

Chest
Heart &
Stroke
Scotland



NO LIFE HALF LIVED

VOLUNTEERING STRATEGY 23/28

Executive Summary

Volunteers deliver our strategy, widen our voice, bring unique skills and insights, connect us to places and communities, and hold us accountable.

Our Volunteering Strategy sets out our bold vision for volunteering at CHSS – outlining where we are now, where we want to be, the actions we will drive forward, how we will measure our success, and the internal and external factors that will impact us over the next 5 years.

It reflects CHSS's position as a large-scale Volunteer Involving Organisation (VIO) and acknowledges that our key audiences are our external partners and – internally - our volunteers, beneficiaries, volunteer line managers and the wider organisation.

WE ARE COMMITTED TO REVIEWING OUR STRATEGY EACH YEAR AND ENSURING IT IS A LIVE DOCUMENT FOR ALL AT CHSS.



Introduction

Our refreshed No Life Half Lived strategy is ambitious – we aim to reach and support 175,000 people in Scotland per year by 2028.

If we are to succeed, we must continue to grow the power of volunteering, collectively harnessing the skills, insights and connections of thousands of volunteers, both now and in the future.

This strategy sets out a commitment to ensure volunteering continues as a thread running throughout all of CHSS and that we grow and adapt our approach to respond to the changing needs of people with our conditions and our volunteers.

We will make sure volunteers have a great experience, feel welcomed, accepted, supported and valued. That the voice of volunteers is heard, and representative of the communities we support.

Together we can be there for anyone who needs us, every step of the way.



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175,000
per year
by 2028

Volunteering in Scotland

The last few years has seen relentless change and seismic events - pandemic, lockdowns, cost of living crisis, widening inequalities and a war in Ukraine to name a few.

As an organisation it's essential that we are clear about the challenges we face (or may face), and what they mean for volunteering, so we are prepared to tackle them. We also need to be aware of opportunities that enable us to amplify the power of volunteering.

CHALLENGES INCLUDE:

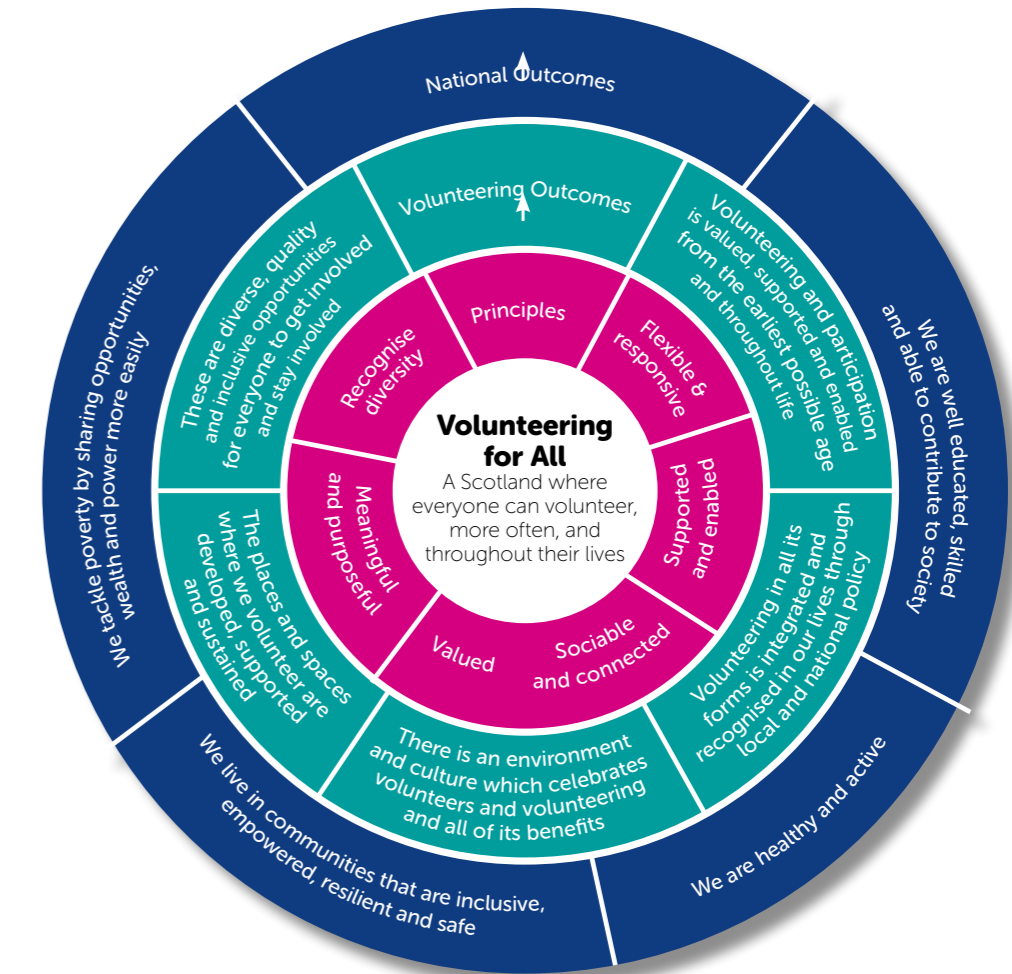
- **Volunteer participation** – the impact of ongoing crises on volunteering participant rates is evident in recent data. Although the formal volunteering rate in Scotland has remained static for the past four years (1.2 million Scottish adults in 2021), the latest Community Life Survey found the proportion of the UK population who had volunteered at least once a month in 2021/22 was 16%, down from about 23% in 2019/20, Volunteer participation has not fully recovered since then.
- **Equity, Diversity and Inclusion** – this continues to be a challenge for the volunteering sector. The Time Well Spent Survey found that in 2018, 73% of volunteers said there were people from a wide range of backgrounds and cultures in their group. In 2022 this has dropped to 66%.

