volunteers, alongside the call for new volunteers. They are also encouraged to target their support for organisations appropriately, recognising the differences that exist in volunteer management between large and small organisations in particular and the implications of this for volunteer management support and development. They are encouraged to consider developing a range of options for professional development with different approaches targeted at different parts of the market
- **volunteer-involving organisations** are encouraged to ensure adequate resources are dedicated to organising and supporting their volunteers. This would include building core budgets for volunteer involvement and ensuring adequate staff time is allocated for managing volunteers. It would also include,

for some organisations, considering how specific project funding can create a sustainable base for volunteering. Organisations are also encouraged to ensure they establish clear lines of responsibility and accountability for volunteer management, including formally recognising the management of volunteers through ensuring that job and role descriptions for 'managers of volunteers' explicitly include volunteer management responsibilities. They are also encouraged to consider ensuring 'managers of volunteers' are fully supported in their roles, particularly in terms of being delegated appropriate levels of authority and being encouraged to access professional development in order to perform their roles effectively

- **researchers** are encouraged to move beyond these findings on volunteer management capacity at the national scale by digging beneath the surface to explore more the practice of volunteer management and what makes it work (or not) in different organisational settings. In particular, they are encouraged to explore existing and the most appropriate forms of 'volunteer management' practices within small organisations, which have fewer resources and less time committed to volunteer management, but are in many cases dependent on volunteers.

7 References

Carol Goldstone Associates (2007) *Volunteer Management Capacity Survey: Methodological Report*, Carol Goldstone Associates (For a copy of this report, which includes the survey instrument, please email ivr@volunteeringengland.org)

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Low, N., Butt, S., Ellis Paine, A. and Davis Smith, J. (2007) *Helping Out: A national survey of volunteering and charitable giving*, Cabinet Office: London.

National Statistics (2007) *Annual Survey of Hours and Earnings*, Office of National Statistics: London. Accessed from <http://www.statistics.gov.uk/StatBase/Product.asp?vlnk=15050>

Reichardt, O, Kane, D, Pratten, B., and Wilding, K. (2008) *The UK Civil Society Almanac 2008*, NCVO: London.

Footnotes

- 1 Or similar – for example, Volunteer Manager, Volunteer Officer, Volunteer Leader.
- 2 As, for example, set out in the ten indicators for achieving the Investing in Volunteers standard – see <http://www.investinginvolunteers.org.uk/>.
- 3 Throughout the report the phrase 'managers of volunteers' is used to refer to survey respondents. Readers are reminded that the study is not statistically representative of all volunteer-involving organisations or all 'managers of volunteers'. It does however represent the views of nearly 1,400 people with responsibility for managing volunteers.
- 4 <http://www.learndirect-advice.co.uk/helpwithyourcareer/jobprofiles/profiles/profile718/>.
- 5 The term *Volunteer Coordinator* (rather than Volunteer Manager or similar) has been used within this study to help distinguish between *Volunteer Coordinators* - those in these specific roles – and 'managers of volunteers' – all study respondents, each of whom had responsibility for volunteers.
- 6 For information about Volunteering England, England's national volunteer development agency, see <http://www.volunteering.org.uk/>.
- 7 For further information about local Volunteer Development Agencies see: <http://www.volunteering.org.uk/WhatWeDo/Local+and+Regional/whatdovolunteerdevelopmentagenciesdo.htm>.