- **Young volunteers** – The Young People in Scotland Survey, reveals a marked decline in volunteering participation between 2019-2022. Formal volunteering is down 12 percentage points from 49% to 37% and informal volunteering – down 7 percentage points from 25% to 18%
- **Cost of Living Crisis** – Analysis from Volunteer Scotland, including the Testing our Resilience report, and subsequent bulletins, has outlined the profound impact of the cost of living crisis on volunteering, including an increased demand for services, a decline in volunteer participation and a deterioration in volunteers' health and wellbeing.

OPPORTUNITIES INCLUDE:

- **Volunteering Action Plan** – The Volunteering Action Plan aims to create a Scotland where everyone can volunteer, more often, and throughout their lives. The plan builds upon Volunteering for All: The National Framework and is designed to provide actions over a 10 year period as a living plan. Activity to date includes the launch of a Policy Champions Network to strengthen policy influence around volunteering and the re-launch of the Volunteer Charter.

- **Virtual volunteering** - After a rapid acceleration of this trend during the pandemic, volunteering online or over the phone is here to stay. The Time Well Spent Survey reports that this is now the third most common way to volunteer – 31% of those who volunteered in last 12 months did at least some of it online or over the phone.
- **Health and Wellbeing** - Evidence continues to demonstrate volunteering's extraordinary contribution to addressing Scotland's health and wellbeing challenges, including reducing social isolation and loneliness, connecting communities and supporting health and wellbeing activities.
- **Artificial intelligence** – AI is increasingly transforming organisations and the way we all live. We must be aware of the impacts of AI on volunteers and volunteering and respond and adapt to this rapidly accelerating trend.



Volunteering at CHSS

The power of volunteering is evident throughout CHSS.

Across Scottish communities, thousands of volunteers raise funds through our shops and events, support people with our conditions and broaden our reach and voice.

Volunteer involvement is woven into the fabric of CHSS, with each and every volunteer contributing a unique set of skills, experience, insights and connections.

The positive impact of volunteering at CHSS also extends to volunteers themselves. In our 2023 volunteer survey:

- **100%** of respondents would recommend, or would consider recommending, volunteering at CHSS to family and friends
- **94%** of respondents consider their motivations for volunteering have been met
- **96%** of respondents said that volunteering makes a positive difference to their health and wellbeing
- **98%** of respondents felt that they could be their authentic self whilst volunteering at CHSS.



We are proud of all that we have achieved together, but we know we can do more. We must grow our volunteer roles and numbers across our service delivery, enhance the professionalisation of our volunteer line managers and ensure our volunteers are reflective of the communities we support.

We know we cannot do this alone. In a time of unprecedented challenge for the 1 in 5 people in Scotland with our conditions, we must continue to grow our external engagement to unleash the power of volunteering across Scotland and deliver our refreshed No Life Half Lived strategy.

OUR MISSION FOR VOLUNTEERING

Our mission is to unleash the power of volunteering to create a community where people can support each other, secure the expert help they need and collectively advocate for the care that matters to them.

OUR VISION FOR VOLUNTEERING

- **The breadth and scope of volunteer involvement is in every corner of CHSS, collectively bringing about a Scotland where people with our conditions can live their lives well. Full lives, with the right support, at the right time and in the right place for them**
- **CHSS is the charity of choice for those committed to supporting people with our conditions**
- **We are a leading volunteer involving organisation in Scotland using our voice and expertise to influence on a national scale**
- **Volunteering at CHSS is adaptable – able to respond to the ever changing and unpredictable external environment**
- **Our volunteers are inspired and enabled to grow their involvement, making the best of their skills and participating in a way that meets their motivations**
- **Volunteers are involved in all aspects of our thinking, planning and development. We do things with volunteers, not to them.**
- **Safety is at the heart of our volunteer involvement.**



Definition of Volunteering

The pandemic and cost of living crisis has accelerated a shift in the volunteering landscape to more light-touch and episodic opportunities. Volunteers demand flexibility and immediacy in the way they participate, and we must remain responsive to changing needs and motivations.

As part of this we need to think innovatively about what volunteering means and how it's defined – we see it as a spectrum from micro actions (sharing our messages on social media), to setting the charity's strategic direction (Board of Trustees) and all that is in-between.

By defining volunteering this way, it offers people a myriad of opportunities to move in and out of volunteering for CHSS and between roles, reflecting shifts in their motivations and priorities and bringing to life a 'Scotland where everyone can volunteer, more often, and throughout their lives'.



Volunteer Motivations

To ensure the successful implementation of our volunteering strategy, it's essential to understand what motivates people to volunteer and ensure this underpins our vision and mission for volunteering.

We also need to embrace the reality that people's motivations to volunteer change over their time with CHSS and we need to adapt and expand their experience with us, and support from us.

Although motivations will be unique to individuals, we can segment these into broad categories:



WHAT PEOPLE TOLD US



"Volunteering is something everyone should do if they have even a little time. You get such a sense of fulfilment from it. And being able to volunteer and help people from your community who just need to talk to someone, that's priceless. I am reconnecting her to her roots but I'm reconnecting myself too."

Sadaf, Kindness Volunteer

"Working in the fields of health and psychology, I knew volunteering could be powerful and give a real sense of community. But when you get to know other volunteers, you build such authentic relationships in pursuit of a common goal. It's an unrivalled feeling."

Stephen, Wellness Garden Volunteer

"When I left Ukraine, I had to leave everything behind. I felt alone. Volunteering with CHSS has allowed me to give something back, but has also given me something too. I feel part of the community, which makes me feel good."

Svita, Retail Volunteer



Our Values

Our values underpin our vision and mission for volunteering

Values	What they mean internally	What they mean externally
<p>Agile We will adapt to the needs of our people and the environment we work in</p>	<ul style="list-style-type: none"> When opportunities for volunteers and volunteering arise internally, we respond quickly We change what we do if it's not working 	<ul style="list-style-type: none"> We are aware of how the external environment impacts on volunteering and volunteers We can respond quickly and effectively to changes in the external environment
<p>Innovative We will look for improvement in what we do and be creative in developing new services</p>	<ul style="list-style-type: none"> We listen to, and act on, innovative ideas from volunteers, volunteer line managers, service users and carers to improve what we do 	<ul style="list-style-type: none"> We respond to innovations in the external environment to adapt and grow volunteering at CHSS We're seen as a leader across the volunteering sector
<p>Inclusive We will adopt a human rights-based approach to our work and be accessible</p>	<ul style="list-style-type: none"> We ensure that equity, diversity and inclusion is a top priority for CHSS 	<ul style="list-style-type: none"> We offer flexible and accessible volunteer roles and review our processes to identify, and remove, barriers to participation

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Our Strategic Goals

STRATEGIC GOAL 1: GROUND

We need to ensure that we ground, and maintain, our robust systems, policies and procedures and strong focus on safeguarding, health and safety and compliance, so that volunteering is grounded and able to grow on a stable footing.