- 8 Binley's provides a directory of NHS management and a list of contacts of NHS Management Personnel was purchased for the research. See <http://www.binleys.com>.
- 9 The GuideStar UK website contains the details of 168,000 registered main charities in England and Wales <http://guidestar.org.uk/>. For the purposes of the research a data licence was purchased for the details of a random sample of 8,000 charities.
- 10 Experian provided a database of community centres and youth and community groups which were purchased for the research <http://www.experianbi.co.uk>.
- 11 Organisations that only involved volunteers as members of boards, governing bodies or management committees were not included in the study – see section 1.2.1.
- 12 This is not to say that they were the only person with responsibility for managing volunteers in the organisation. Indeed, 69% of respondents had responsibility for coordinating or managing others within the organisation who also had responsibility for managing volunteers.
- 13 We are using the term 'job description' here as a short hand, to include both job descriptions (more appropriate for paid employees) and role or task descriptions (more appropriate for volunteers).
- 14 Although, as discussed above, this does not mean that they were managing volunteers on a full-time basis as this was often only one part of their role.
- 15 Source: National Statistics (2007) *Annual Survey of Hours and Earnings* Office of National Statistics: London <http://www.statistics.gov.uk/StatBase/Product.asp?vlnk=15050>.
- 16 Respondents that worked on a part-time basis were asked for their full-time equivalent salary.
- 17 63 (24%) paid *Volunteer Coordinators* declined to give salary details.
- 18 It should be noted that a number of the respondents who said they did not need any professional development, went on to identify one or more forms of professional development that they would find useful. Just 18 per cent said that they didn't need training and did not go on to identify any forms of development as being useful.
- 19 Details of Investing in Volunteers and the ten indicators for achieving the standard can be found at: <http://www.investinginvolunteers.org.uk/>.
- 20 And, indeed, the private sector.
- 21 It is worth noting that 655 organisations out of the original sample of 5,688, however, declined the opportunity to participate in the survey on the grounds that they could not identify anyone who had responsibility for managing volunteers in their organisation.
- 22 It is worth remembering that the sample upon which this survey is based over-represents large organisations, probably giving an overly optimistic picture of volunteer management in general.
- 23 They are also likely to be larger organisations in terms of income, number of staff and number of volunteers.

Appendix A: additional tables

1 Introduction

Figure A1.1: Response rates, by data source

	GuideStar	Experian	NHS	Total	%
Number contacted:	3994	1295	399	5688	
Incomplete interview	240	91	19	350	6
Refused	574	114	58	746	13
Not available during fieldwork period	350	212	42	604	11
No eligible respondent available	550	105	-	655	12
Ineligible - no volunteers	1448	356	147	1951	34
Completed interview	832	417	133	1382	24

Figure A.1.2: Responses, by total income of organisation

	Number of respondents	Percentage of total respondents
Under £10,000	195	23
£10,000 to £99,999	272	32
£100,000 to £999,999	151	18
£1 million or over	231	27
<i>Base</i>	<i>849</i>	<i>100</i>

Base: All respondents. Don't know (451) and refusal (82) responses excluded. Those who did not respond to the income question were typically smaller organisations. Half of the non-respondents (50 per cent) involved 15 volunteers or less and just under half (48 per cent) worked in organisations with 10 or fewer staff.

Figure A.1.3: Responses, by size of organisation (total number of staff, including full and part-time staff)

	Number of respondents	Percentage of total respondents
1 to 10	555	52
11 to 20	146	14
21 to 50	124	12
51 to 250	122	11
251 or more	127	12
<i>Base</i>	<i>1074</i>	<i>100</i>

Base: All respondents. Don't know (81) and refusal (227) responses excluded.

Figure A.1.4: Responses, by number of volunteers in organisations

	VCS	NHS	All
1-5	18%	2%	17%
6-15	27%	7%	25%
16-25	14%	5%	13%
26-100	25%	27%	25%
101 or more	16%	60%	20%
Median	20	180	20
Mean	1,470	301	1,355
Standard deviation	19,041	405	18,082
Minimum	1	3	1
Maximum	500,000	2,500	500,000
Base	1,180	129	1,309

Base: All respondents. Don't know (73) responses excluded.

Figure A.1.5: Responses, by main activity of responding organisation

	Number of respondents	Percentage of total respondents (%)
Health	350	25
Education and research	307	22
Campaigns and community action	200	15
Sport or recreation	187	14
Advice and information	172	12
General voluntary and community work	163	12
Social services	155	11
Art, culture	122	9
Environment	77	6
Employment and training	70	5
Housing	70	5
Youth work/services	42	3
International	38	3
Law, crime	32	2
Animal welfare	22	2
*Other	218	16
Base	1379	

Base: All respondents. No answer/refusals (18) excluded. Percentages do not add up to 100 because respondents could give multiple responses.

*Other included community regeneration, childcare, care of the elderly, family support, food and catering and retail.

In the report when analysis by activity sector is carried out the eight most common activity sectors are used.

2 Organising volunteer management

Figure A.2.1: Status of ‘managers of volunteers’, by size of organisation

	Income				No. of paid staff					All
	<£10k	£10- £99.9 99k	£100- £999.9 99k	£1m and over	1-10	11-20	21-50	51- 250	Over 250	
Paid member of staff	23	67	91	99	84	97	98	98	100	77
Unpaid member of staff (volunteer or trustee)	77	34	9	1	16	3	2	3	0	23
Base*	195	272	151	231	555	146	124	122	127	1382

Base: All respondents. Don't know and refusal responses excluded. *Please note the low base rates, reflecting the large number of respondents that did not specify income levels.

Figure A.2.2: Status of ‘managers of volunteers’, by number of volunteers in organisation

	Volunteers					All
	1-5	6-15	16-25	26- 100	Over 100	
Paid member of staff	79	62	67	81	92	77
Unpaid member of staff (volunteer or trustee)	22	38	33	19	8	23
Base	219	332	169	326	263	1382

Base: All respondents. Don't know and refusal responses excluded.

Figure A.2.3: Proportion of time spent managing volunteers, by size of organisation

	Income				No. of paid staff					All
	<£10k	£10- 99.9 99k	£100- £999.9 99k	£1m and over	1-10	11-20	21-50	51- 250	Over 250	
Less than 25% of time	66	57	70	50	60	69	51	50	38	56
25-50% of time	21	30	17	19	23	21	23	20	13	21
50-75% of time	4	7	7	9	9	6	11	7	11	9
Over 75%, but not all of time	5	2	3	7	2	2	5	12	11	5
All your time	4	4	3	14	6	2	11	12	28	9
Base*	195	272	151	231	555	146	124	122	127	1382

Base: All respondents. Don't know and refusal responses excluded. *Please note the low base rates, reflecting the large number of respondents that did not specify income levels.

Figure A.2.4: Proportion of time spent managing volunteers, by number of volunteers in organisation

	No. of Volunteers					All
	1-5	6-15	16-25	26-100	Over 100	
	%	%	%	%	%	%
Less than 25% of time	79	70	51	50	24	56
25-50% of time	13	18	32	27	22	21
50-75% of time	6	4	8	10	17	9
Over 75%, but not all of time	1	4	2	5	12	5
All your time	2	4	7	8	26	9
<i>Base</i>	<i>219</i>	<i>332</i>	<i>169</i>	<i>326</i>	<i>263</i>	<i>1382</i>

Base: All respondents. Don't know and refusal responses excluded.

3 Working in volunteer management

Figure A.3.1: Reflections on experience of managing volunteers, by sector

		VCS	NHS	All
		%	%	%
Doing a good job of managing volunteers	Strongly agree	57	69	58
	Slightly agree	33	23	32
	Neither agree nor disagree	8	5	8
	Slightly disagree	2	2	2
	Strongly disagree	0	1	0
Receive sufficient support for role in managing volunteers	Strongly agree	57	47	56
	Slightly agree	26	32	26
	Neither agree nor disagree	7	8	7
	Slightly disagree	7	8	7
	Strongly disagree	3	5	3
<i>Base</i>		<i>1217-1235</i>	<i>133</i>	<i>1349-1368</i>

Base: All respondents. Don't know and refusal responses excluded.

4 Delivering volunteer management

Figure A.4.1: The take up of volunteer management practices, by size

	Income				No. of paid staff					All
	<£10k	£10- 99.9 99k	£100- £999.9 99k	£1m and over	1-10	11-20	21-50	51- 250	Over 250	
	%	%	%	%	%	%	%	%	%	
Have a written policy on volunteer involvement	50	73	74	92	76	83	91	89	95	77
Carry out evaluation of the impact of volunteers for the organisation's services or activities	42	57	52	72	59	59	60	70	66	59
Carry out equal opps monitoring of its volunteers	60	81	80	85	85	85	85	83	84	79
Have a key person(s) who volunteers can go to for advice and support	81	91	95	95	92	95	98	95	95	91
Arrange training for volunteers	57	74	84	88	79	79	86	93	93	78
Base*	191 -195	267 -271	149 -151	228 -231	541 -554	141 -146	122 -124	117 -122	120 -127	1347 -1379

Base: All respondents. Don't know and refusal responses excluded. *Please note the low base rates, reflecting the large number of respondents that did not specify income levels.