Values	What they mean internally	What they mean externally
 <p>Accountable We will take ownership for our work and hold decision makers to their responsibilities</p>	<ul style="list-style-type: none"> We keep our promises to volunteers We are clear about what is expected of volunteers in their role We can explain the decisions we make to those who support us and volunteer for us 	<ul style="list-style-type: none"> We share our volunteering successes, and recognise the achievements of volunteers, externally We work collectively with external stakeholders and partners in the volunteering sector
 <p>Collective We can only achieve our goals by working together and learning from each other</p>	<ul style="list-style-type: none"> Colleagues and volunteers are one team with shared goals We listen to each other in order to learn and improve We share good practice and celebrate our successes with volunteers 	<ul style="list-style-type: none"> We share our volunteering successes, and recognise the achievements of volunteers, externally We work collectively with external stakeholders and partners in the volunteering sector
 <p>Courageous We will say what needs to be said and do what needs to be done to meet our goals</p>	<ul style="list-style-type: none"> We communicate openly and honestly with our volunteers in a constructive way 	<ul style="list-style-type: none"> We feel informed enough to speak out externally about issues that impact on volunteers We understand the implications of our actions and words

Strategic goal 1	Where we are now	Key activities	By 2028	Metrics
Ground	Final sprint of the implementation of our new volunteer management system	<ul style="list-style-type: none"> Process in place to train new volunteer line managers and volunteers on the system and support them to use System is kept up-to-date with new role profiles, training modules, news stories and opportunities Regular audits to monitor data quality and compliance 	Our volunteer management system is embedded across CHSS, underpinning the whole volunteer life-cycle, enhancing the volunteer experience and ensuring consistency and cohesion in the way we involve volunteers	90% of volunteers and volunteer line managers accessing volunteer management system 6 monthly audit results
Ground	Robust health and safety and safeguarding processes and training	<ul style="list-style-type: none"> Continue to invest in safeguarding and health and safety as a top priority Regular reporting on required health and safety and safeguarding training Policies and procedures are maintained and updated 	Our strong focus on health and safety and safeguarding is maintained as top priority to ensure volunteers are safe in their role	Accident and incident reporting. Safeguarding and health and safety training compliance at 90% Safeguarding concern reports Survey data Audit & impact reporting

Our Strategic Goals continued.

Strategic goal 1	Where we are now	Key activities	By 2028	Metrics
Ground	In 2023 volunteer survey 55% of volunteers reported having regular support and development meetings with their volunteer line manager	<ul style="list-style-type: none"> Review of support and development approach Empower and enable volunteer line managers to carry out support and development Empower and enable volunteer line managers to hold regular group /team meetings with their volunteers – providing an opportunity for volunteers to hear updates about CHSS, get to know each other and foster a sense of connectivity and teamwork 	Where appropriate to their roles and level of involvement volunteers are having regular, quality conversations with their line managers and attending team/group meetings	90% of volunteers reported having support and development and team meetings
Ground	All volunteers, volunteer line managers have access to training modules through new volunteer management system	<ul style="list-style-type: none"> Embed monthly reporting on training compliance Support and enable volunteer line managers and volunteers to complete compliance training 	Volunteer compliance training is complete and up to date	Volunteer training compliance at 90%
Ground	Volunteering included in annual operational planning and development cycle	<ul style="list-style-type: none"> Volunteering is a thread that runs across all CHSS strategy development and operational plans, business development Volunteering central to all workforce planning and productivity modelling 	In everything we do at CHSS, the role and place of volunteers is be considered.	Volunteering included in all operational plans

STRATEGIC GOAL 2: GROW

CHSS has made huge strides in harnessing the power of volunteering across the organisation, but we don't want to stop there.

We will continue to grow volunteering to ensure delivery of our community healthcare support service, and be there with everyone who needs it, every step of the way.