Figure A.4.2: The take up of volunteer management practices, by number of volunteers

	No. of Volunteers					All
	1-5	6-15	16-25	26- 100	Over 100	
	%	%	%	%	%	
Have a written policy on volunteer involvement	72	66	76	80	90	77
Carry out evaluation of the impact of volunteers for the organisation's services or activities	48	48	63	60	77	59
Carry out equal opps monitoring of its volunteers	83	75	80	79	80	79
Have a key person(s) who volunteers can go to for advice and support	93	86	90	92	94	91
Arrange training for volunteers	72	68	75	85	92	78
Base	211 -219	326 -332	165 -169	315 -326	254 -263	1347 -1379

Base: All respondents. Don't know and refusal responses excluded.

Figure A.4.3: The take up of volunteer management practices according to whether respondent has managing volunteers included in job description

	Have job description with managing volunteers included %	Have job description but managing volunteers not included %
Have a written policy on volunteer involvement	86	73
Carry out evaluation of the impact of volunteers for the organisation's services or activities	68	49
Carry out equal opps monitoring of its volunteers	85	80
Have a key person(s) who volunteers can go to for advice and support	95	89
Arrange training for volunteers	87	74
<i>Base</i>	<i>857-880</i>	<i>240-249</i>

Base: All respondents who said they had a role/job description. Don't know (between 1 and 24) and refusal responses excluded.

Figure A.4.4: The take up of volunteer management practices, by role

	Role		All %
	Paid Volunteer Coordinators %	All other respondents %	
Have a written policy on volunteer involvement	91	74	77
Carry out evaluation of the impact of volunteers for the organisation's services or activities	74	56	59
Carry out equal opps monitoring of its volunteers	85	78	79
Have a key person(s) who volunteers can go to for advice and support	98	90	91
Arrange training for volunteers	92	75	78
<i>Base</i>	<i>258-266</i>	<i>1076-1100</i>	<i>1347-1379</i>

Base: All respondents. Don't know and refusal responses excluded.

Figure A.4.5: The adoption of volunteer management practices, by income

	Income									All					
	<£10k			£10-99.99k			£100-£999.99k			£1m and over					
	Yes always %	Yes sometimes %	No %	Yes always %	Yes sometimes %	No %	Yes always %	Yes sometimes %	No %	Yes always %	Yes sometimes %	No %	Yes always %	Yes sometimes %	No %
Produce written task descriptions for the roles volunteers carry out	31	21	49	47	25	29	50	33	17	69	25	6	54	25	22
Hold an interview or chat with volunteers before they start volunteering	67	9	25	81	11	8	88	10	2	87	9	4	84	8	8
Hold one to one supervision sessions with volunteers	32	22	46	45	35	20	42	37	21	47	39	14	46	33	22
Hold group supervision sessions with volunteers	22	31	47	29	33	38	22	42	36	28	49	24	28	36	36
Hold exit interviews with volunteers when they leave	18	16	67	26	26	48	23	35	42	30	44	26	27	30	43
<i>Base*</i>	<i>191-194</i>			<i>269-272</i>			<i>147-151</i>			<i>229-231</i>			<i>1355-1377</i>		

*Base: All respondents. Don't know and refusal responses excluded. *Please note the low base rates, reflecting the large number of respondents that did not specify income levels.*

Figure A.4.6: The adoption of volunteer management practices, by number of paid staff

	No. of paid staff															All		
	1-10			11-20			21-50			51-250			Over 250			Yes always %	Yes sometimes %	No %
	Yes always %	Yes sometimes %	No %	Yes always %	Yes sometimes %	No %	Yes always %	Yes sometimes %	No %	Yes always %	Yes sometimes %	No %	Yes always %	Yes sometimes %	No %	Yes always %	Yes sometimes %	No %
Produce written task descriptions for the roles volunteers carry out	50	26	24	52	27	21	68	25	7	65	29	6	73	21	6	54	25	22
Hold an interview or chat with volunteers before they start volunteering	85	9	6	91	7	2	86	10	4	91	6	3	91	8	2	84	8	8
Hold one-to-one supervision sessions with volunteers	48	32	20	50	34	16	47	38	15	52	38	11	50	38	12	46	33	22
Hold group supervision sessions with volunteers	30	35	35	25	29	46	28	43	29	23	55	23	28	49	23	28	36	36
Hold exit interviews with volunteers when they leave	27	28	45	32	27	41	35	38	27	26	40	35	32	43	25	27	30	43
<i>Base</i>	547-555			143-145			120-124			119-122			122-126			1355-1377		

Base: All respondents. Don't know and refusal responses excluded.

Figure A.4.7: The adoption of volunteer management practices, by number of volunteers

	Number of volunteers															All		
	1-5			6-15			16-25			26-100			Over 100			Yes always %	Yes sometimes %	No %
	Yes always %	Yes sometimes %	No %	Yes always %	Yes sometimes %	No %	Yes always %	Yes sometimes %	No %	Yes always %	Yes sometimes %	No %	Yes always %	Yes sometimes %	No %			
Produce written task descriptions for the roles volunteers carry out	47	26	27	44	23	32	43	33	24	53	27	20	74	19	7	54	25	22
Hold an interview or chat with volunteers before they start volunteering	90	5	5	78	9	13	80	11	9	86	7	6	85	10	5	84	8	8
Hold one-to- one supervision sessions with volunteers	58	26	17	43	28	30	45	31	24	43	34	24	41	45	15	46	33	22
Hold group supervision sessions with volunteers	20	33	48	28	31	41	31	34	35	30	38	32	31	48	21	28	36	36
Hold exit interviews with volunteers when they leave	32	26	42	24	22	55	28	26	46	24	32	45	26	45	29	27	30	43
<i>Base</i>	216-219			331-326			166-168			319-322			256-262			1355-1377		

Base: All respondents. Don't know and refusal responses excluded.

Figure A.4.8: Whether organisations recognise or reward volunteers, by role of the volunteer manager

	Role		All
	Paid Volunteer Coordinators %	All other respondents %	
Yes	90	76	78
No	11	24	22
<i>Base</i>	266	1095	1374

Base: All respondents. Don't know and refusal responses excluded.

Figure A.4.9: The ways organisations recognise volunteers, by size

	Income				No. of paid staff					All
	<£10k	£10- £99.9 99k	£100- £999.9 99k	£1m and over	1-10	11-20	21-50	51- 250	Over 250	
Long service award	35	27	28	51	31	26	35	46	61	37
Reference or testimonial	53	74	83	80	78	78	84	84	74	74
Certificate awarded by your organisation	44	49	59	67	53	59	59	73	70	57
Certificate awarded by external organisation	28	31	36	40	31	35	43	42	38	33
Verbal thanks from the organisation	90	93	95	94	92	91	96	92	91	92
Written thanks from the organisation	77	87	85	89	84	84	82	88	85	85
Received gifts from people	48	48	48	35	45	45	40	29	34	40
Recognition in press	66	67	62	73	65	57	65	68	79	66
Discount card/reduced charges for activities	19	20	23	26	22	21	26	26	26	23
Other	15	22	23	41	22	30	36	40	37	27
Base*	122	215	128	196	442	115	101	103	107	1077

*Base: All respondents who said their organisation recognised and rewarded its volunteers. Don't know and refusal responses excluded. Percentages do not add up to 100 as respondents could choose multiple responses. *Please note the low base rates, reflecting the large number of respondents that did not specify income levels.