Strategic goal 1	Where we are now	Key activities	By 2028	Metrics
Grow	Our No Life Half Lived strategy outlines our belief that every person with our conditions should have access to quality supported self management and community recover To achieve this, we must diversify our volunteer roles and grow our numbers.	<ul style="list-style-type: none"> Development of new volunteer roles to enable delivery of our strategy Expand our partnerships to raise the profile of our roles and opportunities Support and enable existing volunteers to grow their involvement and grow our numbers of new volunteers 	Our refreshed No Life Half Lived strategy, is delivered through volunteers, enabling people with our conditions to access quality supported self management and community recovery	Number of new roles Recruitment targets Direct support, reach and awareness of our conditions delivered through volunteers

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Strategic goal 1	Where we are now	Key activities	By 2028	Metrics
Grow	On average 50 volunteers recruited a month	<ul style="list-style-type: none"> • Clear targets and priorities for volunteer recruitment agreed across directorates • Development of toolkits, training, guidance and support to empower and enable volunteer line managers to recruit in their locality • Review and development of new recruitment materials and resources • Development and amplification of key external partnerships and relationships to drive volunteer recruitment (eg TSIs, Corporate Volunteering programmes, community groups) 	Clear recruitment targets are embedded and met across CHSS, ensuring we have the right number of volunteers in the right roles to deliver our strategy	Number of volunteers recruited and onboarded to target
Grow	In 2023 volunteer survey 94% of volunteers felt valued. Across CHSS a volunteer appreciation, recognition and retention programme is in place	<ul style="list-style-type: none"> • Continue and maintain framework on volunteer appreciation, engagement and retention • Ensure we continue to innovate and develop new ways to recognise, engage and retain our volunteers 	Volunteers across CHSS feel valued, recognised and appreciated, understanding the impact of their volunteering	95 % of volunteers feel valued Increase in the retention of volunteers
Grow	Out of over 200 colleagues 150 involve volunteers which is a huge achievement, but we want to do more to ensure that volunteers have a place in everything we do	<ul style="list-style-type: none"> • Continue to embed a culture of volunteering across all teams, where its everyone's responsibility to engage volunteers • Support and empower all teams across CHSS to engage volunteers 	All teams and directorates across CHSS involve volunteers in their work and have the capability to effectively engage, lead and manage volunteers	100% of teams and directorates involve volunteers in their work

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Strategic goal 1	Where we are now	Key activities	By 2028	Metrics
Grow	Volunteers feel connectivity with their directorate (shops, services, fundraising) rather than region Limited insight on whether volunteers are also donors, campaigners etc	<ul style="list-style-type: none"> • Create volunteer journeys that enable volunteers to move in and out of volunteering • Support and enable volunteers to move between roles over time • Align volunteering with wider supporter journeys • Create flexible and accessible volunteer roles that offer opportunities for volunteers at all stages of their life 	Volunteers supported holistically and enabled to move between roles, volunteering and other areas of support with CHSS over their lifetime, depending on their circumstances and motivation .	Number of volunteers also donors, campaigners etc Number of volunteers taking on new/additional roles
Grow	Clear volunteer roles in place and associated training 'Skill up' programme for staff and volunteers	<ul style="list-style-type: none"> • Embed volunteering within CHSS succession planning • Develop a well defined development route for volunteers to grow their involvement, if they choose to • Invest in learning opportunities for volunteers to grow their skills and involvement 	Volunteers are supported and enabled to grow their involvement, develop new skills and progress their career, if they choose to	95% of volunteers whose motivation is met A minimum of 20% of all paid vacancies across the organisation are filled by people who have previously volunteered with us 50% of volunteers completing CPD courses
Grow	Volunteer line manager training in place for all new starters Regular volunteer line manager newsletter and support from Volunteering team	<ul style="list-style-type: none"> • Development of volunteer line manager training to include a modular approach • Develop a well-defined development route for volunteer line managers to grow their skills and experience • Professionalisation of volunteer line management is a core focus for CHSS 	Volunteer line managers across CHSS are trained, supported and empowered to engage volunteers and enhance their volunteer management skills	100% of volunteer line managers feel equipped to manage and involve volunteers in their role

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Our Strategic Goals continued