Figure A.4.10: The ways organisations recognise volunteers, by number of volunteers

	No. of Volunteers					All %
	1-5 %	6-15 %	16-25 %	26-100 %	Over 100 %	
Long service award	18	22	34	38	69	37
Reference or testimonial	80	71	74	69	77	74
Certificate awarded by your organisation	44	46	57	60	75	57
Certificate awarded by external organisation	31	26	34	37	35	33
Verbal thanks from the organisation	91	91	96	92	93	92
Written thanks from the organisation	85	81	88	84	89	85
Received gifts from people	46	43	50	40	31	40
Recognition in press	55	55	73	67	83	66
Discount card/reduced charges for activities	18	22	28	24	27	23
Other	23	24	22	28	34	27
<i>Base</i>	<i>169</i>	<i>231</i>	<i>131</i>	<i>260</i>	<i>236</i>	<i>1077</i>

Base: All respondents who said their organisation recognised and rewarded its volunteers. Don't know and refusal responses excluded. Percentages do not add up to 100 as respondents could choose multiple responses.

5 Managing volunteer recruitment and retention

Figure A.5.1: Difficulties experienced in recruiting volunteers, by income

		Income				All
		<£10,000 %	£10,000 to £99,999 %	£100,000 to £999,999 %	£1 million and over %	%
Recruiting enough volunteers	A lot	32	27	18	14	22
	A little	37	42	39	35	37
	Not at all	31	31	43	52	41
Recruiting volunteers with the skills needed	A lot	30	29	20	15	22
	A little	34	37	44	38	35
	Not at all	37	34	36	47	43
Recruiting volunteers from a wide range of social and community backgrounds	A lot	32	32	24	16	24
	A little	28	31	35	39	32
	Not at all	40	37	41	46	45
Base*		183-194	268-272	148-151	222-227	1330-1363

Base: All respondents. Don't know and refusal responses excluded. *Please note the low base rates, reflecting the large number of respondents that did not specify income levels.

Figure A.5.2: Difficulties experienced in recruiting volunteers, by number of staff

		No. of paid staff					All
		1-10 %	11-20 %	21-50 %	51-250 %	Over 250 %	%
Recruiting enough volunteers	A lot	24	21	16	14	10	22
	A little	40	33	38	33	34	37
	Not at all	36	46	46	53	57	41
Recruiting volunteers with the skills needed	A lot	24	24	20	13	7	22
	A little	38	33	40	39	31	35
	Not at all	38	43	40	48	62	43
Recruiting volunteers from a wide range of social and community backgrounds	A lot	26	25	22	12	12	24
	A little	32	31	37	36	33	32
	Not at all	42	44	41	52	55	45
Base		540-551	137-145	122-124	120-123	122-124	1330-1363

Base: All respondents. Don't know and refusal responses excluded.

Figure A.5.3: Difficulties experienced in recruiting volunteers, by number of volunteers

		No. of volunteers					All %
		1-5 %	6-15 %	16-25 %	26-100 %	101 or more %	
Recruiting enough volunteers	A lot	23	29	28	18	14	22
	A little	31	37	35	43	37	37
	Not at all	46	35	38	39	49	41
Recruiting volunteers with the skills needed	A lot	26	28	24	19	14	22
	A little	31	30	39	37	39	35
	Not at all	43	42	37	45	47	43
Recruiting volunteers from a wide range of social and community backgrounds	A lot	24	28	30	21	17	24
	A little	27	29	33	34	37	32
	Not at all	49	43	37	45	46	45
<i>Base</i>		208-218	319-329	161-167	318-325	256-258	1330-1363

Base: All respondents. Don't know and refusal responses excluded

Figure A.5.4: Difficulties experienced in recruiting volunteers, by the main activity of the organisation

		Art/Culture	Sport/Recreation	Ed. & research	Health	Social Services	Advice & info	Campaign/Community action	General voluntary & community work
		%	%	%	%	%	%	%	%
Recruiting enough volunteers	A lot	25	26	21	15	26	24	23	27
	A little	39	47	41	35	34	37	39	38
	Not at all	36	27	38	50	41	40	38	35
Recruiting volunteers with the skills needed	A lot	28	27	24	19	25	26	23	22
	A little	30	34	36	33	38	37	41	41
	Not at all	42	40	40	49	37	37	37	36
Recruiting volunteers from a wide range of social and community backgrounds	A lot	32	28	26	20	30	31	29	28
	A little	22	33	31	29	31	36	31	30
	Not at all	46	38	43	51	40	33	40	42
<i>Base</i>		116-119	183-185	302-305	337-341	149-153	166-169	195-199	161-162

Base: All respondents. Don't know and refusal responses excluded.

Figure A.5.5: Difficulties experienced in retaining volunteers, by size

	Income				No. of paid staff					All %
	<£10k %	£10- £99.9 99k %	£100- £999.9 99k %	£1m and over %	1-10 %	11-20 %	21-50 %	51- 250 %	Over 250 %	
A lot	15	11	12	4	10	13	10	3	2	9
A little	28	36	37	37	38	32	33	35	36	35
Not at all	57	53	51	60	53	55	57	63	61	56
Base*	195	269	148	227	547	143	122	119	124	1359

Base: All respondents. Don't know and refusal responses excluded. *Please note the low base rates, reflecting the large number of respondents that did not specify income levels.

Figure A.5.6: Difficulties experienced in retaining volunteers, by number of volunteers

	No. of volunteers					All %
	1-5 %	6-15 %	16-25 %	26-100 %	over 100 %	
A lot	13	9	14	7	5	9
A little	33	31	34	35	41	35
Not at all	55	60	53	58	54	56
Base	216	325	167	325	258	1359

Base: All respondents. Don't know and refusal responses excluded

Figure A.5.7: Difficulties experienced in retaining volunteers, by main field of activity of organisation

	A lot %	A little %	Not at all %	Base
Art, culture	8	27	66	120
Sport, recreation	10	40	50	186
Education and research	9	35	56	304
Health	7	34	59	338
Social services	10	33	57	153
Advice and information	15	38	48	170
Campaign/community action	15	33	52	197
General voluntary & community work	8	42	50	161

Base: All respondents who identified one of the main activities of their organisation as one of the categories above. Respondents could choose more than one type of main activity. Don't know and refusal responses excluded.

Figure A.5.8: The extent recruitment or retention difficulties will hold back organisation in the future, by size

	Income				No. of paid staff					All
	<£10k	£10- £99.9 99k	£100- £999.9 99k	£1m and over	1-10	11-20	21-50	51- 250	Over 250	
	%	%	%	%	%	%	%	%	%	%
A lot	27	23	15	9	19	7	13	8	10	16
A little	37	41	43	37	38	42	29	43	27	37
Not at all	36	37	42	54	43	51	58	49	63	47
<i>Base*</i>	186	261	146	227	529	137	120	120	126	1326

*Base: All respondents. Don't know and refusal responses excluded. *Please note the low base rates, reflecting the large number of respondents that did not specify income levels.*

Figure A.5.9: The extent recruitment or retention difficulties will hold back organisation in the future, by number of volunteers

	No. of volunteers					All
	1-5	6-15	16-25	26-100	over 100	
	%	%	%	%	%	%
A lot	19	17	16	15	16	16
A little	28	39	43	40	39	37
Not at all	54	43	41	45	46	47
<i>Base</i>	210	318	164	316	249	1326

Base: All respondents. Don't know and refusal responses excluded.

Figure A.5.10: Reflections on involving more volunteers, by size

	Income				No. of paid staff					All
	<£10k	£10- £99.9 99k	£100- £999.9 99k	£1m and over	1-10	11-20	21-50	51- 250	Over 250	
	%	%	%	%	%	%	%	%	%	%
Has as many volunteers as it wants	32	30	29	24	31	34	31	24	24	29
Wants more volunteers	68	70	71	76	69	66	69	76	76	72
<i>Base</i>	193	269	147	227	546	143	121	119	125	1377

*Base: All respondents. Don't know and refusal responses excluded. *Please note the low base rates, reflecting the large number of respondents that did not specify income levels.*

Figure A.5.11: Reflections on involving more volunteers, by number of volunteers

	No. of volunteers					All
	1-5 %	6-15 %	16-25 %	26-100 %	over 100 %	
Has as many volunteers as it wants	41	31	24	25	22	29
Wants more volunteers	59	70	76	75	78	72
Base	215	325	167	324	259	1377