Strategic goal 1	Where we are now	Key activities	By 2028	Metrics
Grow	Equity, Diversity and Inclusion is a strong focus for CHSS. To ensure this part of our 'business as usual' we launched an EDI Group to support representation across every part of the charity	<ul style="list-style-type: none"> Build on the implementation of our new volunteer management system to grow our diversity data and track our progress Grow the diversity of images and recruitment materials Grow our external relationships with community partners and presence at community events Grow the number of accessible roles that appeal to a diverse range of people and offer people flexibility and choice in the way they participate Review our training around Equity, Diversity and Inclusion Build on the implementation of new volunteer management system to review or approach to recruitment through a diversity and inclusion lens 	Our volunteer profile will better reflect the broad range of people with our conditions	<p>Demographic data re people with our conditions</p> <p>Demographic data re communities across Scotland</p> <p>Compare above to volunteer pool – which groups are underrepresented?</p> <p>98% of volunteers feel that they can be authentic self whilst volunteering at CHSS.</p>
Grow	At CHSS we are committed to hearing the volunteer voice through our Volunteering Strategy Group (VSG) and more informal engagement groups	<ul style="list-style-type: none"> Building on the work we've started around co-creation with volunteers to create an engagement framework underpinned by human rights Align this framework with the broader participation and engagement programme of work 	We harness the experiences, insights and strengths of volunteers to co-design the programmes of work that affect them We do things with volunteers – not to them	<p>Feedback from participations in co production (eg Volunteers on Volunteering Strategy Group)</p> <p>Case studies on improvements due to co production approach</p>

STRATEGIC GOAL 3: ADAPT

If the last few years have taught us anything, is that it's essential for us to be adaptable. To meet the needs of people with our conditions, we'll ensure we will keep up to date with, and respond, to the ever changing and unpredictable external environment, changes in the volunteering landscape and volunteer motivations.

We are committed to reviewing our progress, and understanding and communicating, how we are improving the experience for CHSS volunteers and the people their volunteering impacts.

Strategic goal 1	Where we are now	Key activities	By 2028	Metrics
ADAPT	CHSS represented on key external stakeholder groups across the volunteering community	<ul style="list-style-type: none"> Ensure CHSS is integral to delivery of the Volunteering Action Plan Continue to horizon scan, monitor key changes in the volunteering landscape and adapt 	CHSS is outward facing, collaborating with key stakeholders across the volunteering community, and adapting in response to changes in the volunteering landscape	Profile of volunteering at CHSS across external stakeholders including Scottish Government, Third Sector, Local Authorities and Health & Social Care.
ADAPT	Volunteer motivations are asked at recruitment stage and during annual volunteer survey	<ul style="list-style-type: none"> Review of volunteer motivations embedded as core aspect of support and development framework Move from annual to more regular surveys around volunteer motivations 	CHSS regularly monitors volunteer motivations and adapts to meet changing needs	90% plus of volunteers consider their motivations for volunteering have been met

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Strategic goal 1	Where we are now	Key activities	By 2028	Metrics
ADAPT	Key volunteering metrics and KPIs reported to volunteering team, Leadership, Directorate and Board	<ul style="list-style-type: none"> Review our KPIs and metrics Align our metrics across teams/directorates for CHSS 	We are led by insight, adapting and enhancing the volunteer experience based on what the data tells us	Annual review of metrics and reporting mechanisms
ADAPT	Volunteers are vital to the success of No Life Half Lived strategy	<ul style="list-style-type: none"> Volunteering is a thread that runs throughout our new No Live Half Lived, Income Generation and Retail strategy Checkpoints in place to review No Life Half Life and volunteers contribution to the strategy 	We adapt our volunteering roles and frameworks to ensure they remain true enablers of the strategy	Annual review of alignment between No Life Half Lived and Volunteering strategy
ADAPT	Introduced a Participation and Engagement Steering Group to embed co-creation across every aspect of our work	<ul style="list-style-type: none"> Volunteering central to participation and engagement work across CHSS 	We actively and meaningfully involve people affected by our conditions, and adapt our volunteering frameworks in response	Case studies – improvements / changes due to participation of people with our conditions

Acknowledgments

Developing our volunteering strategy has been a collective effort. Colleagues, volunteers, and service users across CHSS have been involved in a variety of different ways, including through surveys, interviews and workshops.

In particular, a huge thank you to our Volunteering Strategy Group (VSG), for sharing their insights, knowledge and experience and their instrumental role in bringing the strategy to life.





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