Base: All respondents. Don't know and refusal responses excluded

Figure A.5.12: Reflections on involving more volunteers, by activity of organisation

	Field of activity								All
	Art/Culture %	Sport/Recreation %	Ed. & research %	Health %	Social Services %	Advice & info %	Campaign/Community action %	General voluntary & community work %	
Has as many volunteers as it wants	25	23	27	28	26	23	29	24	29
Wants more volunteers	75	77	73	72	74	77	71	76	72
Base	122	186	303	342	154	169	195	163	1358

Figure A.5.13: Reflections on how many additional volunteers organisations could involve on current resources, by size

	Income				No. of paid staff					All
	<£10k %	£10- £99.9 99k %	£100- £999.9 99k %	£1m and over %	1-10 %	11-20 %	21-50 %	51- 250 %	Over 250 %	
None	19	15	18	14	18	19	13	12	19	16
Less than 10	56	52	47	20	49	47	36	22	8	40
About 10 to 20	12	20	20	16	16	17	22	20	12	18
Over 20 up to 50	2	4	4	19	5	6	13	18	22	8
Over 50 up to 100	1	-	1	8	2	1	4	6	9	3
Over 100	1	1	1	6	1	1	1	4	10	2
As many people as come forward	10	8	9	17	10	10	12	19	21	13
Base*	195	272	151	231	555	146	124	122	127	1382

Base: All respondents. Don't know and refusal responses excluded. *Please note the low base rates, reflecting the large number of respondents that did not specify income levels.

Figure A.5.14: The number of additional volunteers organisations could involve with current resources, by number of volunteers in organisation

	No. of volunteers					All %
	1-5 %	6-15 %	16-25 %	26-100 %	over 100 %	
None	22	20	11	14	13	16
Less than 10	66	55	51	26	6	40
About 10 to 20	6	16	24	31	11	18
Over 20 up to 50	1	2	5	11	20	8
Over 50 up to 100	0	1	1	3	11	3
Over 100	0	-	1	2	10	2
As many people as come forward	6	6	7	14	30	13
Base	219	332	169	326	263	1382

Base: All respondents. Don't know and refusal responses excluded

Figure A.5.15: Reflections on whether organisations would involve more volunteers if they could raise additional resources, by size

	Income				No. of paid staff					All %
	<£10k %	£10- £99.9 99k %	£100- £999.9 99k %	£1m and over %	1-10 %	11-20 %	21-50 %	51- 250 %	Over 250 %	
Yes	62	71	80	77	74	77	83	71	74	72
No	38	29	21	23	26	23	17	29	26	28
Base*	185	266	146	220	535	141	121	117	118	1321

Base: All respondents. Don't know and refusal responses excluded. *Please note the low base rates, reflecting the large number of respondents that did not specify income levels.

Figure A.5.16: Reflections on whether organisations would involve more volunteers if they could raise additional resources, by number of volunteers in organisation

	No. of volunteers					All %
	1-5 %	6-15 %	16-25 %	26-100 %	over 100 %	
Yes	73	69	71	72	79	72
No	27	31	29	28	21	28
Base	207	321	160	315	249	1321

Base: All respondents. Don't know and refusal responses excluded.

Institute for Volunteering Research

Institute for Volunteering Research (IVR) is a specialist research and consultancy agency focusing on volunteering. IVR is an initiative of Volunteering England and the University of East London. It was set up in 1997 in response to the increased demand for research on volunteering. Over the past decade IVR has carried out a wide variety of research, consultancy and evaluation projects on many different aspects of volunteering. It has completed four national surveys of volunteering.

www.ivr.org.uk

Volunteering England

Volunteering England supports volunteering and everyone who works with volunteers by:

- > providing information and advice on volunteering through its information team, website and publications
- > giving local support to volunteers and volunteer organisations through its network of Volunteer Centres
- > developing and supporting a strong and effective nationwide volunteering infrastructure
- > working at local, regional and national levels
- > making sure that everyone knows how valuable volunteering is to society by its powerful lobbying and campaigning
- > ensuring that volunteering is understood at the heart of government and in the public, private and third sectors.

www.volunteering.org.uk





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